



County Council

Wednesday, September 25, 2024 at 10:00 AM

Council Chambers

Agenda

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|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1. Call to Order | |
| 2. Land Acknowledgement | |
| 3. Moment of Silent Reflection | |
| 4. National Anthem | |
| 5. Roll Call | |
| 6. Disclosure of Pecuniary Interest and General Nature Thereof | |
| 7. Adoption of the Minutes of August 28, 2024 | 6 - 14 |
| County Council - Aug 28 2024 - Minutes - Html  | |
| RECOMMENDATION: THAT the minutes of August 28, 2024 meeting be approved. | |
| 8. Adoption of the Closed Minutes of August 28, 2024 | |
| RECOMMENDATION: THAT the Closed minutes of the August 28, 2024 meeting be approved. | |
| 9. Warden's Address | |
| 10. Delegations | |
| a. 10:15 a.m. - Allison Miller, Labour Market Group of Renfrew/Lanark
RE: Labour market in Renfrew County
Renfrew County Council LMG Presentation V2.pdf  | 15 - 24 |
| b. 10:30 a.m. - RothIAMS
RE: Building Condition Assessments | 25 - 29 |

- c. 11:30 a.m. Aimee Bailey, Truth and Reconciliation

11. Closed Meeting

RECOMMENDATION: THAT County Council pursuant to Section 239(2) of the Municipal Act, 2001, as amended move into a closed meeting to discuss:

- a) the security of the property of the municipality or local board, and
- c) a proposed or pending acquisition or disposition of land by the municipality or local board (Building Condition Assessments).



12. Correspondence

13. Committee Reports

- a. [Development and Property Committee Report to County Council](#)  30 - 64
[Municipal Services Corporations and Communal Water and Wastewater Facilities Report](#) 
[Regional Incentives Program and Affordable Housing Supports](#) 
[Regional Incentives Program Presentation](#) 

- b. [Community Services Committee Report to County Council](#)  65 - 166
[New Child Care Funding Approach](#) 
[10-Year Homelessness and Housing Plan](#) 
[Pembroke Warming Centre Winter 2024 2025](#) 
[HART Hubs - MMAH MOH](#) 

- c. [Operations Committee Report to County Council](#)  167 - 231
[Monthly Status Report](#) 
[2024 Capital Variance Report](#) 
[White Lake Traffic Compliance Improvements](#) 
[KP Lease Draft](#) 
[KP Purchase Agreement](#)  [By-law B053 Design Planmac](#) 
[By-law 128-24 - B053 Design Planmac.pdf](#) 
[By-law 129-24 - MOU CN Trail](#) 
[Memorandum of Understanding - CN Rail Line](#) 
[By-law 130-24 - CR 37 Road Access Agreement.pdf](#) 

[Registered Plan - 49R-20775](#) 
[CR 37 Shared Access Location Map](#) 

- d. [Health Committee Report to County Council](#)  232 - 271
[NQIURE Data System Usage Agreement for NON-BPSOs County of Renfrew](#) 
[RNAO Clinical Pathways License Agreement County of Renfrew](#) 
[Business Case-Rec Prog-BM+ML](#) 
[Business Case-PTA-BM+ML](#) 
[Business Case-AFSS-BM+ML](#) 
[Business Case-LaundryAide-ML](#) 
[By-law 127-24 - Stretcher Purchase Stryker](#) 
- e. [FA - Report to County Council](#)  272 - 368
[2024 Tax Rate Summary](#) 
[2024 Taxable and PIL by Levy Type](#) 
[2024 Levy Summary Report](#) 
[Employee Recognition Results Q2 2024](#) 
[Draft Procedure By-law](#) 
[2025 Budget Schedule](#) 
[By-law 131-24 Employment By-Law#1](#) 
[By-law 132-24 Amend By-law 63-03 Corporate Policies By-law](#) 
[Policy A-14 Retirement and Early Retirement](#) 

14. By-laws

RECOMMENDATION: THAT the following By-laws be enacted and passed:

- a. By-law 127-24 - A By-law Authorizing an Agreement Between The County Of Renfrew And Stryker Canada, for the Purchase of Five Power-Load Stretchers and Five Power-Pro Cots.
- b. By-law 128-24 - A By-law for the Execution of a Professional Services Agreement for Contract PWC-2024-53 for the Engineering Services for Reconstruction of County Structure B053 (Constant Creek Bridge) Township of Greater Madawaska.
- c. By-law 129-24 - A By-law for the Execution of a Memorandum of Understanding with the Townships of

Laurentian Valley and Whitewater Region for the Sale of Former CN Rail Property

d. By-law 130-24 - A By-law to Enter into a Road Access Agreement of County Road 37 (Murphy Road) with 2833868 Ontario Inc.

e. By-law 131-24 - Employment By-law #1 for County Officers and Staff.

f. By-law 132-24 - A By-law to Amend By-law 63-03 Human Resources Corporate Policies and Procedures for the Corporation of the County of Renfrew.

15. Written Reports from Representatives Appointed to External Boards

- a. Association of Municipalities Ontario (AMO)
- b. Eastern Ontario Regional Network (EORN)
- c. Federation of Canadian Municipalities (FCM)
- d. Rural Ontario Municipal Association (ROMA)

16. Notice of Motions

17. Members' Written Motions -None

18. New Business

19. Confirmation By-law

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[134-24 ConfirmatoryBy-law September 25, 2024.pdf](#) 

RECOMMENDATION: THAT By-law 134-24, being a By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on September 25, 2024 be now numbered, deemed read three times and passed.

20. Adjournment

RECOMMENDATION: THAT this meeting adjourn and the next Regular Council Meeting be held on Wednesday, October 30, 2024.

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



County Council

Wednesday, August 28, 2024 at 10:00 AM

Council Chambers

Minutes

Present: Councillor James Brose, Councillor Glenn Doncaster, Councillor Michael Donohue, Warden Peter Emon, Councillor Anne Giardini, Councillor Debbi Grills, Councillor Valerie Jahn, Councillor Daniel Lynch, Councillor Mark MacKenzie, Councillor David Mayville Councillor, Jennifer Murphy, Councillor Neil Nicholson, Councillor Gary Serviss, Councillor Keith Watt, Councillor Rob Weir, Councillor Mark Willmer, and Councillor Daina Proctor

Absent: Councillor David Bennett

1. Call to Order

The General Session of the Council of the Corporation of the County of Renfrew met at 10:15 a.m. on Wednesday, August 28, 2024.

2. Land Acknowledgement

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

3. Moment of Silent Reflection

The meeting opened with a moment of silent reflection.

4. National Anthem

The National Anthem was sung.

5. Roll Call

The roll was called and all members were present, except Councillor Bennett.

6. Disclosure of Pecuniary Interest and General Nature Thereof

No pecuniary interest was disclosed.

**7. Adoption of the Minutes of June 26, 2024 [County Council - Jun 26 2024](#)
[- Minutes - Html](#) **

THAT the County Council Minutes of June 26, 2024 be adopted.

Moved by: Glenn Doncaster

Seconded by: Rob Weir

8. Adoption of the Closed Minutes of June 26, 2024

THAT the Closed County Council Minutes of June 26, 2024, be adopted.

Moved by: David Mayville

Seconded by: Daniel Lynch

9. Warden's Address

Welcome back! It's wonderful to see everyone here after our summer break. I trust you all had a chance to unwind and recharge, just as I did with some time spent on home projects and getting lost in a few good novels.

We are pleased to introduce Deputy Mayor Daina Proctor from the Township of Horton, who has recently taken the County of Renfrew oath of office. She will be stepping in for Mayor Bennett during his absence, and we send our best wishes to Councillor Bennett during his health journey. Over the summer, I had the privilege of attending 52 meetings and events on County business. Reflecting on these experiences, I am reminded of the vibrant and diverse nature of our communities. Each town and village has its own charm, and I am deeply grateful to the volunteers who dedicate their time and energy to organizing such engaging events. Renfrew County truly shines as a fantastic summer destination, and it is all thanks to the collective effort and enthusiasm of our local residents.

June 28 I attended the Work to End Intimate Partner Violence event in Barry's Bay. We are becoming all too aware of Intimate Partner Violence tragedies in our communities and we need to work together to find an end.

myFM recently shared that over the course of a single week there were five separate incidents of Intimate Partner Violence (IPV) across Renfrew County, leading to multiple criminal charges.

I celebrated Canada Day in Admaston Bromley along with acknowledging the milestones of several volunteer fire fighters.

On behalf of the Eastern Ontario Wardens' Caucus, I was in Frontenac County on July 5 for the opening of a paramedic station in Glenburnie. As we start considering the replacement of some of our own assets, this was a valuable learning experience.

Inside Ottawa Valley interviewed me on July 8 regarding our Mesa program; you will hear more during the Committee reports on the success so far with the Mesa program.

July 19 I attended the 9th Annual Pembroke Multicultural Festival

The 96 bed Four Seasons Lodge Ground Breaking took place on August 2 in Deep River. This is huge news for long term care in our county, and I was happy to attend alongside Councillor Grills, Giardini, Serviss along with Renfrew-Nipissing-Pembroke MPP John Yakabuski.

I attended the Arnprior Cultural Night on August 24. Thank you Councillor Lynch and Mayor Lisa McGee for your hospitality.

On August 27th, I attended, along with the CAO, Algonquin College's Dean's Luncheon at the Pembroke Campus. It was a great opportunity to discuss many of the community's challenges with leaders from across several sectors in Renfrew County. We look forward to strengthening our relationship with the College as we move forward on several new initiatives in the future.

August was spent preparing for delegations at the AMO Conference through AMO, EOWC and the County. We participated in five delegation meetings with the County and an additional five with the EOWC which we will go into more detail about during the meeting. I would like to publicly thank Renfrew-Nipissing-Pembroke MPP John Yakabuski for his engagement at our delegations, and many of yours as well.

The Eastern Ontario Wardens Caucus (EOWC) held delegations with...

- the Hon. Sean Fraser, Minister of Housing, Infrastructure and Communities of Canada
- Hon. Minister Calandra, Minister of Municipal Affairs and Housing
- Minister of Infrastructure, Kinga Surma
- Minister of Rural Affairs, Lisa Thompson
- Minister of Long-Term Care, Natalia Kusendova-Bashta
- NDP Caucus and the Liberal Caucus
- Ontario Medical Association

On behalf of County Council, I would like to express our sincere condolences to the family of former Warden Bill Schweig. Bill passed away July 12. Bill was the last Reeve of Radcliffe Township, and the First Reeve of Madawaska Valley Township. He also served two terms as Warden for the County of Renfrew County in 2002 and 2003. As Warden, Bill lead us into a new world as a much smaller council, as many of the newly amalgamated municipalities were formed during his tenure.

As summer winds down and school is around the corner I would like to offer sincere appreciation and thanks to the following students that worked at the County of Renfrew over the summer:

- In Human Resources: Kira Sully and Mackenzie Stewart
- In Emergency Services: Brejana Kisnics, Delaney Barr and Mya LaRiviere
- In Public Works and Engineering: Kyle Rice, Brendan Spencer, William Sullivan, and Owen Lynch
- In Development and Property: Grant Hurley and Braeden Yarmel
- In Community Services: Maeve Elliott and Paityn Leach

We wish you all the best with your future endeavours.

Traffic may be heavier in the upcoming days as school starts and I ask for your patience and awareness while parents and caregivers work out transportation needs for their children.

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

10. Delegations

- a. 10:47 a.m. Warden's Golf Tournament Presentation
Tahseen Ali, Fund and Volunteer Coordinator, East Region Autism Ontario, received a donation from the 2024 Wardens Golf Tournament and provided a PowerPoint presentation on autism.

Community Services also received a donation from the 2024 Wardens Golf Tournament on behalf of the Housing and Homelessness Fund.

- b. 10:58 a.m. - Ottawa Valley Tourist Association (OVTA) Committee
Stefani Van Wijk, Chair, and Meghan James, Vice Chair, from the Ottawa Valley Tourist Association (OVTA) Board of

Directors provided a PowerPoint presentation on tourism in Ottawa Valley.

11. Correspondence

- a. Eastern Ontario Warden's Caucus (EOWC) correspondence was received as information.

12. Closed Meeting

BE IT RESOLVED THAT Council move into a closed meeting pursuant to Section 239 (2) of the Municipal Act, 2001, as amended for the purpose of:

- (c) a proposed or pending acquisition or disposition of land by the municipality or local board; (Paramedic Base, Treatment Centres)
- (d) labour relations or employee negotiations; (Pay Equity)
- (e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board; (Victim Services Agreement, Storyland Pit, River Lane Estates)
- (h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or a Crown agency of any of them (Deep River Housing Initiatives). Time: 11:08 a.m.

Moved by: Keith Watt


Seconded by: Rob Weir

THAT the meeting resume as an open session of County Council. Time: 1:40 p.m

Moved by: James Brose

Seconded by: Debbi Grills

13. Committee Reports

- a. [Operations Committee Report to County Council](#) 
Council discussed the proposed Automated Speed Enforcement and establishing Community Safety Zones within their community. Council questioned if a report can be generated on the statistics once the system is in place, in which staff concurred they could. Council asked if there will be a fee to the local municipalities for the Automated Speed

Enforcement, in which it was noted that the County will be looking after all fees and will also receive, if any, revenues from the enforcement.

Councillor Doncaster requested that Council consider suspending the rules of procedure in order to allow for discussion on sending a letter of support to Kyle Tremblay who is participating in the Paralympics in France.

The Operations Report was adopted as presented.

Councillor Doncaster left the meeting at 2:12 p.m.

THAT County Council suspend the Rules of Procedure to allow for a motion to be brought forward in regards to drafting a letter of support to Paralympic Kyle Tremblay.

Moved by: Jennifer Murphy

Seconded by: Michael Donohue

CARRIED

THAT County Council have a letter of support sent to Paralympic Kyle Tremblay.

Moved by: Glenn Doncaster

Seconded by: Anne Giardini

CARRIED

- b. [Health Committee Report to County Council](#) 
The Health Committee Report was adopted as presented.
- c. [Striking Committee Report to County Council](#) 
The Striking Committee Report was adopted as presented.
- d. [Finance and Administration Committee Report to County Council](#) 
The Finance and Administration Report was adopted as presented.

e. [Development and Property Committee Report to County Council](#) 

Councillor Donohue left the meeting at 2:56 p.m.

Rob Weir left the meeting at 2:56 p.m. and returned at 2:58 p.m.

The Manager of Planning provided an overview on communal water systems.

Council requested that both Item #11, Municipal Services Corporation/Communal Servicing and Communal Water and Systems and Item #12 Regional Incentives Program be brought back to the September 25, 2024 County Council meeting.

Dave Mayville left the meeting at 3:09 p.m. and returned at 3:14 p.m.

The report was adopted as presented severing Item #11 and #12.

Council recessed at 3:18 p.m. and reconvened at 3:25 p.m.

THAT Item #11, Municipal Services Corporation/Communal Servicing and #12 Regional Incentives Program be severed from the report;

AND THAT it be postponed until the Regular Council Meeting being held on September 25, 2024.

Moved by: Neil Nicholson

Seconded by: Jennifer Murphy

f. [Community Services Committee Report to County Council](#) 

Councillor Brose requested additional information on the Early Development Instrument Report and the data that was included in the document.

The Community Services Committee Report was adopted as presented.

14. By-laws

THAT the By-laws listed be deemed read three times and passed.

Moved by: David Mayville

Seconded by: Daina Proctor

- a. By-law 119-24 - A By-law to Enter into a Lease Agreement with Victim Services of Renfrew County Inc., 450 O'Brien Road, Renfrew, Ontario.
- b. By-law 120-24 - A By-law for the Execution of Contract PWO-2024-09 for the Supply and Delivery One Vibratory Dual Drum Roller.
- c. By-law 121-24 - A By-law to Amend By-law 63-03 Human Resources Corporate Policies and Procedures for the Corporation of the County of Renfrew.
- d. By-law 122-24 - A By-law to Appoint the County Committees for the Ensuing Year or Until Their Successors are Appointed.

15. Written Reports from Representatives Appointed to External Boards

- a. Association of Municipalities of Ontario (AMO)
Warden Emon reflected on the past AMO Conference and provided highlights on the delegations they met with during the conference and the feedback they received. The CAO expressed gratitude to the Council and staff for their support, the work they put into organizing for the conference, and the material they provided during the delegations.
- b. Eastern Ontario Regional Network (EORN) - No report.
Councillor Murphy noted the next meeting will be held in Pembroke.
- c. Federation of Canadian Municipalities (FCM)- No report.
- d. Rural Ontario Municipal Association (ROMA)
Councillor Murphy overviewed the ROMA report.

16. Notice of Motions - None

17. Members' Written Motions - None

18. New Business - None

19. Confirmation By-law

- a. A By-law to Confirm the Proceedings of the Council of the County of Renfrew at the meeting held on August 28, 2024. THAT By-law 123-24, being a By-law to confirm the proceedings of the Council of the County of Renfrew at the meeting held on August 28, 2024, be now numbered, deemed read three times and passed.

Moved by: Valerie Jahn

Seconded by: Mark Willmer

20. Adjournment

THAT Council adjourn. Time: 3:51 p.m.

Moved by: Mark Willmer

Seconded by: Gary Serviss

Peter Emon, Warden

Gwen Dombroski, Clerk



**THE LABOUR
MARKET GROUP
OF RENFREW & LANARK**

County of
Renfrew
County
Council
2024

The Labour Market Group of Renfrew and Lanark



The Labour Market Group of Renfrew and Lanark (LMG) is one of 26 workforce planning boards in Ontario and is funded by the Ministry of Labour, Training and Skills Development. We are dedicated to communicating essential labour market information to employers, job seekers, and service agencies.



LMG regularly engages with the community to gather and share information, aiming to create innovative workforce solutions through extensive research and numerous meetings.



By being "in the know" about local jobs, industries, and workforce demographics, LMG supports informed decision-making for economic and workforce development in Renfrew and Lanark.



LMG provides timely local data through initiatives like the LMI Help Desk and the Employer Pulse Survey, helping educators, businesses, and policy makers understand occupational shortages, hiring needs, and the impact of external factors on the workforce.

Deliverables



Local Labour Market Planning Report



Quarterly Newsletters



Employer Pulse Survey



Community Consultations



Service Coordination: Professional Development Days and Community LMI Presentations



Special Projects

Examples of Our Initiatives in Action



Promotion to Youth – Options Skilled Trades Fair and LMI presentations



Employer Pulse Survey to provide just in time data on employment trends that is otherwise not available to our region



Quarterly bulletins which tell the story you told us



Continuous community consultations to hear your voice and share it with stakeholders and policy makers



LMI Help Desk support to answer your questions and give you better insight and understanding of raw labour market data including unique Labour Market Information reports going out to the community



Job Tools offer many unique services that bring together up-to-date data on the labour market for employers, job seekers and community members

Demographic Snapshot

- The median age in Renfrew County stands at 44.8 years, in contrast to Ontario's median age of 41.3 years.
- From 2016 to 2021, Renfrew County experienced a population growth of 3.9%, while Lanark County saw a growth rate of 10.3% and the province of Ontario had an increase of 5.8%.
- A significant concern for the labor market is the rapid growth of the senior population (aged 65 and over), which now constitutes 23.2% of Renfrew County's population. For comparison, the proportion of seniors in Canada was reported at 19% in 2021.
- During the period from 2016 to 2021, Renfrew County welcomed a total of 235 newcomers.

Source: Statcan Census 2021



Current Labour Market

- The unemployment rate in Renfrew County is 6.3% (Eastern Ontario) compared to the provincial rate of 6.7%
- In June, the unemployment rate for individuals aged 15 to 24 rose by 0.9 percentage points to 13.5%, the highest since September 2014, excluding the pandemic years. Year-over-year, it increased by 2.1 percentage points.
- Renfrew County is experiencing a mixed labor market, characterized by both challenges and opportunities. The region faces a shortage of skilled labor, particularly in key sectors like healthcare, construction, and skilled trades.
- Between May 2023 and June 2024, there were **4,997** unique job postings in Renfrew County with **996** competing employers and a median advertised wage of **\$24.80/hr**.
- 73.3% of businesses reported that they had difficulty hiring in the past year (Employer Pulse Survey 2023).
- 65.15% Employers posted jobs multiple times due to limited applications, and 57.58% reposted due to unqualified applicants (Employer Pulse Survey 2023).

Source: Statistics Canada Labour Forces Survey June/July 2024 and The Employer Pulse Survey

Employer Pulse Survey 2024

- Provides invaluable data that would otherwise not be available in our region.
- 73.33% of Employers faced difficulty hiring, with 51.95% struggling to hire both full-time and part-time employees.
- 65.15% of employers posted jobs multiple times due to limited applications, and 57.58% reposted due to unqualified applicants.
- 39.39% of organizations experienced employee retirements in the past year.

Source: Employer Pulse Survey

LMI Help Desk

- The LMI Help Desk is a valuable and complimentary resource available to Economic Developers for economic planning, businesses seeking to expand or hire, job seekers looking to explore career opportunities in the region, and parents guiding their children in making informed career choices.
- **Question Examples**
 - What skills are in demand in my area?
 - What is the demographic of workers in my area?
 - What is the median wage for my occupation?

How to contact the LMI Help Desk? Email us at img@algonquincollege.com or fill out the contact form on our website <https://labourmarketgroup.ca/lmi-helpdesk/>

What are we asking you today?

- Encourage elected officials and economic development partners to attend our Labour Market Planning Session with guest Speaker David Colletto **October 10th**
- Encourage local employers, municipal staff and community partners to attend our Community Consultations in Pembroke and Renfrew
- Fill out the Employer Pulse Survey and share it with your networks
- Use the LMI help desk for your labour market and economic planning. Encourage local employers to use the LMI Helpdesk.

Source: Employer Pulse Survey

Sources and Resources

- [Unemployment Rates](#)
- [Youth Unemployment](#)
- [Local Labour Market Planning Report 2023](#) to see local demographic information, community stories and community consultation results
- [The Employer Pulse Survey 2023](#)
- [Local News Daycare](#)
- [Local News Housing](#)

SUMMARY OF BUILDING CONDITION ASSESSMENTS

RENFREW COUNTY HOUSING CORPORATION PORTFOLIO



Overview

Roth IAMS Ltd. was retained by County of Renfrew to conduct a Building Condition Assessment (BCA) of their housing portfolio, which spans multiple municipalities and has an estimated total replacement value of \$250 million.

Analysis of these assets shows the following deferred capital and renewal needs:

- 10 Year Cumulative: \$ 142,355,334.25
- 20 Year Cumulative: \$ 187,696,232.21
- 30 Year Cumulative: \$ 307,002,608.41

This has been further detailed in the following slides and broken down by Regions: Arnprior, Pembroke, Renfrew and Surrounding Areas



Facility Condition Index (FCI)

Facility Condition Index (FCI) is an industry-standard benchmark used to compare the overall condition of a building across a portfolio. FCI is displayed as a percentage of the specified facilities' needs over a specified time horizon divided by the total current replacement value of the building.

$$FCI = \frac{\sum \text{Renewal Needs in a Given Period of Time}}{\text{Current Replacement Value (CRV)}}$$

Rating	Definition
FCI: 0% to < 5% (Good)	· Functioning as intended; limited (if any) deterioration observed on major systems
FCI: 6% to < 10% (Fair)	· Functioning as intended; normal deterioration observed; for most infrastructure assets, this implies that no maintenance is anticipated within the next five years
FCI: 11% to < 30% (Poor)	· Functioning as intended; normal deterioration and minor distress observed; maintenance will be required within the next five years to maintain functionality
FCI: 31% to < 60% (Critical)	· Not functioning as intended; significant deterioration and distress observed; maintenance and some repair required within the next year to restore functionality
FCI >60% (Divest)	· Not functioning as intended; significant deterioration and major distress observed, possible damage to support structure; may present a risk to people or materials; must be dealt with without delay

0%	5%	10%	15%	20%	25%	30%	35%	40%	45%	50%	55%	60%	65%	70%	75%	80%	85%	90%	95%	100%+	
Good	Fair	Poor				Critical						Divest									



Asset Overview – CRV and Renewal Need

Assets			Assets		
	Replacement Value	5Y Renewal Need		Replacement Value	5Y Renewal Need
Pembroke	\$ 89,919,269.32	\$ 20,220,357.87	Renfrew	\$ 58,789,764.07	\$ 12,108,391.97
435-481 Nelson St - (6) Townhome Blocks	\$ 6,049,628.82	\$ 3,919,148.00	44 Lorne Street	\$ 1,986,084.52	\$ 635,583.00
Arnolds/Fraiser Maintenance Shop	\$ 29,752.84	\$ 13,996.61	Allan Ave, Archibald Ave, Francis St, George Ave - (31)	\$ 7,074,834.57	\$ 2,026,213.00
1030-1106 Lea St - (4) Townhome Blocks	\$ 7,026,044.76	\$ 2,349,223.00	174/178, 202 Massey, 220/350 Arith Blvd - (14) Duplex &	\$ 6,330,839.49	\$ 1,642,716.71
400 Nelson Street	\$ 2,415,508.20	\$ 669,448.00	236 Hall Avenue	\$ 15,586,277.82	\$ 3,638,206.00
172 & 174 Cecil Street	\$ 485,121.80	\$ 121,544.00	206-251 Oak Cres, 596-598 Frank Dench St - (13) Duplex	\$ 5,675,925.06	\$ 1,092,268.00
204/206-240/242 Cecil Street - (18) Duplex	\$ 9,020,354.75	\$ 2,104,079.00	205-219 Vimy Blvd S	\$ 2,221,119.76	\$ 387,939.00
510 Mackay Street	\$ 6,662,580.20	\$ 1,490,586.00	Renfrew Maintenance Shop/Garage	\$ 178,517.02	\$ 31,142.00
425 Nelson Street	\$ 3,140,160.66	\$ 598,421.00	41 Vimy Boulevard	\$ 8,197,870.42	\$ 1,327,129.00
Bronx Street/Reynolds Maintenance Shop	\$ 35,703.40	\$ 6,740.00	136-148 Vimy Blvd S	\$ 1,344,361.96	\$ 203,579.00
515 River Road	\$ 3,997,548.12	\$ 734,371.00	158-172 Vimy Blvd S	\$ 2,162,669.24	\$ 260,532.00
1110-1144 Lea St - (2) Townhome Blocks	\$ 4,243,507.75	\$ 759,940.00	214-222 Vimy Blvd S	\$ 1,315,136.70	\$ 150,631.00
260 Elizabeth Street North	\$ 13,281,061.54	\$ 2,159,424.00	190-204 Vimy Blvd S	\$ 2,221,119.76	\$ 251,815.00
200-240 Reynolds Ave, 966-982 Bronx St - (9) Townhom	\$ 10,781,198.41	\$ 1,752,649.00	143-157 Vimy Blvd S	\$ 2,221,119.76	\$ 239,001.00
150 Elizabeth Street North	\$ 7,605,769.81	\$ 976,116.00	Hall St. Maintenance Shop	\$ 53,555.10	\$ -
130-144 Fraser, 135-147 Arnolds, 520-546 Nelson - (6) T	\$ 7,204,026.59	\$ 893,129.47	Amprior	\$ 63,079,229.83	\$ 20,544,184.65
Pembroke Maintenance Shop/Garage	\$ 490,921.79	\$ 10,427.00	229/231 Albert Street	\$ 4,025,847.00	\$ 2,564,185.00
202 Cecil Street	\$ 456,440.94	\$ -	8 Burwash Street	\$ 12,211,328.77	\$ 5,555,260.46
Douglas St. - 1145, 1147, 1149, 1151, 1153, 1155, 1157, 1	\$ 2,137,975.42	\$ -	44-72 Sullivan Crescent - (9) Duplex	\$ 3,929,486.58	\$ 1,675,260.00
Surrounding Areas	\$ 34,900,235.84	\$ 7,621,353.79	177-213 Allan Dr, 178-244 Wilfred Cres - (10) Duplex	\$ 4,366,096.20	\$ 1,609,217.00
55 Poplar Street	\$ 5,503,870.60	\$ 1,582,353.00	199-201 Wilfred Cres, 208-307 Edward St - (10) Duplex	\$ 4,366,096.20	\$ 1,504,776.00
75 Stafford Street	\$ 6,729,785.36	\$ 1,518,552.00	41-103 Fourth Ave, 74-82 Riverview Dr - (25) Single Far	\$ 5,705,511.75	\$ 1,714,644.00
19 Smith Street	\$ 2,189,792.38	\$ 468,046.00	200 Caruso Street - (6) Townhome Blocks	\$ 7,306,315.00	\$ 2,093,593.00
5967 Palmer Rapids Road	\$ 3,881,184.90	\$ 737,145.00	26 Spruce Street - Apartment	\$ 3,241,343.61	\$ 860,234.00
59 Wallace Street	\$ 5,735,612.52	\$ 1,031,664.00	228 Edward Street	\$ 228,220.47	\$ 57,018.19
1 MacKercher Drive	\$ 5,722,577.04	\$ 1,001,637.00	26 Spruce Street - (3) Townhome Blocks	\$ 4,479,647.85	\$ 1,103,716.00
Eganville Maintenance Shop	\$ 76,365.61	\$ 6,171.00	63 Russell Street	\$ 10,407,188.40	\$ 1,335,317.00
Palmer Rapids Maintenance Shop	\$ 95,209.08	\$ 3,282.00	Caruso St. Maintenance Shop	\$ 76,365.61	\$ 8,145.00
Beachburg Maintenance Shop	\$ 119,011.34	\$ 2,903.00			
Barry's Bay Maintenance Shop	\$ 79,340.90	\$ 1,530.00			

Replacement Value:

- Represents the total greenfield cost to build the asset to its original specifications.
- This does not include any updates or modernizations.

Market Value:

- Indicates the price an asset could potentially sell for in the current market.
- Influenced by factors such as location, demand, and market conditions.

Key Difference:

- Replacement Value focuses on the cost to replace, while Market Value reflects current selling price.



Site Overview – CRV and Renewal Need

Sites	Replacement Value	5Y Renewal Need
All Regions	\$ 13,949,824.92	\$ 2,661,189.30
510 & 515 MacKay Street - Site	\$ 242,776.80	\$ 254,410.00
425 Nelson Street - Site	\$ 130,665.94	\$ 75,835.00
59 Wallace Street - Site	\$ 247,216.15	\$ 136,120.00
Bronx Street/Reynolds Avenue - Site	\$ 659,104.33	\$ 362,910.00
435-481 Nelson St - Site	\$ 410,119.38	\$ 216,540.00
150 Elizabeth Street North - Site	\$ 332,517.51	\$ 166,198.00
1110-1144 Lea St - Site	\$ 438,663.00	\$ 167,800.00
260 Elizabeth Street North - Site	\$ 548,848.98	\$ 195,190.00
229/231 Albert Street - Site	\$ 362,170.96	\$ 127,121.00
8 Burwash Street - Site	\$ 393,610.56	\$ 136,365.00
63 Russell Street - Site	\$ 187,284.96	\$ 58,933.00
55 Poplar Street - Site	\$ 346,824.00	\$ 84,100.00
44 Lorne Street - Site	\$ 232,649.54	\$ 38,857.29
26 Spruce Street - Site	\$ 663,803.79	\$ 110,400.00
400 Nelson Street - Site	\$ 287,204.95	\$ 42,890.00
1030-1106 Lea St - Site	\$ 1,022,437.15	\$ 135,745.00
75 Stafford Street - Site	\$ 1,287,584.10	\$ 130,685.00
Nelson Street/Arnolds Lane/ Fraser Lane - Site	\$ 653,546.48	\$ 43,597.79
236 Hall Avenue - Site	\$ 1,038,078.91	\$ 60,000.00
19 Smith Street - Site	\$ 1,039,744.53	\$ 46,980.00
41 Vimy Boulevard - Site	\$ 806,365.80	\$ 34,512.22
200 Caruso Street - Site	\$ 1,128,912.12	\$ 30,000.00
5967 Palmer Rapids Road - Site	\$ 1,489,694.98	\$ 6,000.00

Replacement Value:

- Represents the total greenfield cost to build the asset to its original specifications.
- This does not include any updates or modernizations.

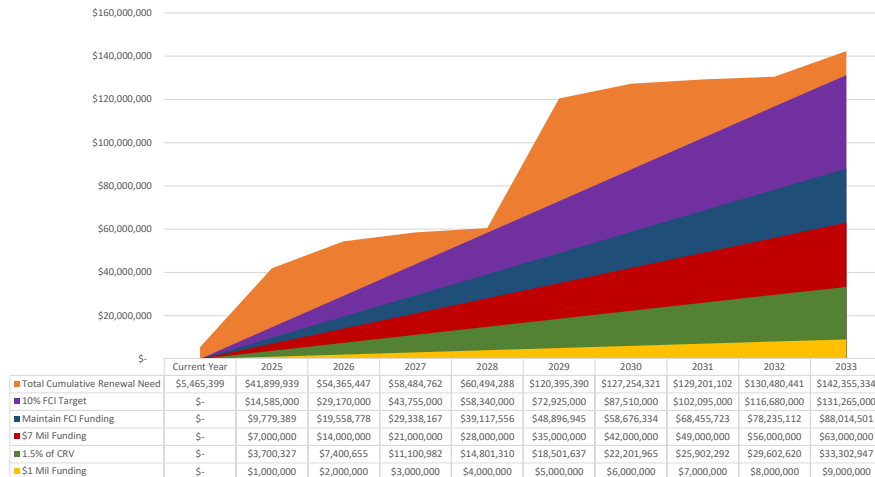
Market Value:

- Indicates the price an asset would likely sell for in the current market.
- Influenced by factors such as location, demand, and market conditions.

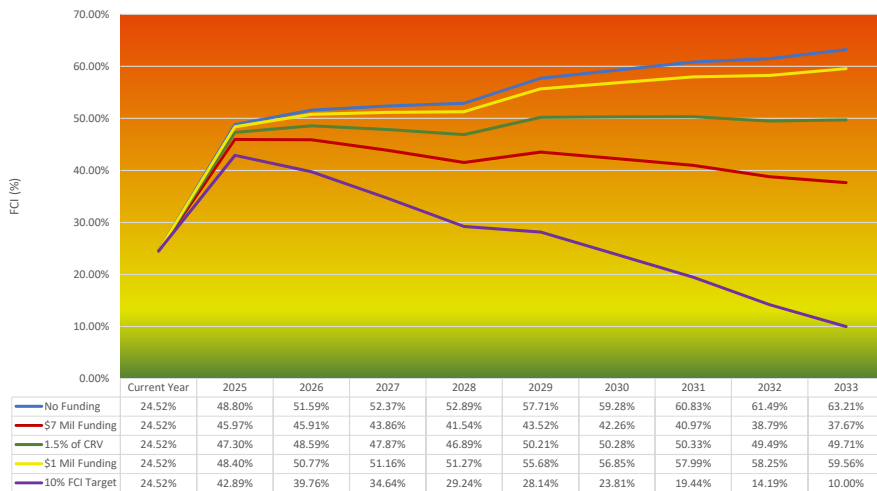
Key Difference:

- Replacement Value focuses on the cost to replace, while Market Value reflects current selling price.

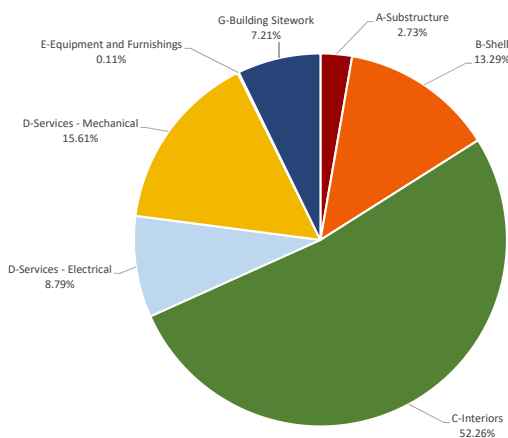
Cumulative Unfunded Liability



5Y FCI for 10 Year Period

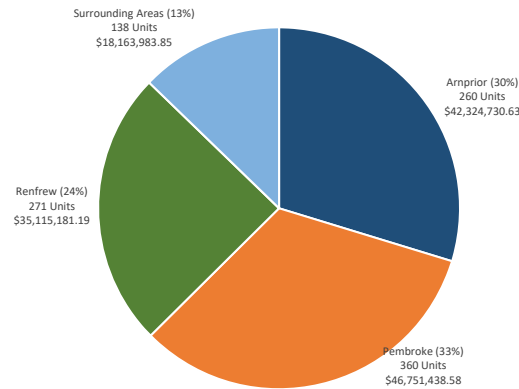


10 Year Renewal Needs by Uniformat (Systems)



Uniformat	Total Cost
A-Substructure	\$ 3,844,916.33
B-Shell	\$ 18,702,802.68
C-Interiors	\$ 73,538,909.42
D-Services - Electrical	\$ 12,376,212.90
D-Services - Mechanical	\$ 21,965,909.26
E-Equipment and Furnishings	\$ 152,593.73
G-Building Sitework	\$ 10,148,890.08
Grand Total	\$ 140,730,234.40

10 Year Renewal Needs - Regions



*This includes Fleet Systems
Grand Total \$ 142,355,334.25

Next Steps

The County should:

- Develop a long-term strategic Asset Management Plan to look beyond the current 10-year AMP. Use the plan to guide how to invest in or divest assets over the next 20-30 years.
- Investing in the construction of new, energy-efficient housing may be advantageous. This would enhance the quality and sustainability of the housing portfolio. It would help comply with future energy regulations. Long-term cost savings could be achieved.

RESOLUTION NO. RCHC-C-24-09-59

- That the Renfrew County Housing Corporation Board of Directors directs staff to develop a renewal and replacement strategy to maintain and grow the community housing solution in Renfrew County.

September 25, 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. Municipal Agriculture Economic Development & Planning Forum (MAEDPF)

Registration is now open for the [Municipal Agriculture Economic Development & Planning Forum](#) being held October 22-24, 2024, in Pembroke and co-hosted by the County of Renfrew and Ministry of Agriculture, Food and Agribusiness.

The event kicks-off with a welcome reception the evening of October 22; a bus tour to various agricultural sites, farm-to-fork lunch and dinner on October 23; and conference day featuring speakers and presentations on October 24.

Early-bird pricing is in effect until September 29, 2024, and includes a variety of pricing options. Room blocks for out-of-town attendees have been established at the Best Western and Holiday Inn hotels.

2. Municipal Accommodation Tax

On August 22, 2024, staff met with the City of Pembroke to review a draft agreement outlining the expectations of the Ottawa Valley Tourist Association (OVTA) as the eligible tourism entity to receive municipal accommodation tax funds. The proposed draft agreement is for a three-year term beginning January 1, 2025 and ending December 31, 2027.

Effective January 1, 2025, a municipal accommodation tax of 4% will be applied to all stays of 30 days or less at hotels, motels, short-term rentals, and campsites at Riverside Park. The projected annual revenue, based on a 50% occupancy rate, is \$397,142 of which the OVTA is to receive 50%, less the cost of administration and collection.

Once details are confirmed between staff, the final agreement will be presented to the OVTA Board of Directors for approval. This new agreement does not impact the existing tri-partner agreement between the OVTA, County of Renfrew and City of Pembroke.

On September 4, 2024, staff met with the Town of Petawawa regarding the implementation of a municipal accommodation tax in the Town and naming the OVTA as the eligible tourism entity to receive 50% of the funds.

3. **GIS Update**

On August 13, 2024, staff entered into a data-sharing agreement with Esri Canada to contribute data to their Community Maps of Canada. This collaboration will enhance Esri's base map information for our region. The County will provide only publicly available data, including roads, property parcel outlines, trails, forest tracts, municipal boundaries, and other points of interest. Additionally, under our current Enterprise License Agreement (ELA) with Esri, the County can share data on behalf of lower-tier municipalities if they wish to contribute, such as trails, municipal parks, sidewalks, parking lots, and other points of interest on the base maps. There is no cost to join or participate in this program.

4. **Provincial Planning Statement (PPS) Update**

On August 20, 2024, the Province of Ontario released the final version of the Provincial Planning Statement, 2024, which is set to take effect on October 20, 2024. The PPS is a set of directions provided by the province that municipal planners, planning boards, and decision makers follow for land-use planning and development in Ontario. Planning approval authorities are required to be consistent with the PPS when making decisions under the Planning Act.

The new PPS, 2024 replaces the Provincial Policy Statement, 2020 and A Place to Grow: Growth Plan for Greater Golden Horseshoe, integrating them into a single planning document which applies to the entire province. The greatest impact of the policy changes will apply to the Greater Toronto Area, areas with mass transit, and high growth areas which are called "large and fast-growing municipalities". Based on staff's review, the amended planning statement will have minimal policy impacts to the County of Renfrew and our local municipalities. The provincial summary of the changes and a copy of the revised PPS is available at [Provincial Planning Statement, 2024 | ontario.ca](https://www.ontario.ca/provincial-planning-statement-2024).

The following are specific changes that staff would like to highlight:

Housing: There is a requirement that planning authorities establish and implement minimum targets for the provision of housing that is affordable to low and moderate income households. Changes include the coordination of planning for housing with Housing Service Managers to address the full range of housing options, including affordable housing. While these are laudable goals, and staff fully support the premise behind these policy statements, there is not an implementation path forward that we can see. In Renfrew County we do not have the ability to utilize the "inclusionary

zoning" provision, which is essentially a by-law making a minimum amount of affordable housing a mandatory component of new development.

As highlighted in both the Mesa and Housing Summit summary reports, the development industry in low/slow growth areas is already challenging. The private sector bears a significant level of responsibility for housing development in Ontario. The premise is that where there is a viable market, profit margins will follow, and construction will address housing needs. In Renfrew County, growth, demand and profitability need to be understood and addressed. The financialization of housing is identified as a barrier to increasing the availability of affordable housing. Developers in Renfrew County, similar to other rural areas of Ontario, face narrow profit margins, and introducing additional costs to fund or incorporate affordable units below market rate affects the viability of projects, and potentially contributes to them being viewed as unmarketable. The County of Renfrew is supportive of the inclusion of affordable housing in private development, but there is currently no incentive mechanism to encourage or mandate the private sector to increase the construction of affordable units.

The County of Renfrew Official Plan already contains a target and "encourages" 15% of new housing units to be affordable – many of the local official plans also contain the same 15% target. The County of Renfrew is looking at options to incentivize affordable housing through the implementation of a Regional Incentives Plan and introducing programs through the Renfrew County Housing Corporation. However, these incentives will need to be funded by the County through the property tax. The amount of funding that may be provided by the County is not likely going to significantly move us towards the 15% target. Without significant provincial investment, planning staff currently do not see a way to implement these minimum targets for the provision of affordable housing for low and moderate income housing.

Rural Areas: These policies in the new planning statement are largely the same as the 2020 PPS and there are not any anticipated impacts to Renfrew County or the local municipalities as a result of the new planning statement. It is notable that unlike the 2023 Draft PPS released for commenting, the statement does not identify multi-lot residential development as a permitted use on rural lands.

One policy to note is a slight revision to section 2.6.4 which now states that "Planning authorities should support a diversified rural economy by protecting agricultural and other resource-related uses and directing non-related development to areas where it will minimize constraints on these uses." Essentially residential uses are the "non-related" uses that implement constraints on resource related uses. At the time of the last update to the Official Plan, separation distances for certain resources were significantly increased – for example the separation from sand/aggregate deposits increased from 150m to 300m. This policy, in conjunction with section 2.5.2 of the new planning statement requiring rural settlement areas to be the focus of growth and

development in the rural areas, are policies to indicate that historical promotion by Renfrew County for growth through scattered severance applications in the rural areas will need to be revisited.

Environmental Protection / Natural Heritage Policies: No significant changes or impacts.

Natural Hazards: No significant changes or impacts.

Aggregate Resources: No significant changes or impacts.

Cultural Heritage / Archaeology: The planning statement has been revised to encourage planning authorities to develop and implement proactive strategies for conserving significant built heritage resources and cultural heritage landscapes. This could be implemented at the next update to the Official Plan by issuing a Request for Proposals (RFP) for a consultant to undertake the work. The planning statement also includes wording in different sections of the plan regarding coordination with indigenous communities (Introduction, 4.6, 6.2). "Planning authorities shall undertake early engagement with indigenous communities and coordinate on land use planning matter to facilitate knowledge-sharing, support, consideration of indigenous interests in land use decision-making and support the identification of potential impacts of decisions on the exercise of aboriginal or treaty rights". At this time, we are not aware of any provincial guidelines, standards or recommendations with regards to how to engage with our indigenous communities and what constitutes consideration of indigenous interests or impacts on treaty rights.

Coordination: The new planning statement places a priority on coordination between the upper-tier and lower-tier municipalities, school boards, indigenous communities, post-secondary institutions, child care facilities, other orders of government, agencies, and the public. Planning authorities are encouraged, in collaboration with school boards to consider innovative approaches in the design of schools and associated child care facilities to be planned with one another, along with parks and open space to promote cost-effectiveness and facilitate service integration. While the intention to coordinate is encouraging, the implementation is much more difficult/complicated. There are examples in Renfrew County where the coordination between municipalities and/or between municipalities and the County has been challenging to achieve efficient service delivery.

Climate Change: The policies of the planning statement have been updated from "supporting a plan" to reduce greenhouse gas emissions and preparing for the impacts of a changing climate to "Planning authorities shall plan to...". The County of Renfrew is already undertaking a review for our corporate operations to reduce greenhouse emissions through our Climate Action Plan, however this plan does not apply to the community or development. This policy change will require the next update to the Official Plan to achieve compact and complete communities and to incorporate climate

change considerations in the development of infrastructure to promote green infrastructure, and take into consideration any additional approaches that help reduce greenhouse gas emissions and build community resilience to the impacts of a changing climate.

Agriculture: There are a couple significant policy changes for the agriculture areas. The first is the additional flexibility and ability of a farmer to construct multiple dwellings on a property. Up to two additional dwellings may be permitted on a farm property in a prime agricultural area (subject to specific criteria on location and servicing provisions). There are restrictions on severing these dwellings as "surplus dwellings" to ensure the protection of the agricultural land.

The other change is that there will be a requirement for municipalities to use an "agricultural system approach" to maintain and enhance a geographically continuous agricultural land base and support and foster the long-term economic prosperity and productivity of the agrifood network. These areas will incorporate prime soil areas (classes 1-3), but also include lower classes of lands (4-7) where there is agricultural use. The Ministry of Agriculture, Food and Agribusiness and Ministry of Rural Affairs have advised that they are in the process of establishing guidelines for municipalities on how to map and utilize an "agricultural system approach". This change will result in additional lands being identified for "agriculture" and the associated restrictions regarding residential and non-farm development. Staff were advised that development applications will likely be required to have "agricultural impact assessments" completed to evaluate the potential impacts of non-agricultural uses on the agricultural system.

There is a new policy supporting local food and the agri-food network. Policy 4.3.6 states that Planning authorities are encouraged to support local food, facilitate near-urban and urban agriculture, and foster a robust agri-food network. The County is already ahead on implementing this as our Economic Development Division works diligently to support our agricultural businesses and the Official Plan already contains supporting policies, including for "urban agriculture".

Infrastructure: There are a few policies in the new planning statement to highlight. The policies of section 3.6 promote comprehensive municipal planning for water, sewage and stormwater services and a new section (e) provides the basis to "consider opportunities to allocate and re-allocate" system capacity to support efficient use and meet current and projected needs. This policy supports a recent change in the Planning Act for the removal/lapsing of draft approved subdivisions. This provides municipalities with an additional incentive to provide to developers to move forward with their projects. In Renfrew County there are almost 1,700 draft approved housing units – a five-year supply waiting for the proponent to complete the conditions of approval and move forward. Some of these draft approvals date back to the early 1990's. These new planning statement policies would allow the municipality to cancel draft approval and

assign the servicing capacity to a different developer who would move quicker on the development.

Section 3.6.2 added new wording to clarify that municipal sewage services and municipal water services (the preferred form of servicing) include both centralized servicing systems and decentralized servicing systems. This clarity emphasizes that municipalities may accept and assume these systems as identified in the staff report presented on Communal Servicing and Municipal Service Corporations. Municipalities do not need a municipal service corporation to assume these systems.

Section 3.6.4 of the planning statement regarding private individual on-site services (well and septic) has been slightly re-worded. Private services are permitted provided that municipal water services or private communal services are not available, planned or feasible and that site conditions are suitable for the long-term with no negative impacts. The restriction on the use of private services in settlement areas for only infill and minor rounding out has been removed.

Section 3.6.5 of the planning statement addresses partial services. Previously, partial services were only permitted to address failed individual services or for minor infilling/rounding out of existing partial services. The policy has been updated to expand and provide additional flexibility "within rural settlement areas where new development will be serviced by individual on-site water services in combination with municipal sewage service or private communal sewage services." Many of the existing partial service areas within the County (i.e. Petawawa, Beachburg, Killaloe) have municipal water with private sewage services. This is a topic that will require future discussion/understanding as to the implications for these areas and their potential growth.

The Manager of Planning Services will provide an update to County Council on the changes.

5. **Municipal Services Corporation/Communal Servicing**

Attached is the staff report, prepared as directed by County Council, regarding the steps for the creation of a Municipal Services Corporation for communal servicing.

The Development and Property Committee in August, adopted the following resolution:

RESOLUTION NO. DP-C-24-08-83

THAT the Development and Property Committee directs staff to continue to explore options for a Municipal Services Corporation for communal servicing as presented.

Bruce Howarth, Manager of Planning Services will provide an overview of the report.

RESOLUTIONS

6. **Regional Incentives Program**

RESOLUTION NO. DP-CC-24-08-84

Moved by Chair

Seconded by Committee

THAT County Council direct staff to undertake an Official Plan Amendment, to enable policies that would allow the County to provide grants/loans to local Community Improvement Plan (CIP) initiatives, which includes:

- The preparation of a Regional Incentives Program;
- That the Regional Incentives Program have a staff-delegated governance structure; and
- That the Regional Incentives Program include a recommended funding amount for Council to consider in the 2025 budget.

Background

Junior Planner, Nicole Moore will present an overview on the attached report regarding the Regional Incentives Plan.

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

INFORMATION REPORT REGARDING MUNICIPAL SERVICES CORPORATIONS AND COMMUNAL WATER AND WASTEWATER FACILITIES

Date: August 13, 2024

Prepared by: Bruce Howarth, MCIP RPP, Manager of Planning Services

BACKGROUND

At the April session of County Council the following resolution was approved:

Communal Water/Wastewater Systems

RESOLUTION NO. DP-CC-24-04-53

Moved by Chair

Seconded by Committee

WHEREAS the Province of Ontario has a stated goal of 1.5 million housing units built within 10 years;

WHEREAS the Eastern Ontario Wardens' Caucus (EOWC) has initiated a '7 in 7+' regional housing plan to increase the supply of affordable housing across Eastern Ontario;

WHEREAS proximity to existing water and wastewater plants is a limiting factor in rural townships for higher density housing on suitable land for such development;

WHEREAS communal water and wastewater systems will allow for higher density housing developments, where hookup to large water and waste plants is impractical;

WHEREAS the County of Frontenac and other jurisdictions have formed a Municipal Services Corporation to manage communal water and wastewater systems in their lower tier municipalities;

WHEREAS a Municipal Services Corporation can provide other services that are impractical for a single lower tier municipality to manage efficiently on their own;

THEREFORE BE IT RESOLVED that the County of Renfrew Council direct staff to prepare a report within three months on steps to form a Municipal Services Corporation to address communal water and wastewater systems in Renfrew County or join another Municipal Services

Corporation and the possible scope of services that could be provided, for consideration by County Council.

COMMUNAL SERVICING

In Ontario there is a “hierarchy” of preferred options for the provision of water and wastewater services. Under the Provincial Policy Statement, the preferred method is full municipal owned services where water and wastewater are piped between a property and the facility. The second preferred method is communal services where systems provide water and wastewater treatment to a cluster of users. At the bottom of the hierarchy is individual private services (well and septic). These different systems are illustrated in figure 1. Partial servicing development (well with sewage sewer, or municipal water and septic) is discouraged.

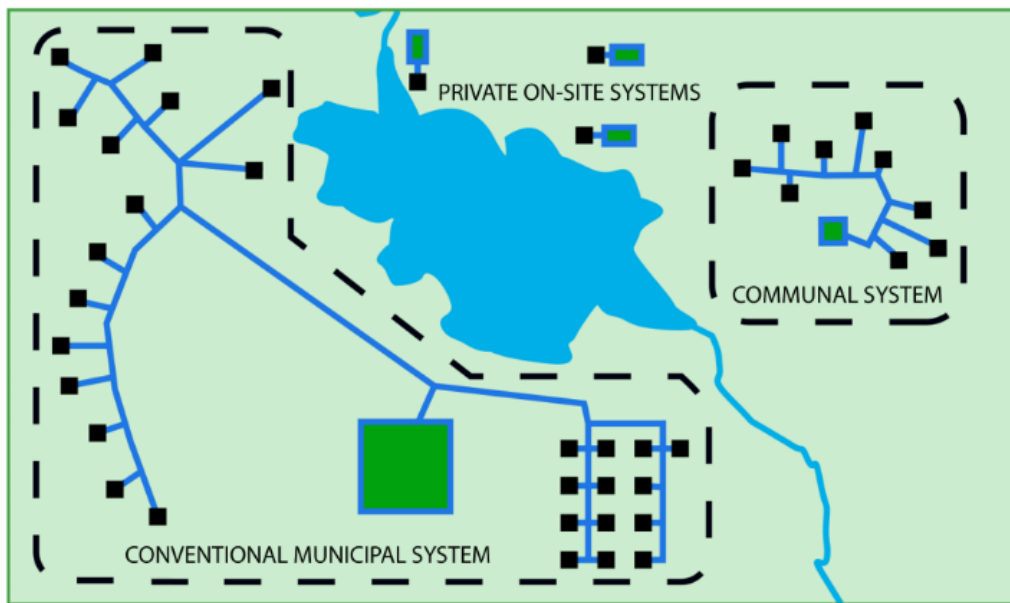


Figure 1 - Hierarchy of Services

Communal services approaches and technologies are shared drinking water and sewage systems that provide water and wastewater treatment to clusters of residences and businesses. The approach is called "communal services" among the planning profession in Ontario. The approach is also sometimes referred to as "distributed water systems" in engineering circles, and variously as “cluster systems,” or included in the broader "decentralized systems," definition in the U.S. and elsewhere depending on the use case and audience. While operating on the same basic principles as conventional municipal services, communal water and wastewater systems are not connected to a single central facility. Instead, ‘right-sized’ facilities treat water and wastewater close to where it is needed or created. Communal services can be less expensive than centralized municipal services and reduce the need to pipe water or wastewater over long distances. They are also generally considered more environmentally friendly than private on-site services (i.e. well and septic).

Development on private services alone has the potential to result in inefficient use of land, and to threaten the long-term viability of the County's villages and hamlets, especially their core commercial and main streets. It limits the ability of the County and developers to respond to market trends, accommodate diverse housing types and needs and infill development on smaller lot sizes, which could assist in addressing increasing concerns related to rural housing affordability and accessibility. Reliance on private services also limits the ability to create main streets and commercial cores that are vibrant, walkable, compact, and revitalize them through new commercial and mixed-use development. This may ultimately lead to declines in social and economic activity in village and hamlet cores by both residents and visitors, and a loss of sense of place.

Many different options exist within the broad category of communal services. Systems may be municipally or privately-owned, using several different ownership and operation models. There is a growing range of treatment technologies that can be used for communal servicing. The distinguishing feature is that communal systems provide for water and wastewater treatment close to where it is needed.

A key benefit of communal systems is that they represent alternative water and wastewater servicing approaches that can provide the County and Townships with the innovative technology and flexibility to accommodate growth and achieve planning, environmental, and economic development objectives.

While communal services are second in the preferred method of servicing, it is not commonly used throughout Ontario. Some reasons for reluctance of these systems have historically been:

- Costs
 - Operational
 - Long-term Maintenance / replacement
 - Reporting
- Staffing
 - Administration
 - Operational
 - Engineering/maintenance
- Risk / Liability

Communal services are most commonly used in condominium developments or land lease communities. In these cases, the responsibility for owning and maintaining the systems falls to the condominium corporation or the land lease community owner. In Ontario, a Municipal Responsibility Agreement (MRA) is required (Ontario Guideline D-5-2) when private communal services are necessary for development but are outside the municipality's direct management and operational scope. An MRA mandates reporting to the municipality and stipulates that, in the event of a default by the private owner, the municipality must step in to correct any deficiencies or assume ownership of the facility. Municipalities often require securities equal to 100% of the system's cost to ensure there are funds available to replace the system in case of default.

Frontenac County is piloting a program where they are promoting the use of communal systems to service new developments. The developer would construct the development including the

water/wastewater systems and distribution. Instead of being privately owned and operated, once the system is constructed and operational, it would be dedicated to a municipal service corporation who would assume responsibility for the system in perpetuity.

Communal services can provide numerous community benefits and opportunities:

- New development on smaller lot sizes that are a better ‘fit’ into the existing fabric of a village or hamlet;
- Developments within villages or hamlets that are dense enough to promote walkability, lower-carbon lifestyles, and efficient use of other municipal services and infrastructure;
- Commercial or industrial development and possible creation of a business park;
- Development of a broader range of housing types, such as seniors’ Communal System homes and outdoor lifestyle communities to support aging in place;
- Increased opportunities for mixed-use development, and for home-based businesses;
- Opportunities for increased density or alternative forms of housing such as apartments, or townhouses;
- Rural and waterfront development that protects the County's water quality and natural heritage.

The Eastern Ontario Wardens’ Caucus (EOWC) wrote to the Eastern Ontario Regional Network (EORN) to express its support for the utilization of communal decentralized water and wastewater solutions. In the letter EOWC recognized communal services as “an economical and effective decentralized solution that is environmentally sustainable and can reduce greenhouse gas emissions when compared to full-service water and wastewater options.” The EOWC indicated that these services will support the Federal and Ontario Government’s housing strategies by leveraging communal decentralized water and wastewater solutions. The EOWC letter identified economic advantages by minimizing the need for extensive infrastructure investment and long-distance transportation of water and wastewater, which can result in cost savings and assist in unlocking plots of land that is too expensive to currently service.

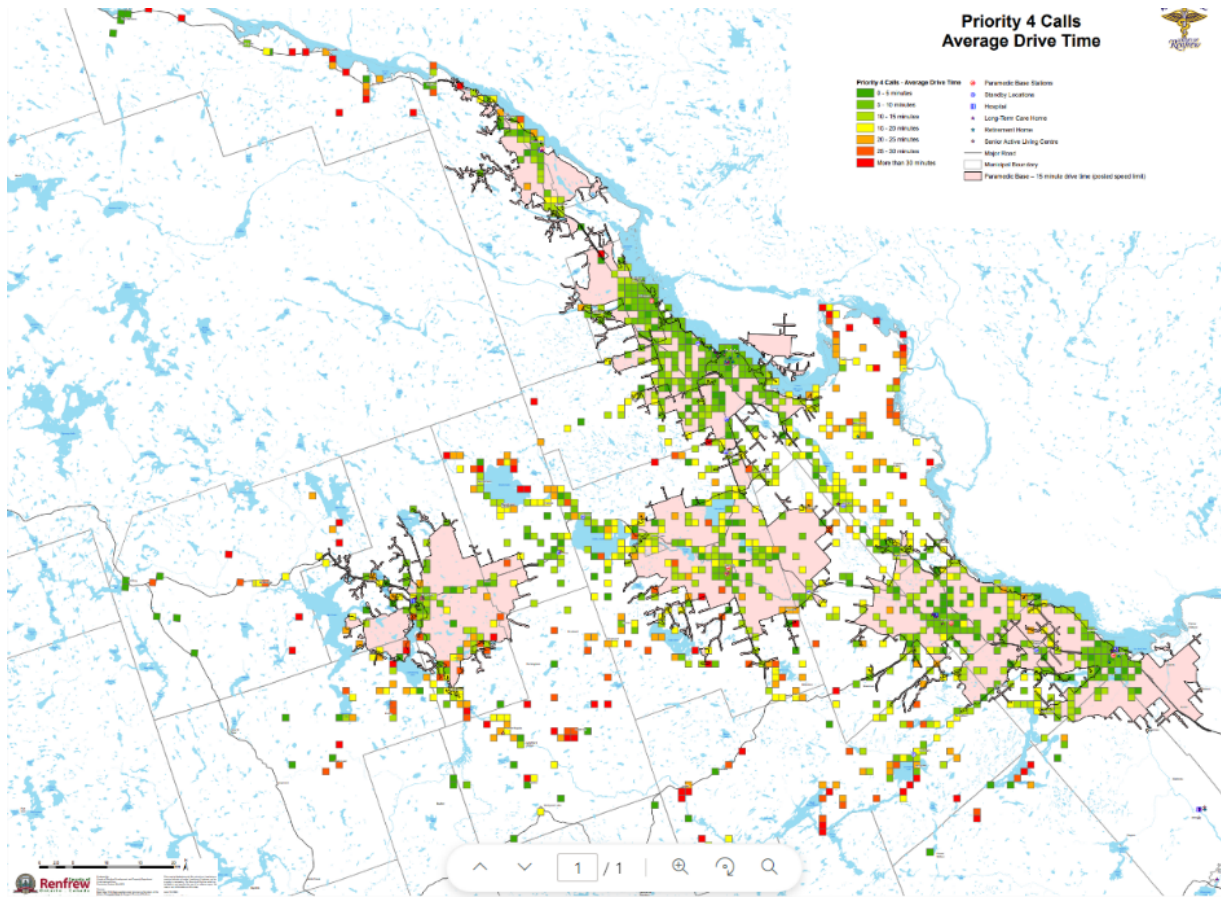
While communal services appear to be growing in popularity, the County and local municipalities would need to carefully consider adopting policies regarding where the use of these types of systems would be appropriate. In the County of Renfrew, we have heard from several local municipalities who are currently struggling with the costs of operating smaller water and wastewater systems with limited users. On January 31, 2024, County Council passed a resolution to recognize that rural and small urban municipalities experience very limited growth as federal and provincial policies heavily support growth in urban centers. As there are no other sources of available operational funding, rural and small urban municipalities are expected to fund the construction and operation of these state-of-the-art systems from existing property owners and nominal forecasted growth. The resolution identified locations (such as Whitewater Region, Madawaska Valley, Deep River, Renfrew, Arnprior, Laurentian Hills, Petawawa,

Bonnechere Valley, Laurentian Valley and Killaloe, Hagarty and Richards) that required significant upgrades in short periods of time are making rates unaffordable even with an increased number of users. Given the historical difficulty to fund, operate, and maintain existing systems, a policy shift to promote many smaller systems scattered over a large geographically area such as Renfrew County should be cautiously considered.

Consideration also is to be given to the costs associated with developing populations away from larger urban centers, not just for water and wastewater services, but for other decentralized services as well. Are municipalities prepared for the expenses involved in providing emergency services, waste management, schools, transportation, healthcare, roads, communication, and energy infrastructure?

Municipal planning decisions have both immediate and long-term cost implications for other agencies and service providers. For example, hospitals in Barry's Bay, Renfrew, and other rural areas are already feeling the impact of recent population growth. As former recreational properties are converted to full-time residences and baby boomers, known as the "grey tsunami," leave the GTA and Ottawa for rural lifestyles, the number of clients for the hospitals from rural areas is increasing. As noted, this older generation, which represents a significant portion of the population, generally has higher health service needs and is now spending more time in rural communities.

A recent media release from St. Francis Memorial Hospital stated that it is experiencing increased and anticipated Emergency Room volumes. "The increased population in our area, as a popular summer cottage and vacation destination, leads to more accidents and injuries, more sick people, and increased patient volumes in the ED," stated Greg McLeod, SFMH Chief Operating Officer. The article indicates that this increased volume comes at a time when SFMH is already over capacity with admitted patients. Patients are sicker than in the past and many need to be admitted to the Emergency Department. As a result, wait times in the ER have increased. Hospital capacity is just one of many factors to consider.



An additional example, in 2023, the County increased paramedic staffing by one full crew due to a rise in emergency call dispatches. The average annual increase in patient call volume is 3.71%, and response times have consistently lengthened. Various factors influence these trends, including an aging population, population growth, and geographic location. Allowing population densification in areas beyond a 15-minute service radius from a base will lead to longer average response times and necessitate revisions to deployment plans which may include the addition of new bases and paramedic crews.

The efficient delivery of services and infrastructure is a key goal in planning, consistently emphasized in all planning legislation and policy documents, such as the Provincial Policy Statement and Official Plans. Recently, the County of Renfrew has seen an increase in inquiries about using communal water and wastewater systems. However, these requests were driven not by the numerous benefits of communal services (such as increased density, environmental protection, and cost savings), but rather by avoiding planning best practices/policy, and political considerations. Specifically, the requests involved "leapfrogging" over undeveloped lands—a strategy that leads to inefficient and poor long-term development outcomes—or addressing political issues related to developing near a Township border, where the adjacent Town was unwilling to extend services beyond its municipal boundary. This topic highlights the complexity of planning and development, where practical and political considerations can sometimes outweigh the conventional benefits of communal services.

While communal wastewater and water systems can support higher density and yield many positive outcomes, especially during a housing crisis, policies on their use should be carefully considered to ensure efficient service delivery – beyond just County or local municipal programs. This approach helps provide the essential "wrap-around" supports for a livable and healthy community. Before making any decisions regarding a municipal service corporation, a Planning Study and amendments to the County of Renfrew (and any local municipal) Official Plans should be conducted to establish policies and guidelines for the appropriate use of communal services. Key considerations include whether the County and local municipalities aim to increase population growth across all areas, including rural regions, or concentrate growth in key hamlets such as Calabogie, Westmeath, or Wilno. Additionally, it is important to assess if communal services will be used to bypass existing planning policies that promote efficient development patterns or to address political boundary issues. The planning study and amendment to the Official Plan would provide a thorough and methodical approach to integrating communal services into the County's planning framework.

Municipal Service Corporation:

A Municipal Service Corporation (MSC) refers to an entity established by a municipality (or group of municipalities) to provide a system, service or thing that the municipality itself can provide (subject to specific criteria and requirements). An MSC could be used for a variety of services like economic development, building services, planning, human resources, public works, IT, or water/wastewater services. The Municipal Act (OReg 599/06) specifically restricts an MSC from being utilized for certain services such as fire, paramedics, libraries, provincial offences, Ontario works, and long-term care homes. Regarding water and wastewater systems, the MSC would own and be responsible for the long-term maintenance and operation of the systems, including distribution. As the MSC is under municipal ownership, these systems would not require a developer to post securities for the life of the system.

A Municipal Service Corporation is financed outside of municipal budgets and constraints (i.e. it can borrow and secure independently) and it allows for profit/profit sharing. The municipal services corporation would have the ability, like a utility, to charge users a cost for the provision of the service, maintenance of the system, and ultimately the eventual replacement. Frontenac County considers the MSC an effective tool for the provision of communal water and wastewater systems to share risk across municipalities while limiting the burden on any single municipality.

The Municipal Act, S. 203 (<https://www.ontario.ca/laws/statute/01m25>), establishes the ability of a municipality to establish a Municipal Services Corporation. Provincial regulation 559/06, S. 6 (<https://www.ontario.ca/laws/regulation/060599>) sets out the requirement for a Business Case Study (BCS) and the mandatory components of the study.

The Business Case would address key factors such as governance and management structure. With regards to the management structure the following would need to be established:

- Number of board members
- How many (if any) municipal council members serve on the board

- Length of board terms, reappointments, extensions, etc.
- Operation standards, rules and responsibilities of board members.

The County of Renfrew does not own or operate any water / wastewater systems. The following resources are likely to be required to manage and operate the corporation:

- Director to handle the day-to-day operations and supervision of activities and employees;
- Staff and resources for day-to-day operational services that could be contracted temporarily or indefinitely through any of the following:
 - Municipal employees that currently carry out similar services and have intersecting duties and responsibilities;
 - Support municipal resources that cover finance, IT, HR, and engineering needs among others;
 - Corporation in-house hired staff;
 - External service providers that may be engaged to carry out part of all of the operating and management services on behalf of the corporation;
 - On-going reporting / administration costs as estimated by the County of Renfrew manager of finance:
 - Annual audit and tax return ~\$17,000/year
 - Incorporation fees \$5,000 one time
 - Quarterly HST reporting - additional staff burden
 - Annual T4 filing - staff burden
 - Monthly bank reconciliations - staff burden
 - Semi monthly payables - staff burden
 - Additional costs to pay separate board of directors (like ad hoc committee payments to councillors)

Steps to create a Municipal Service Corporation - Regulatory Requirements:

The mandatory regulatory requirements to establish an MSC as detailed in O. Reg. 599/06 under Ontario's Municipal Act, 2001, states that an MSC can be established to "...provide a system, service or thing that the municipality itself can provide" if it meets the following:

- Development and Adoption of a Business Case Study – Expected and/or potential components of the Business Case Study may include, but are not limited to:
 - a. Legal Review: to determine and validate how an MSC should be lawfully established and what role the County and participant Townships play with respect to jurisdiction of water and wastewater powers (may be completed prior to the Business Case);
 - b. Operational Review: to provide options for obligations and requirements of the MSC;
 - c. Corporate Structure Review: to determine setup functions with respect to holding and operating corporations and board compositions;
 - d. Financial Review: to provide an analysis of the financial capacity to own and operate water and wastewater systems separate from municipalities (i.e., operating model; risks, assets, and liabilities; reserves and reserve requirements; separation of rate-setting by municipality; etc.); and
 - e. Implementation Requirements: to provide information on the implementation of the model with respect to primary variable such as governance, responsibilities, share allocation, etc.

Corporation

- Adoption and Maintenance of an Asset Transfer Policy – Adoption of an asset transfer policy is mandatory prior to any transfer of assets. It is recommended that an asset transfer policy be developed in conjunction with the business case such that any financial implications of the policy are incorporated in the assessment of the proposal's financial viability.
- Public Consultations – Consult with the public about the proposal to establish a corporation. Moreover, in order for an MSC, as a public corporation, to achieve separate financial reporting and tax-exempt status, it must ensure that it registers as a Government Business Enterprise (GBE). The Ontario Ministry of Finance defines a GBE as a government organization that:
 - a. Is considered a separate legal entity with power to contract;
 - b. Is principally focused on selling goods and services to individuals and non-government organizations;
 - c. Has the financial and operating authority to carry on a business; and
 - d. Is able to maintain its operations and meet obligations through revenues generated outside the government reporting entity. This is particularly relevant to the financial self-sufficiency of the corporation and the role rate-setting will play in meeting these conditions.
 - e. It is recommended that a specialized law firm be consulted when establishing the corporations to ensure it can achieve GBE status, however from a preliminary perspective, it appears to meet the above requirements.

A Municipal Service Corporation could be exclusively “owned” by the County, or could be jointly owned by the 17 local municipalities, with or without the County. Alternatively, the County or local municipalities could pursue joining an existing corporation, like the one that exists in Frontenac County (they have previously indicated that they are not ready for this type of expansion at this time). It is our understanding that the Eastern Ontario Regional Network (EORN) with 2B developments is in the process of investigating the possibilities for supporting services to municipalities who are interested in MSC creation. It is estimated that the setting up of a Municipal Service Corporation would take several years before any communal servicing projects could be attained. In the meantime, if a municipality has a proposal for a communal system, the municipality has the option of assuming ownership of that system, or allowing the system to remain privately owned and entering into a MRA.

Currently the County of Renfrew does not participate in any Municipal Service Corporations, although it does have membership/ownership in several entities that would be similar in nature to a Municipal Service Corporation such as the Renfrew County Housing Corporation and the Ottawa Valley Tourist Association. Staff have reservations that the administrative burden of a Municipal Service Corporation and the on-going operational burdens would outweigh the potential benefits.

An alternative option for the Council to consider is advocating for the Provincial Government to amend the guidelines that mandate a municipal responsibility agreement for privately-owned communal systems. Eliminating municipal responsibility for failed systems would eliminate the need for large security funds, making these systems more financially viable.

Regional Incentives Program & Affordable Housing Supports: An Information Report

Overview

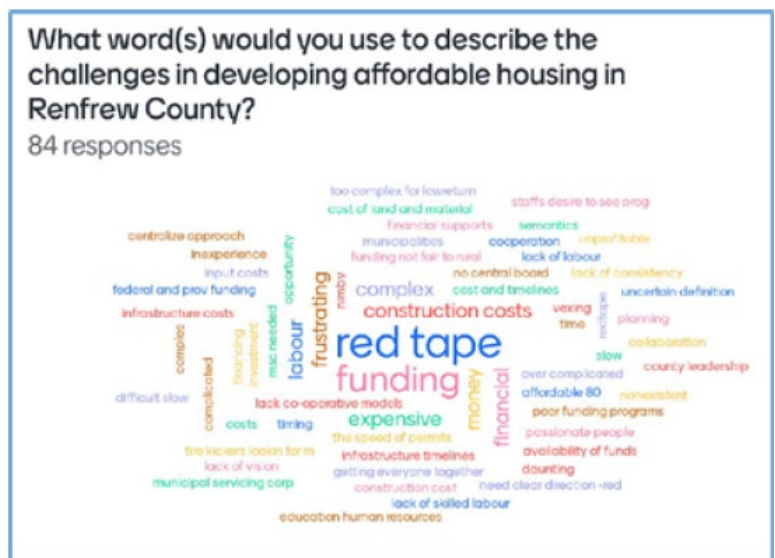
An ongoing housing availability and affordability crisis continues to impact communities across Ontario, including within Renfrew County. To address this, the County of Renfrew has established a goal (Goal #5) in the County Strategic Plan to address the affordability and attainability of housing. Relatedly, a variety of housing related programs and initiatives have been undertaken by the County, including:

- supporting and reducing regulations in the Official Plan and zoning by-laws;
- adopting provisions to support additional dwelling units on existing lots; and
- establishing the Mesa program, which takes a “housing first” approach to support those who are precariously housed.

The County is also exploring the use of County-owned lands as potential development sites, and working with the private development sector and not-for-profit groups for the creation of additional affordable/attainable housing.

Housing affordability and attainability remains a key focus of the Eastern Ontario Wardens’ Caucus (EOWC). Across the EOWC’s region, people are waiting an average of almost 5 years (and up to 10 years in some cases) to access community rental housing. As part of the Ontario Government’s goal of building 1.5 million homes by 2031, the EOWC is looking to do their part in increasing housing supply. This will be accomplished through the “7 in 7+ plan”, which would see 7,000 community rental units constructed to address the wait lists, and bring on nearly 21,000 additional market rate units.

On April 4, 2024, the County hosted the Renfrew County Housing Summit with the broader aim to bring stakeholders together and share insights with the common goal of putting us on the path to tackling issues of affordability, accessibility, and the housing supply. Participants were encouraged to share insights and expertise to identify actionable strategies for promoting new home construction in Renfrew County. When participants were asked to articulate the biggest challenges in developing affordable housing, red tape emerged as the primary hurdle, closely followed by the pressing need for increased funding.



The final report from the housing summit provides the following recommendations to support attainable housing efforts in the County:

- Explore the development of a plan, like a Community Improvement Plan (CIP) or Regional Incentives Program (RIP) to stimulate private and non-profit sector investment in attainable housing;
- Promote and support the Mesa initiative;
- Incentivize private sector landlords to offer affordable housing;
- Increase funding and revise criteria for housing repair programs aimed at assisting landlords in repairing and adapting rental housing for seniors and other vulnerable populations;
- Advocate for additional funding for rent supplement programs; and
- Secure funding to support rental housing repairs.

The housing issue in Canada, Ontario, and the County of Renfrew presents complex challenges that require collaborative efforts from all levels of government and stakeholders. While various initiatives have been implemented to address affordability, accessibility, and supply issues, there remains a pressing need for sustained investment and innovative solutions to ensure that all individuals and families have access to safe, affordable, and suitable housing options. At the housing summit the Warden asked the room “If not us, then who?”.

At the May 29th, 2024 County Council meeting, staff were directed to investigate the establishment of a RIP. This plan will enable the County to offer financial support to local municipalities for implementing their respective Community Improvement Plans (CIPs) and making an investment into the community to address affordability.

The following report provides background information on CIPs and the present state of local CIPs in the County, before then exploring RIP governance models and approaches from other Counties. Lastly, an overview and recommendations are provided regarding alternative financial assistance methods to incentivize private and not-for-profit entities to uptake affordable housing initiatives.

Background

Planning Act

Section 28 of the *Planning Act* outlines who can conduct community improvement activities and how this can occur. Only local municipalities and certain upper-tier municipalities can adopt community improvement plans that provide grants or loans directly to residents. The County of Renfrew is not a prescribed municipality under the regulations of the *Planning Act*, and therefore does not have the ability to have its own CIP.

Under subsection 7.2, upper-tier municipalities are permitted to provide lower-tier municipalities with grants or loans to support a local CIP. For this to occur, there must be a policy(s) implemented within the upper-tier municipality’s Official Plan

that enables the activity. Additionally, the lower-tier municipality(s) must have an active CIP for the upper-tier to provide the grant or loan to.

This policy enables upper-tier municipalities to participate in local CIPs, and provides the foundation for a Regional Incentives Program.

Local Community Improvement Plans

Of the 17 member local municipalities, only seven (7) have active CIPs. Many of the other municipalities have expressed interest in creating or restarting a CIP, but indicated they have been unable to do so due to a lack of funds and/or staff resources.

Local municipalities with CIPs include:

- Town of Arnprior
- Town of Renfrew
- Town of Deep River
- Town of Petawawa
- Township of Bonnechere Valley
- Township of Laurentian Valley
- Township of Whitewater Region

Each of the listed local municipalities have varied incentives. Some common types of existing financial incentives include:

- Signage, façade improvement. *
- Accessibility improvement *
- Landscaping and parking improvement *
- Tax increment equivalent grant *
- Municipal application/permit fees *
- Brownfield rehabilitation/development
- Heritage property improvement

There are also a few special incentives provided by only certain local municipalities. These include:

- Building improvement / energy efficiency*
- Septic system improvement *
- Agriculture value-added
- Shoreline restoration
- Cattle fencing

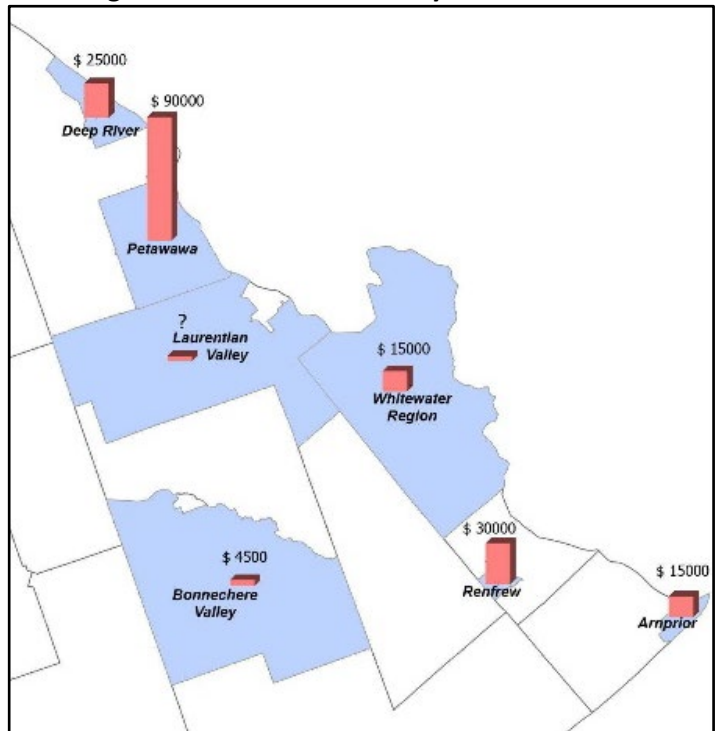
(* Denotes incentives that are most commonly applied for by residents/property owners based on local municipalities' comments)

Funding

Funding for CIP budgets mainly comes from property tax revenue, and the amount is approved by local council's budgets annually. Some municipalities were initially funded by a one-time grant from the Province of Ontario. Funding amounts differ across local municipalities and can vary each year.

According to comments provided by local municipalities, 2024 CIP budgets range from \$4,500 to \$90,000, with an average of \$30,000 (see right). In some local municipalities, the budget is exhausted after a few applicants. Due to limited funding, grants are generally provided on a first-come, first-served, rolling basis. Any unused portion is moved into reserves.

CIP Budgets across Renfrew County



Applications

Based on information provided by local municipalities, the average number of applications per year ranges from 1 to 7, with an average of 4 applications per year. In some of the local municipalities, the number of applications tends to decrease each year.

Potential reasons behind the limited and decreasing number of applicants include:

1. Limited funding.
2. Limited marketing.
3. Residents are too busy to apply.

Some local municipalities have mentioned they have seen works completed that would have been eligible for CIPs, but were not applied for.

Regional Incentive Programs in Other Upper-Tier Municipalities

Governance

Staff examined four upper-tier municipalities with existing RIPs, including: the County of Bruce; the Counties of Stormont, Dundas, and Glengarry; County of Elgin; and the County of Wellington. Several other upper-tier municipalities were also noted to be in the process of developing an RIP. Amongst the existing RIPs,

one of two (2) governance models are typically adopted: a committee-based model, or a staff-delegated model.

The committee-model consists of appointed County Council members, staff, and/or residents, and is generally structured as follows:

- A resident-submitted application is received and reviewed by municipal staff and/or the Committee;
- If reviewed by staff:
 - The application and staff comments are then forwarded to the Committee, who recommended approval or denial;
 - A report summarizing a group of recommended approvals and denials are provided to County Council for final decision making; and
 - The Committee informs the resident of the final decision.
- If reviewed by the Committee:
 - The Committee make a decision based on a set of established criteria;
 - The Committee informs the resident of the final decision.
- If the application is successful, the resident can undertake the work
- Once completed, the work is inspected for final approval
- Funding is then dispersed to the local municipality, who provide the funds to the resident.

Additional responsibilities of the Committee include making recommendations regarding which type of incentives will be supported in the present calendar year, program marketing, and program monitoring.

The staff-delegated model is undertaken between local and County staff, and is generally implemented through the following approach:

- A resident-submitted application is received and reviewed by County staff;
- If the project fulfills pre-determined criteria, County staff forward the application details to the applicable local municipality's staff for approval;
- Once approved, the applicant is notified by County staff and are required to sign a letter of offer for the grant;
- County staff follow up with the applicant to check on the status of the project;
- Upon completion of the work, proof is provided by the applicant;
- Funding is then dispersed to the local municipality, who provide the funds to the applicant.

Similar to the Committee-based model, County staff would also responsible for marketing, monitoring, and making available incentive recommendations. Notably, it may be possible to conduct this approach using a "bottom-up" method, where the roles of municipal and County staff are switched.

Available Programs

The type of incentives available vary between Counties, and are dependent on existing local CIPs and annual funding priorities. Most of the Counties examined prioritized support for housing, tourism, agriculture, and brownfield initiatives. With this in mind, the most common types of incentives offered or planned include:

- Downtown/Main Street Improvement Grants (ex. façade, signage, and property improvements)
- Development Support Grants (ex. studies, design work, application and permit fees)
- Building Conversion/Expansion Grants
- Tax Equivalent Increment Grants (ex. affordable housing, new or additional rental units, brownfield)

Other incentives of interest include:

- Business Accessibility Grant – provides funding to upgrade or renovate commercial buildings to remove barriers for people with disabilities
- Agri-Food Innovation Grant – provides funding to agricultural operators to improve or implement new value-added technologies
- Energy Efficiency Retrofit Grant – provides funding towards commercial and residential retrofits that improve a building's overall energy efficiency
- Brownfield Financial Tax Assistance – provides tax assistance to properties that require environmental remediation and/or risk assessment/management prior to development

There are many examples of programs such as these across Ontario, though not all local CIPs provide these programs. The County of Renfrew cannot create or fund our own programs under current legislation. We can only participate in, and provide funding for, pre-existing programs that are present within local municipalities' CIPs.

Funding

Initial research suggests that RIPs are funded through tax dollars, with annual budgeted amounts ranging from \$125,000 to \$250,000.

The percentage of the County's contribution to each CIP program varies, though a 50% matching grant is most frequently utilized. If local municipal funding is spent before the County's portion of the funding, an option is available where only the County portion, through the Township, can be provided to a successful applicant. Should both local and County funding be expended, applicants can be put on a waitlist or encouraged to re-apply the following year.

To encourage an equal opportunity for funding across applicants and projects, some Counties choose to limit the number of times an applicant can participate within a

given timeframe. This objective can also be met by limiting the amount of funding an applicant receives based on any external grants or government funding that the project has already received. In other cases, stackable grants deriving from a local CIP are permitted, so long as the applications address distinctly separate aspects of the specific project and do not exceed a set total amount.

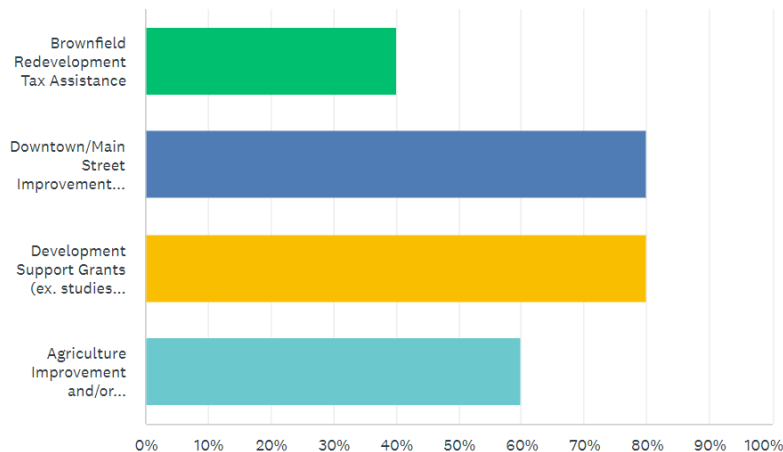
Local Municipal Feedback

A survey regarding opinions on a potential RIP was conducted with local municipalities that have existing CIPs. A brief summary of the survey results are provided below.

The survey asked local municipalities what incentives they think are regionally important. Among the four incentive options provided, the rates of selection are as follows:

Which of the following incentives do you think are regionally important?
Select all that apply.

Answered: 5 Skipped: 0



Downtown/Main street improvement	80%
Development Support Grants	80%
Agriculture Improvement and/or Innovation Grants	60%
Brownfield Redevelopment Tax Assistance	40%

Other incentives local municipalities think are regionally important include: Affordable Housing, Tax Relief/Abatement, Accessibility Grants, and Parking Lot Improvements.

A suggestion was also made for the County to focus on funding larger projects, and let the local communities focus on localized needs that are easier to support.

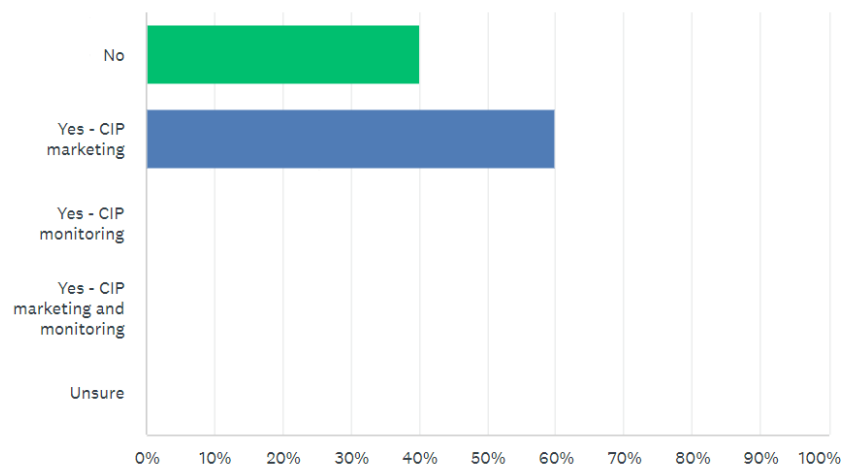
Local municipalities were also asked what annual amount would be ideal for CIP financial assistance. The ideal annual amounts range from \$5,000 to \$25,000, with an average of around \$12,000 per local municipality.

One current CIP recommends that \$30,000 per year be allotted, but presently only 50% of this amount is funded. It was suggested that the County provide an additional 50% matching amount. Some local municipalities indicated that the more money provided, the better it would be for businesses and growth. Another suggestion was to provide an additional 25% of the project cost in addition to the usual 50% grant provided by the local municipalities.

Lastly, the survey asked if there were any other aspects of local municipalities' CIPs that would benefit from additional support. The results of this are provided below:

Aside from funding, are there any other aspects of your municipality's CIP that would benefit from additional support?

Answered: 5 Skipped: 0



Housing Affordability – Housing Facilities By-law

As previously indicated, without a regulation change to the Ontario *Planning Act*, the County cannot have its own CIP to directly fund affordable housing projects. Housing affordability can be supported through a RIP, but only if local municipalities' CIPs have a program in place to support this, such as a tax increment equivalent or development support grant.

Based on our research and conversations with colleagues in other Counties, instead of utilizing a RIP under the *Planning Act*, the County can provide certain funding and assistance for affordable housing through the Housing Corporation. Several jurisdictions have done this through their Municipal Housing Facilities By-law to identify funding for affordable housing and to develop a budgeted amount of support. The County has a municipal facilities by-law (27-12) which could be

updated with some minor modifications. With an updated by-law, the County of Renfrew could implement and/or provide financial support to various affordable housing initiatives such as:

- Incremental tax relief on the County's portion of taxes;
- Grants/loans for the one-time construction of an affordable unit;
- Grants/loans for renovation of existing units to affordable units; and
- Rent supplements.

Notably, the Housing Corporation already has a rent supplement program in place. The program was implemented on April 1, 2024 to help increase the number of Rent-Geared-To-Income subsidies within the County of Renfrew. It is funded by the municipality and the Homelessness Prevention Program, the number of subsidies available annually depends on the budget and varies according to household income changes. Qualified applicants must have household income below the household Income Limits (HILs) set by the *Housing Services Act*.

These would be County based and funded programs that are not required to be supported or approved by a local municipal CIP. A key component of this is that for each individual use of the programs, a by-law is necessary to declare the benefiting property as a "municipal interest" in order to comply with sections 106 and 107 of the *Municipal Act*.

In consideration of this information, staff do not recommend that the County pursue a regulation change to the *Planning Act* to become a prescribed municipality and implement a County-wide CIP. Instead, it is recommended that the County consider updating its existing Municipal Housing Facilities By-law No. 27-12 through the Renfrew County Housing Corporation to facilitate and fund affordable housing programs. The modifications to the housing by-law would enable the County to develop the program(s) to allow us to directly provide financial assistance to private and not-for-profit sector affordable housing.

Staff Recommendations

- 1) THAT the Development and Property committee recommends that County Council direct the development and property staff to undertake an Official Plan Amendment, to enable policies that would allow the County to provide grants/loans to local Community Improvement Plan initiatives which includes:
 - The preparation of a Regional Incentives Program;
 - That the Regional Incentives Program have a staff-delegated governance structure; and
 - That the Regional Incentives Program include a recommended funding amount for Council to consider in the 2025 budget.
- 2) THAT the Community Services Committee recommends that County Council direct the community services staff to update the Municipal Housing Facilities By-law No. 27-12 as necessary to develop or provide support to various programs to

enable the provision grants/loans to support affordable housing development including:

- The preparation of programs to fund:
 - Incremental tax relief on the County's portion of taxes;
 - Grants/loans for the one-time construction of an affordable unit;
 - Grants/loans for renovation of existing units to affordable units; and

 - The potential support for existing housing program: Rent Supplements.
- Include a recommended funding amount for Council to consider in the 2025 budget.

Date: August 13, 2024

Prepared by: Liwen Zuo, Planning Co-op Student; Nicole Moore, Junior Planner

Regional Incentives Program & Affordable Housing Supports



Research Context

Programs & Initiatives

- Updating the Official Plan and Zoning By-laws
- Supporting additional dwelling units
- Mesa program
- Exploration and collaboration
- Eastern Ontario Warden's Caucus "7 in 7+ Plan"



Research Context

Housing Summit Recommendations

- Explore Community Improvement Plans (CIPs) or Regional Incentives Programs (RIPs)
- Incentivize private sector affordable housing
- Increase funding and revise criteria for housing repair programs
- Additional funding for rent supplement programs



Legislative Basis

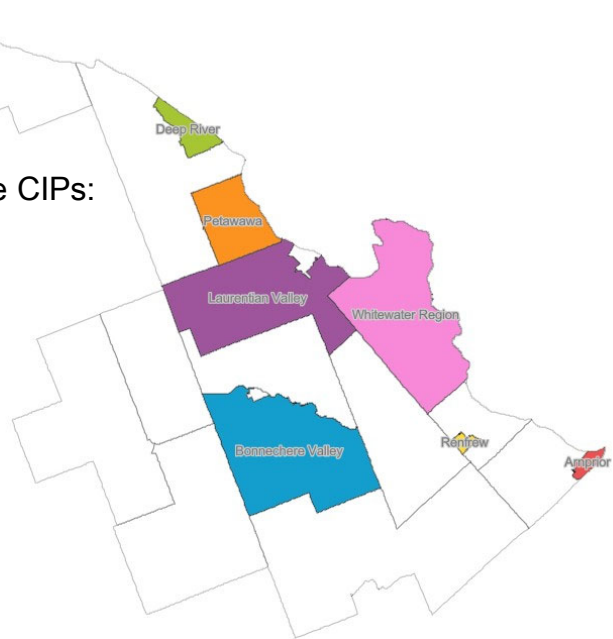
- Section 28 of the *Planning Act*
- **Only** local municipalities and prescribed upper-tier municipalities can adopt CIPs
- Upper-tier municipalities can provide grants to lower-tier municipalities to **support existing** local CIPs



Current CIP Incentives

7 Local Municipalities with current active CIPs:

- Town of Arnprior
- Town of Renfrew
- Town of Deep River
- Town of Petawawa
- Township of Bonnechere Valley
- Township of Laurentian Valley
- Township of Whitewater Region



Current CIP Incentives

Common Incentives:



Signage, Façade Improvement



Accessibility Improvement



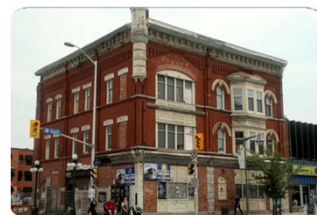
Landscaping & Parking Improvement



Tax Increment Equivalent Grant
Municipal Application/Permit Fees



Brownfield Rehabilitation/
Development



Heritage Property Improvement



Current CIP Incentives

Special Incentives:



Building Improvement/
Energy Efficiency



Septic system improvement



Agriculture Value-Added



Shoreline Restoration

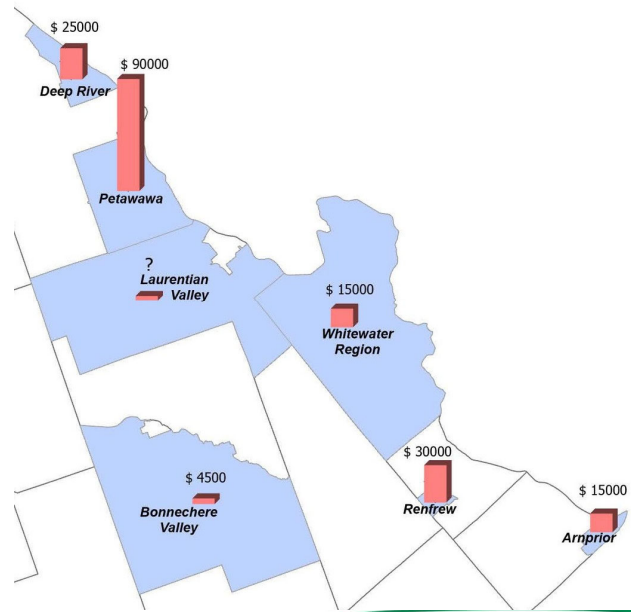


Cattle fencing



Funding

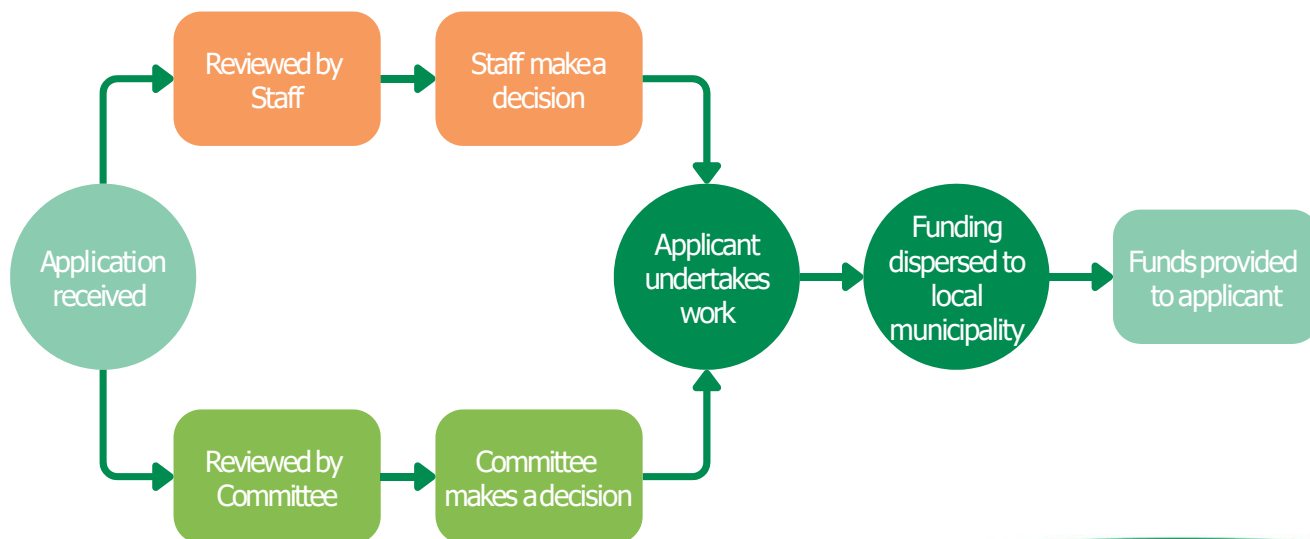
- Funding Source: Municipal Property Tax
- 2024 CIP Budget per local Municipalities:
 - On average **\$30,000**



Regional Incentives Programs (RIPs) Examination



Governance



Common Regional Programs



Downtown/Main Street Improvements



Development Support



Building Conversion/Expansion



Tax Equivalent Increment



Other Incentives of Interest



Business Accessibility



Energy Efficiency Retrofit



Agri-Food Innovation

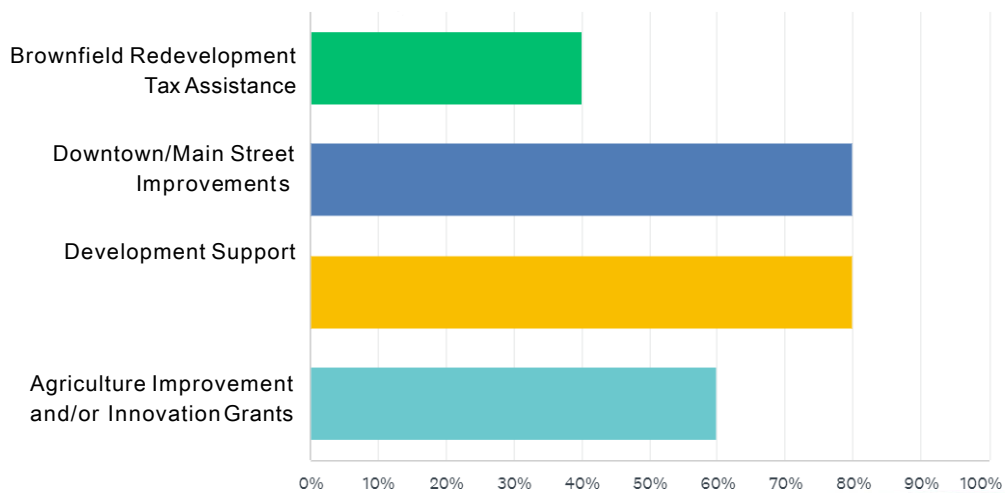


Funding

- Annual budgeted amounts range from **\$125,000 - \$250,000**
- County's contribution to a CIP typically a 50% matching grant



Which of the following incentives do you think are regionally important?



Housing Affordability

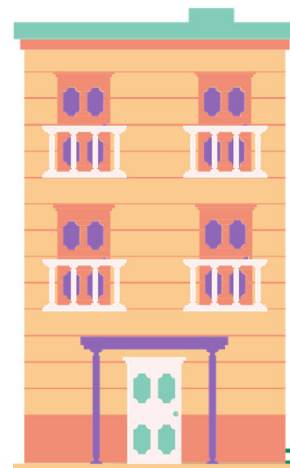


Municipal Housing Facilities By-law

How can it support affordable housing?

- Incremental tax relief
- Grants/loans for construction of an affordable unit
- Grants/loans for conversions to affordable units
- Rent Supplement Program*

*Pre-existing through Renfrew County Housing Corp.



Municipal Housing Facilities By-law

How will it work?



- Amend existing Housing By-law
- Create & identify programs to be supported (to be included in budget)
- Requires a by-law to be passed for each property/project to declare the benefiting property as a “municipal interest”



Development & Property

Recommend that Council direct staff to undertake an Official Plan Amendment, to enable the County to provide grants/loans to local CIP initiatives, including:

- The preparation of an RIP;
- That the RIP have a staff-delegated governance structure; and
- That the RIP include a recommended funding amount to be considered in the 2025 budget.

Renfrew County Housing Corporation Board

Recommend that staff be directed to update Municipal Housing Facilities By-law No. 27-12 as necessary to support affordable housing, including:

- The preparation programs to fund:
 - Incremental tax relief (County’s portion); Grants/loans for affordable unit
 - construction; Grants/loans for conversion of existing
 - units to affordable units; and Potential support for existing rent supplement program

• Include a recommended funding amount to be considered in the 2025 budget.



September 25, 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. One Phone Number for Community Services

Effective September 17, 2024, the Community Services Department introduced one phone number for the department: **613-732-2601 or toll free 1-866-897-4849.**

When the Children's Services, Community Housing, and Community Supports Divisions were relocated into one location as part of human services integration, all existing phone numbers and phone lines were moved to the new office locations. Implementation of a Voice Over Internet Protocol (VOIP) telephone system will enable the department to manage all incoming calls for all program areas with one phone number.

Phone calls to the department will be answered by Program Support Representatives who are available to provide general information about services, assist with applications for all programs offered, and ensure calls are directed to the appropriate staff member. The new telephone system will enable calls to be transferred to staff members who are working in any of our Community Services sites as well as in different locations throughout the County of Renfrew.

The introduction of VOIP will achieve a number of objectives for the department, including the following:

- Simplified access to all programs and services.
- Modernized technology that will enable calls to be transferred between sites, and to cell phones when staff are working out in the community.
- Flexibility in programming the phone system enables the majority of system maintenance to be done in-house by the IT Department or management team.
- Cost savings – reducing the number of phone lines and service calls.
- Ability to tailor the phone system to meet changing operational needs to enhance service delivery and community responsiveness.

By consolidating to a single phone number for Community Services, we aim to enhance accessibility to the numerous programs we deliver, and ensure a highly responsive experience for individuals reaching out to our office.

2. **New Child Care Funding Approach**

Attached is a memorandum dated August 1, 2024, from Holly Moran, Assistant Deputy Minister, Early Years and Child Care Division for the Ministry of Education, detailing information about the implementation of a new cost-based approach to Canada-Wide Early Learning and Child Care (CWELCC) funding, effective January 1, 2025. Key updates have been provided in the following areas:

- Incremental 2024 CWELCC Administrative Funding – a one-time increase to CWELCC administrative funding has been issued to Consolidated Municipal Service Managers and District Social Services Administration Boards (CMSMs/DSSABs) to help support the implementation of the new funding approach.
- Cost-Based Funding – a new Cost-Based Funding Guideline will be effective January 1, 2025 for all licensees enrolled in CWELCC to support the delivery of child care to children aged 0-5. The Guideline is intended to be transparent, representative, simple and accountable.
- Local Priorities – the local priorities funding will be allocated to CMSMs/DSSABs to support other programming within the child care and early years sector, outside of the CWELCC system.
- Non-CWELCC Enrolled Licensees – routine funding will not be provided to licensees not participating in CWELCC, with the exception of existing fee subsidy agreements, until the child ages out of the program or leaves the licensee.
- Next Parent Fee Reduction – to continue to support the transition to an average daily fee of \$10, families with children enrolled in CWELCC will see child care base fees capped at \$22 per day starting January 1, 2025.

The preliminary funding allocations for each CMSM and DSSAB are listed at the end of the memo in Appendix A.

3. **County of Renfrew: Framework for a 10-Year Homelessness and Housing Plan**

Renfrew County Housing Corporation engaged OrgCode Consulting to develop a comprehensive 10-Year Homelessness and Housing Plan. The attached plan is intended to guide the development of future service pathways for homelessness and housing supports, with strategies aimed at achieving the following goals:

- Provide Housing – secure stable housing - with supports if needed - for individuals without homes.

- Prevent Future Homelessness – identify evidence-informed strategies to assist people in retaining their current housing to prevent future homelessness.
- Expand Housing Options – increase the availability of diverse housing options, particularly those with support services.
- Enhance the Homelessness Response System – improve the effectiveness and efficiency of the overall system for addressing housing crises and homelessness.

The recommended 10-Year Homelessness and Housing Plan supports the County of Renfrew's strategic goals, focusing on Community Wellness and Health Care, along with Attainable Housing and Infrastructure.

The Renfrew County Housing Corporation Board of Directors on September 10, 2024, adopted the following resolution:

RESOLUTION NO. RCHC-C-24-09-60

THAT the Renfrew County Housing Corporation Board of Directors accept receipt of the 10-Year Homelessness and Housing Plan; AND THAT staff be instructed to develop housing-focused initiatives in alignment with the plan's recommendations, Mesa, and the County of Renfrew's Strategic Plan.

RESOLUTIONS

4. Warming Centre Winter 2024 - 2025

RESOLUTION NO. CS-CC-24-09-56

Moved by Chair

Seconded by Committee

THAT County Council approve that the County of Renfrew take on a leadership role with respect to the operations of a Warming Centre located in the City of Pembroke for the 2024 – 2025 winter season; pending the following:

- i) The Warming Centre ad-hoc committee be once again stood up as the oversight committee, with a review of the Terms of Reference to determine if updates are required;
- ii) The municipalities that participated in last year's Warming Centre model contribute funding equal to 2023/2024 amounts;
- iii) That staff be directed to work with the City of Pembroke on an appropriate location that provides for a more cohesive and effective delivery of services;
- iv) The City of Pembroke initiates the appropriate steps with respect to their zoning by-law to allow flexibility on placement of a Warming Centre;

AND THAT staff be directed to apply the allocated funds from the Homelessness Prevention Program funding envelope toward this initiative to a maximum of \$100,000.

Background

The County of Renfrew's Mesa initiative has made significant strides in supporting individuals facing mental health challenges, addictions, and homelessness, including the introduction of new housing options such as supportive bridge housing. However, a critical gap remains in assisting those who are not yet ready to engage with service providers in addressing next steps. To bridge this gap, a collaborative community approach is recommended, bringing together service providers and non-profit organizations to ensure that vulnerable individuals are safe and warm throughout the winter months. The established leadership and collaboration from the Mesa initiative provide a solid foundation for implementing a winter solution. The County of Renfrew is well positioned to take on a leadership role regarding the Warming Centre, manage the financials, track service user data and continue to work closely with this population to access necessary health and community services.

A letter is attached from Steven Boland, Chair of the Pembroke and Area Community Taskforce (PACT) and Deacon Adrien Chaput from The Grind Pembroke indicating their agencies' willingness to assist in efforts to ensure that the vulnerable members of our community remain safe and protected from severe weather this winter.

5. Homelessness and Addiction Recovery Treatment (HART) Hubs Call for Proposals

RESOLUTION NO. CS-CC-24-09-57

Moved by Chair

Seconded by Committee

THAT the County of Renfrew work with Mesa community partners in Mental Health, Addiction and Treatment, to identify a lead applicant(s); AND THAT a full proposal to create Homelessness and Addiction Recovery Treatment (HART) Hubs in Renfrew County be submitted.

Background

Attached as information is correspondence received from the Ministry of Municipal Affairs and Housing/Ministry of Health advising that the Province of Ontario is investing up to \$378 million over four years in support of a Demonstration Project that will create 10 new Homelessness and Addiction Recovery Treatment (HART) Hubs.

HART Hubs will enable enhanced access to locally tailored health and human services supporting the treatment and recovery of individuals with needs such as mental health and addictions, employment, primary care, social services, etc. The Hubs will support stability and improved long-term outcomes for the vulnerable people within Ontario by offering a direct pathway to supportive housing.

Members of the Renfrew County and District Drug Strategy team met to discuss the proposal, and it was determined that an Intent to Apply would be submitted to the Ministry by September 20, 2024.

6. **Hourly Rate for Program Support Staff**

RESOLUTION NO. CS-CC-24-09-58

Moved by Chair

Seconded by Committee

THAT County Council approve an increase to the Program Support Staff (formerly Resource Staff) capped rate of \$18.00 per hour plus mandatory benefits, to \$21.00 per hour plus mandatory benefits, effective September 1, 2024.

Background

As the service system manager, the County of Renfrew Children's Services Division provides funding to licensed child care centres to pay for Program Support Staff. This funding provides enhanced staffing supports for children with varying needs and abilities to be successful in their programs. The Program Support Staff are hired and trained by each child care agency and monitored by Inclusion Services staff.

Effective October 1, 2024, minimum wage rates are projected to rise from \$16.55 to \$17.20 an hour. The increase of the hourly rate for Program Support Staff from \$18.00 to \$21.00 per hour will support recruitment and retention of qualified staff. The last pay increase was January 2022. The increase to the Inclusion Services budget will be mitigated with 100% provincial funding.

All of which is respectfully submitted.

Anne Giardini, Chair

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

MEMORANDUM

2024: EYCC04

TO: Consolidated Municipal Service Managers and District Social Services Administration Boards

FROM: Holly Moran, Assistant Deputy Minister
Early Years and Child Care Division

DATE: August 1, 2024

SUBJECT: **New Child Care Funding Approach**

The ministry is grateful for your continued collaboration and values your ongoing feedback as we work together toward our shared goals of providing Ontario families with high-quality and affordable child care.

I am pleased to share the following to support early CMSM/DSSAB planning to implement a new cost-based approach to Canada-wide Early Learning and Child Care (CWELCC) funding, starting in 2025:

- A new CWELCC Cost-Based Funding Guideline, effective January 1, 2025;
- Preliminary 2025 child care funding allocations (excluding other funding not listed below, such as EarlyON allocations, which will be communicated later in 2024);
- Incremental 2024 CWELCC administrative funding allocations to support set-up costs associated with implementing the new cost-based approach; and
- Questions & Answers regarding the new child care funding approach.

As requested, to support smooth, effective, and consistent implementation, the ministry is providing CMSMs/DSSABs with these materials in advance of releasing the new guideline and related supports to licensees – and well in advance of the effective date. Note that the new CWELCC Cost-Based Funding Guideline includes placeholder references to sections of the remaining funding guidelines, which will come later in 2024, as well as a release date of the new Cost-Based Funding Guideline to licensees, all of which will be updated at appropriate times.

Investments for 2025

Investments from the Government of Ontario and the Government of Canada in the child care and early years system will **total more than \$5.6B for 2025** (excluding EarlyON):

- **\$4.61B in Cost-based funding** to support operating costs for licensees participating in CWELCC for the delivery of child care to children aged 0-5;

- **\$0.15B in Start-up Grant funding** to support capital costs for the achievement of creating affordable child care spaces for children aged 0-5;
- **\$0.76B in Local Priorities funding** to support operating costs largely outside of the CWELCC system, including fee subsidies and Special Needs Resourcing; and
- **\$0.08B in administrative funding** to support CMSMs/DSSABs with their administrative capacity to support the early years and child care sector.

The investments listed above have been allocated taking into account your current directed growth targets and may be adjusted through a potential recalibration of CWELCC space targets for 2025 and 2026. More information on space recalibration will follow later, including a request for data on progress towards space creation targets that will be used to inform the process.

Please refer to Appendix A for the Preliminary 2025 Child Care Funding Allocations.

Key Updates

a) Incremental 2024 CWELCC Administrative Funding

The Province recognizes that cost-based funding and the related accountability framework will transform sector funding and implementation. As a result, changes to existing policies and procedures, IT systems, service agreements with licensees, and the development of comprehensive training and communication materials may be required.

To support such set-up costs, the ministry will be releasing \$27.5M in one-time-only, incremental CWELCC administrative funding to CMSMs/DSSABs for 2024. CMSMs/DSSABs can refer to Section 3 of the most recent [2024 CWELCC Guideline](#) for more details on administrative spending guidance.

Please refer to Appendix B of this memo for one-time, incremental 2024 CWELCC funding allocations. 2024 transfer payment agreements and cashflow payments will be amended to reflect this increase in CWELCC administrative funding allocations as soon as possible.

b) Cost-based Funding (2025 onwards)

Starting January 1, 2025, the new funding approach described in the new Cost-Based Funding Guideline will take effect. Cost-based funding provides support for operating costs for licensees participating in CWELCC for the delivery of child care to children aged 0-5 years.

As described in the new guideline, cost-based funding is guided by the following principles:

- **Transparent:** Clear and consistent approach, both locally and across CMSMs/DSSABs so that licensees know what to expect from CMSMs/DSSABs.
- **Representative:** Funding is responsive to how child care is delivered in Ontario and based on the true costs of providing child care to eligible children.
- **Simple:** Easy to understand with minimal administrative burden.
- **Accountable:** Cost control structures and safeguards ensure accountability for and equitable distribution of public funding.

To achieve balance towards realizing these principles, cost-based funding allocations to licensees will include benchmark-based allocations with adjustment factors to account for geographic variances, growth top-ups for new spaces or top-ups for existing licensees whose cost structures exceed their benchmark allocations, and amounts in lieu of profit and surplus.

To ensure cost containment and the proper use of public funds, CMSMs/DSSABs will be required to reconcile funding allocated to licensees with their actual eligible costs at the end of the year, select licensees subject to Direct Engagements to Report on Compliance, and perform cost reviews of the most disproportionately high top-up allocations, among other measures.

Like previous years, the ministry is withholding a portion of child care funding – specifically cost-based funding for 2025 – to minimize recoveries at the end of the year. Like 2024, these amounts are based on ministry assumptions, such as operating capacity.

Please note that cost-based funding does not change the direct relationship between CMSMs/DSSABs and licensees, including dispute resolution.

For more information on the cost-based funding approach, please refer to the new Cost-Based Funding Guideline. The ministry also expects to share a technical paper with CMSMs/DSSABs later in 2024, which will provide further details on how the cost-based funding approach was designed.

c) Local Priorities

As part of the new child care funding approach, starting 2025, CMSMs/DSSABs will receive local priorities allocations to support child care programs as follows:

- General operating grants (for ages 6-12);
- Wage Enhancement Grant (WEG)/Home Child Care Enhancement Grant (HCCEG) and CWELCC wage enhancements, including those under the Workforce Strategy (for ages 6-12);
- Workforce Strategy – Professional Learning (for ages 0-12);
- Fee subsidies (for ages 0-12);
- Special needs resourcing (for ages 0-12);
- Capacity building (for ages 0-12); and
- Claims-based funding: Small Water Works and Territory without Municipal Organization (for ages 0-12).

While CMSMs/DSSABs will have flexibility in how to spend local priorities allocations, the remaining funding guidelines will include certain limitations on how such funding may be spent (for example, a minimum percentage spent on special needs resourcing; municipal cost share requirements). However, no significant changes for the above-listed child care programs are expected for 2025.

The ministry has been informed that employees in 25 of 47 regions may have received part or all of their CWELCC wage increase up front, rather than gradually, based on an interpretation of ministry guidelines for the program.

While not part of the Province's plan, service managers **will not** be required to recover related funding that has already been flowed to licensees in such cases. Wage increases for affected employees can be held constant until affected employees become eligible for additional increases.

For greater certainty and to ensure consistency across CMSMs/DSSABs going forward, the ministry is clarifying that “base wages” – for the purposes of wage enhancement allocations (such as WEG/HCCCEG or wage enhancements as part of the Child Care Workforce Strategy) – must include any general operating funding provided to licensees for the purposes of improving wages.

d) Non-CWELCC-Enrolled Licensees

Under the new cost-based funding approach, licensees not participating in CWELCC may continue to run their operations under the existing provincial licensing and regulatory framework.

Some of these non-participating licensees may currently be recipients of child care routine funding (that is, general operating, fee subsidy, or wage enhancement grants). Starting in 2025, as the age 0-5 portion of the routine funding is being integrated into cost-based funding under CWELCC to ensure the success of that system, routine funding must not be used to support such licensees, unless it relates to fee subsidies.

Existing fee subsidy agreements may continue to be funded until the benefitting child ages out of the program or leaves the licensee.

e) Next Parent Fee Reduction

Along with implementation of the new funding approach, to support the transition to \$10 per day average fees by the end of 2025-26, families with children in programs enrolled in the CWELCC system would see child care base fees capped at \$22 per day effective January 1, 2025. Regulatory amendments to Ontario Regulation 137/15 under the *Child Care and Early Years Act, 2014 (CCEYA)* will be required to operationalize this change to base fees, pending consultation and approval. When proposing changes to the regulations under the CCEYA, the ministry is required to consult with the sector for at least 45 days. Details related to this consultation will be communicated with the sector shortly and more information on the next parent fee reduction will be shared later in 2024.

f) Home Child Care Agencies with Active Homes in Multiple CMSM/DSSAB Jurisdictions

Starting in 2025, when an eligible agency has active homes in multiple CMSM/DSSAB jurisdictions, the overseeing CMSM/DSSAB will receive an allocation to cover all the agency’s active homes, other than new active homes within other (“secondary”) CMSM/DSSAB jurisdictions after a “specified date” (for 2025, this specified date is December 31, 2022).

Thank you for your ongoing support and valuable feedback. We look forward to continuing to work together to support Ontario's early years and child care sector and the children and families it serves.

Sincerely,

Original signed by:

Holly Moran
Assistant Deputy Minister
Early Years and Child Care Division

cc: Matthew DesRosiers, Director, Funding Branch
Katie Williams, Director, Early Years Branch
Karen Puhmann, Director, Child Care Branch

APPENDIX A - 2025 Child Care Allocation

CMSM/DSSAB	Cost-Based Allocation	Cost-Based Allocation Holdback	Total Cost-Based Allocation	Start-up Grants	Local Priorities Allocation	Administration Allocation	Total 2025 Child Care Allocation
Corporation of the City of Brantford	30,392,229	570,080	30,962,309	1,897,200	5,879,164	708,234	39,446,907
City of Cornwall	18,344,381	397,788	18,742,169	1,323,000	5,245,112	570,462	25,880,743
City of Greater Sudbury	56,004,567	3,328,432	59,332,999	105,600	10,223,437	1,076,908	70,738,944
The City of Hamilton	142,157,399	1,630,081	143,787,480	3,728,700	33,064,094	3,223,315	183,803,589
Corporation of the City of Kawartha Lakes	14,631,748	558,263	15,190,011	1,241,100	3,387,865	401,649	20,220,625
Corporation of the City of Kingston	28,397,499	348,658	28,746,157	819,000	6,307,386	700,493	36,573,036
Corporation of the City of London	114,322,605	1,363,052	115,685,657	8,140,500	23,447,411	2,381,543	149,655,111
City of Ottawa	368,461,403	7,115,880	375,577,283	4,591,200	57,495,575	6,041,250	443,705,308
Corporation of the City of Peterborough	34,961,916	558,415	35,520,331	713,100	6,125,889	700,545	43,059,865
Corporation of the City of St. Thomas	20,837,770	718,278	21,556,048	2,469,600	4,318,741	499,158	28,843,547
Corporation of the City of Stratford	19,166,721	457,203	19,623,924	2,781,900	2,949,874	399,046	25,754,744
City of Toronto	1,249,998,631	19,092,766	1,269,091,397	34,276,500	209,041,809	19,411,007	1,531,820,713
Corporation of the City of Windsor	104,266,989	2,887,240	107,154,229	4,527,000	20,936,706	2,096,803	134,714,738
Corporation of the County of Bruce	21,012,071	644,445	21,656,516	1,443,300	2,874,809	393,884	26,368,509
Corporation of the County of Dufferin	18,200,272	176,957	18,377,229	1,692,000	2,463,032	356,199	22,888,460
Corporation of the County of Grey	18,644,184	265,905	18,910,089	1,132,200	4,007,731	461,416	24,511,436
Corporation of the County of Hastings	33,555,715	356,499	33,912,214	372,300	5,924,790	683,048	40,892,352
Corporation of the County of Huron	11,716,857	198,379	11,915,236	450,000	2,478,369	320,412	15,164,017
Corporation of the County of Lambton	27,626,095	970,512	28,596,607	1,140,900	7,811,513	765,565	38,314,585
County of Lanark	16,753,366	516,999	17,270,365	220,500	2,954,102	398,525	20,843,492
County of Lennox & Addington	11,262,909	242,662	11,505,571	1,008,000	2,529,214	338,987	15,381,772
County of Northumberland	16,066,439	543,944	16,610,383	319,200	3,039,965	384,779	20,354,327
County of Oxford	24,334,873	335,973	24,670,846	8,184,900	4,002,663	528,365	37,386,774
County of Renfrew	18,756,278	421,691	19,177,969	-	4,160,781	452,012	23,790,762
County of Simcoe	114,071,535	960,873	115,032,408	3,975,900	18,342,201	2,079,719	139,430,228
County of Wellington	73,805,742	430,150	74,235,892	3,656,700	9,420,068	1,003,843	88,316,503
District Municipality of Muskoka	11,539,404	351,090	11,890,494	412,500	2,426,283	319,841	15,049,118
Corporation of the Municipality of Chatham-Kent	27,654,612	1,081,180	28,735,792	22,500	7,391,752	712,161	36,862,205

CMSM/DSSAB	Cost-Based Allocation	Cost-Based Allocation Holdback	Total Cost-Based Allocation	Start-up Grants	Local Priorities Allocation	Administration Allocation	Total 2025 Child Care Allocation
The Corporation of Norfolk County	17,394,198	769,507	18,163,705	256,500	4,167,041	462,622	23,049,868
Regional Municipality of Durham	188,853,645	2,631,981	191,485,626	3,465,000	29,258,431	3,188,195	227,397,252
Regional Municipality of Halton	209,790,099	2,267,079	212,057,178	1,765,800	23,873,777	2,906,172	240,602,927
Regional Municipality of Niagara	152,955,481	1,659,691	154,615,172	9,360,000	19,759,619	2,134,306	185,869,097
Regional Municipality of Peel	457,298,779	4,025,665	461,324,444	27,135,900	79,172,798	7,866,851	575,499,993
Regional Municipality of Waterloo	174,556,756	4,095,551	178,652,307	5,993,100	25,265,386	3,064,522	212,975,315
Regional Municipality of York	450,853,570	10,219,064	461,072,634	4,099,500	61,688,944	6,531,543	533,392,621
United Counties of Leeds & Grenville	23,856,604	188,473	24,045,077	1,368,000	3,789,378	460,526	29,662,981
United Counties of Prescott & Russell	25,926,249	1,222,648	27,148,897	103,200	4,206,192	552,769	32,011,058
Algoma District Services Administration Board	11,264,933	493,046	11,757,979	368,400	2,648,432	312,883	15,087,694
District of Cochrane Social Service Administration Board	22,156,342	1,441,437	23,597,779	508,500	5,439,218	555,313	30,100,810
District of Nipissing Social Services Administration Board	32,532,132	1,329,021	33,861,153	205,500	5,518,800	602,099	40,187,552
District of Parry Sound Social Services Administration Board	8,840,287	216,559	9,056,846	116,400	2,850,056	318,249	12,341,551
District of Sault Ste Marie Social Services Administration Board	21,748,933	478,403	22,227,336	353,100	4,035,407	444,486	27,060,329
District of Timiskaming Social Services Administration Board	11,809,583	484,964	12,294,547	135,000	3,591,781	356,224	16,377,552
Kenora District Services Board	25,666,268	443,095	26,109,363	4,345,200	4,063,259	434,374	34,952,196
Manitoulin-Sudbury District Social Services Administration Board	10,588,124	427,995	11,016,119	97,200	3,621,872	351,093	15,086,284
Rainy River District Social Services Administration Board	11,462,023	583,206	12,045,229	531,000	2,002,392	240,956	14,819,577
District of Thunder Bay Social Services Administration Board	26,988,479	1,110,752	28,099,231	171,000	7,506,550	709,771	36,486,552
PROVINCIAL TOTAL	4,531,486,695	80,611,532	4,612,098,227	151,023,600	760,709,669	78,902,123	5,602,733,619

APPENDIX B - 2024 Incremental Administration Allocation

CMSM/DSSAB	2024 Incremental Administration Allocation
Corporation of the City of Brantford	276,619
City of Cornwall	183,029
City of Greater Sudbury	445,105
The City of Hamilton	1,139,665
Corporation of the City of Kawartha Lakes	194,048
Corporation of the City of Kingston	357,006
Corporation of the City of London	915,760
City of Ottawa	1,932,087
Corporation of the City of Peterborough	350,910
Corporation of the City of St. Thomas	226,857
Corporation of the City of Stratford	204,967
City of Toronto	4,315,927
Corporation of the City of Windsor	730,596
Corporation of the County of Bruce	232,942
Corporation of the County of Dufferin	197,935
Corporation of the County of Grey	210,405
Corporation of the County of Hastings	328,628
Corporation of the County of Huron	179,472
Corporation of the County of Lambton	310,435
County of Lanark	220,220
County of Lennox & Addington	163,124
County of Northumberland	217,052
County of Oxford	314,824
County of Renfrew	246,213
County of Simcoe	725,185
County of Wellington	427,519
District Municipality of Muskoka	181,981
Corporation of the Municipality of Chatham-Kent	298,727
The Corporation of Norfolk County	270,294
Regional Municipality of Durham	1,288,822
Regional Municipality of Halton	1,115,528
Regional Municipality of Niagara	816,888
Regional Municipality of Peel	2,882,766
Regional Municipality of Waterloo	1,016,492
Regional Municipality of York	2,151,695
United Counties of Leeds & Grenville	232,695

CMSM/DSSAB	2024 Incremental Administration Allocation
United Counties of Prescott & Russell	271,398
Algoma District Services Administration Board	127,564
District of Cochrane Social Service Administration Board	239,793
District of Nipissing Social Services Administration Board	281,504
District of Parry Sound Social Services Administration Board	169,795
District of Sault Ste Marie Social Services Administration Board	215,800
District of Timiskaming Social Services Administration Board	143,775
Kenora District Services Board	224,708
Manitoulin-Sudbury District Social Services Administration Board	156,258
Rainy River District Social Services Administration Board	134,842
District of Thunder Bay Social Services Administration Board	281,928
PROVINCIAL TOTAL	27,549,785

AUGUST 20, 2024

ORGCODE CONSULTING INC.

COUNTY OF RENFREW: FRAMEWORK FOR A 10 YEAR HOMELESSNESS AND HOUSING PLAN

LAND ACKNOWLEDGEMENT

The County of Renfrew has a long-standing positive relationship with the Algonquins of Pikwakanagan First Nation. The County of Renfrew fully supports the journey along the path to truth and reconciliation and continues to advance discussions regarding reconciliation with Indigenous peoples, based on recognition of rights, respect, cooperation and partnership. This report has been created in Oakville, Ontario by OrgCode Consulting Inc. and we acknowledge the footsteps of Indigenous Peoples that have marked this land for time immemorial. We acknowledge the contributions of Indigenous Peoples past, present and future. We acknowledge the Mississaugas of the Credit First Nation for being stewards of this traditional territory.

AUTHORSHIP

This report was prepared by OrgCode Consulting Inc. primarily using data provided by the County of Renfrew. OrgCode Consulting Inc. is responsible for errors in analysis and omissions. Commentary and recommendations are the responsibility of OrgCode Consulting Inc.

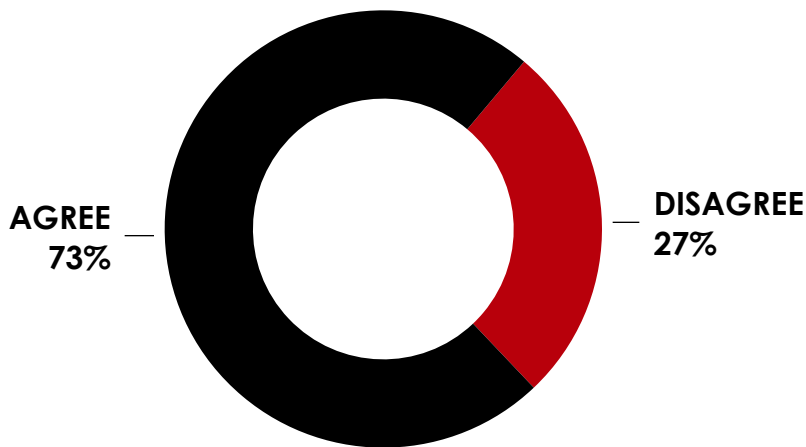
EXECUTIVE SUMMARY

Like so many other regions across Canada, Renfrew County is facing growing challenges in effectively addressing homelessness. Despite efforts by local government and nonprofit partners to implement best practices based on proven approaches, gaps remain in the system, particularly in providing housing solutions for individuals with complex, co-occurring needs.

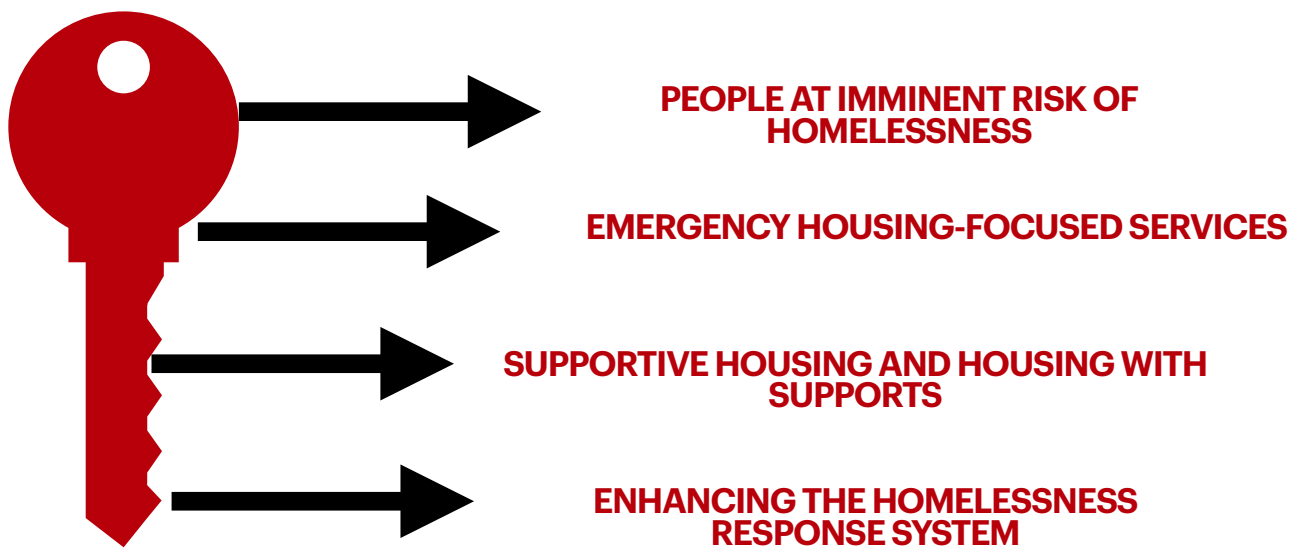
This 10-Year Housing and Homelessness Plan is designed to guide Renfrew County's efforts to better meet current needs through an enhanced homelessness response and the creation of permanent housing solutions. An extensive community engagement process was undertaken, gathering input from service providers, county staff, the business community, residents in community housing, community leaders, and individuals with lived and living experience of homelessness. The collective message is clear: the community desires a responsive system of care that supports individuals experiencing homelessness, from street outreach and enhanced sheltering options to permanent housing with the necessary supports.

It became evident throughout the plan's development that homelessness and the shortage of deeply affordable housing are pressing issues for community members across the county.

A RENTER SHOULD NEVER HAVE TO PAY MORE THAN 30% OF THEIR MONTHLY INCOME ON RENT (N=586)



The lack of a comprehensive homelessness response system and the shortage of affordable, supportive housing did not develop overnight, and these challenges are not unique to Renfrew County. While they cannot be resolved immediately, there is a clear opportunity to improve the homelessness response system, enhance services, and align more closely with best practices in service delivery. By building on the significant work already underway with initiatives like the MESA Team, the county and its partners can continue making meaningful progress in addressing homelessness. Based on an analysis of available data, interviews with key stakeholders across the county, a community-wide survey with a strong response rate, and multiple in-person engagement sessions, it is recommended that Renfrew County focus its efforts on the following key areas:



Renfrew County needs to prioritize homelessness prevention as a cost-effective and less disruptive approach compared to managing homelessness once it occurs. By focusing on keeping individuals and families housed, the county can adapt its services to the diverse needs of those at risk. Recent trends, including rising rent prices, inflation, and population growth, have increased pressure on the housing market and led to a

growing demand for prevention services. Expanding investments in these areas is essential, rather than concentrating solely on expanding shelter services.

The county is facing an urgent homelessness crisis, with increasing unsheltered homelessness and encampments, particularly in Pembroke. To address this, the establishment of a year-round, low-barrier Service Hub is recommended. This Hub would provide both immediate shelter when needed and long-term support for individuals experiencing chronic homelessness as well as those at risk of homelessness. By offering essential services such as food, hygiene, and bathrooms, removing barriers to housing, and providing greater access to mental health and addiction services, the Hub would help individuals transition toward stable housing and improved well-being. A central location in Pembroke, close to key resources, would ensure accessibility and effective utilization.

The integration of the MESA (Mental Health, Substance Use, and Addiction) Team into the Service Hub would further strengthen its impact, providing a holistic approach to addressing the root causes of homelessness. By embedding health, housing, and support services, the Hub would create a comprehensive solution for individuals experiencing homelessness.

There is an urgent need to expand supportive housing capacity to address both current and future demands. Investing in supportive housing is essential for preventing a rise in homelessness and encampments, as well as for reducing current homelessness rates. The growing demand underscores the importance of targeted housing solutions that cater to individuals and families with specific support needs, providing both stability and long-term housing security. Housing with supports and permanent supportive housing are critical to stabilizing vulnerable populations and ensuring they do not cycle through emergency services.

To meet this demand, Renfrew County should prioritize the development of site-specific supportive housing. This includes the creation of units for individuals with substance use disorders, cognitive or health needs, older adults, and youth—groups that often face heightened barriers to maintaining stable housing. These supportive housing units would offer tailored assistance to ensure that residents receive the necessary care and guidance to sustain their housing and improve their overall well-being. Additionally, implementing Bridge Housing would provide temporary shelter for individuals with high needs while they transition into permanent housing solutions, helping to address the immediate issue of encampments and a lack of a traditional emergency shelter in the county.

Renfrew County can also enhance housing stability by modifying its access to community housing policies. Prioritizing individuals experiencing chronic homelessness through a points-based system, rather than solely relying on a chronological waitlist, would ensure that those with the greatest need receive housing sooner. This approach has been successfully implemented in other Ontario regions and would allow Renfrew County to provide housing with wraparound support for those most at risk.

A Mobile Housing Support Worker will play a vital role in maintaining housing stability for individuals at various stages of need. By assisting clients in setting goals, liaising with landlords, and providing referrals to necessary services, these workers will help prevent tenancy breakdowns and support individuals in overcoming broader challenges related to housing security. This hands-on approach will not only prevent isolation but also foster stronger community engagement for vulnerable residents.

Given the financial constraints associated with developing new housing, Renfrew County should also consider repurposing existing community housing stock into permanent supportive housing for individuals with higher needs. This strategy would allow the county to more quickly move people out of homelessness and into stable,

supported housing, addressing both immediate needs and long-term housing challenges. By prioritizing supportive housing development and aligning resources effectively, Renfrew County can significantly strengthen its response to homelessness and provide sustainable housing solutions for its most vulnerable residents.

To strengthen Renfrew County's homelessness response system, several key actions are recommended, focusing on improving data management, case management, and professional, assertive street outreach. A critical step forward is the allocation of funding for a full-time Housing Coordinator in 2024, which will strengthen the county's capacity to respond more effectively. To further support this, the implementation of the Homeless Individual and Family Information System (HIFIS) is advised. This will provide essential data on individuals accessing a Service Hub, their needs, and service usage patterns, ensuring that services are targeted effectively. HIFIS will also help streamline case management and diversion practices, offering real-time insights to support decision-making and improve overall service delivery.

Additionally, Renfrew County should develop Intensive Case Management (ICM) services for individuals with moderate to high needs. ICM provides tailored, in-depth support over an extended period, helping individuals transition from homelessness to stable housing. Integrating ICM into both scattered site and site-specific supportive housing will ensure a comprehensive approach, particularly when incorporating health, mental health, and addiction services into the team. This model is cost-effective in the long run and will enable Renfrew County to provide sustained support to those with the greatest needs.

Ultimately, the Renfrew County 10-Year Housing and Homelessness Plan presents a strategic path forward, addressing the urgent needs within the community through targeted, sustainable interventions. The recommendations outlined in this plan focus

on improving prevention efforts, expanding supportive housing options, and enhancing the homelessness response system. By prioritizing the creation of a year-round, low-barrier Service Hub, increasing supportive housing capacity, and implementing more effective case management and outreach services, the county is positioned to make significant strides toward reducing homelessness and improving housing stability for its most vulnerable populations. The success of these initiatives will rely on coordinated efforts across all sectors, a commitment to data-driven decision-making, and continued investment in comprehensive, community-driven solutions. Through these concerted efforts, Renfrew County can create a more responsive and resilient housing system that ensures homelessness is rare, brief, and non-recurring.

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INTRODUCTION

The County of Renfrew is experiencing notable population growth and is projected to continue this upward trend in the coming decades. According to the Ontario Ministry of Finance, Ontario's population is expected to rise by 43.6% from 2022 to 2046, reaching nearly 6.6 million people. While the Greater Toronto Area will see the most substantial increases, counties like Renfrew are also anticipated to experience significant growth. The provincial population is set to grow rapidly in the near term, with rates of 2.7% this year and 2.1% in 2024-25, before stabilizing at around 1.3% by 2045-46.

Alongside this population growth, Ontario is also expected to see a shift toward an older age structure. In 2016, for the first time, seniors in Ontario outnumbered children aged 10-14. By 2046, the number of seniors is projected to rise from 2.8 million (18.4% of the population) to 4.4 million (20.3%). Specifically, the Provincial population of those aged 75 and over is expected to double to nearly 2.6 million.

During this period, the County of Renfrew is projected to see its population increase by between 15% and 30%. The senior population in Renfrew is expected to grow by 35% to 50% between 2022 and 2046. With 1601 individuals already on the Renfrew County Housing Registry waitlist, this growth will drive increased demand for deeply affordable housing, housing with supports, homelessness services and supportive housing.

To address these needs, the County of Renfrew enlisted OrgCode Consulting Inc. to develop a comprehensive Homelessness and Housing Plan informed by real-time data and community values. This plan is designed to implement strategies aimed at achieving the following goals:

- **Provide Housing:** Secure stable housing - with supports if needed - for individuals without homes.
- **Prevent Future Homelessness:** Identify evidence informed strategies to assist people in retaining their current housing to prevent future homelessness.
- **Expand Housing Options:** Increase the availability of diverse housing options, particularly those with support services.
- **Enhance the Homelessness Response System:** Improve the effectiveness and efficiency of the overall system for addressing housing crises and homelessness.

The project approach includes:

- **Data Analysis** of current relevant information on housing and homelessness across Renfrew County, including the following sources:
 - By Names List data
 - 2023 Point-in Time Count Surveys and Enumeration
 - 2024 Warming Centre Summary Report
 - County-wide Community Housing and Waitlist data
 - Waitlist data for Rent-Geared-to-Income housing
 - County-wide data on households receiving Ontario Works (OW) and Ontario Disability Support Program (ODSP)
 - Population growth projections, demographic changes, and housing demand
- **Key Informant Interviews:** OrgCode conducted 12 interviews with various community stakeholders identified by the County of Renfrew and its community partners.
- **Community Consultation Sessions:** OrgCode facilitated 8 sessions from June 17th to 21st for different audiences:
 - Renfrew County Housing Corporation and County Staff
 - Non-Profit Housing Service Providers

- Pembroke Area Business Community
- People with lived experience in social housing
- People with lived experience in homelessness
- Renfrew General Community (open session)
- Pembroke General Community (open session)
- Arnprior General Community (open session)
- **Community Survey on Housing and Homelessness:** 791 unique respondents participated, with 573 completing all 13 questions.

The 2024 Housing and Homelessness Plan aims to set a new course for the County of Renfrew and its housing partners, with the goal of ensuring every resident has access to safe, affordable, and suitable housing. It also seeks to identify approaches and strategies dedicated to making homelessness a rare, brief, and non-recurring experience. This Ten-Year Plan addresses changes in the local population, rising needs for homelessness support, as well as the evolving dynamics in the affordable and non-profit housing market.

To be effective, the plan must be grounded in community values and responsive to current conditions. Data from the June 2024 community survey reveals a strong local commitment to reducing homelessness, a critical factor for the plan's successful implementation in the years ahead.

HOW THE PLAN WAS DEVELOPED

The plan was developed through a multi-phased approach that blended extensive community engagement and careful analysis of data on housing and homelessness.

PHASE ONE: DEEPENING THE UNDERSTANDING OF THE CURRENT STATE

Objective: To gain a comprehensive and accurate understanding of the current trends and realities related to housing and homelessness in the County of Renfrew. This phase lays the groundwork for informed planning by providing a detailed snapshot of the existing conditions.

Actions Taken:

1. Data Analysis:

- **Point-in-Time Count:** This provides a snapshot of homelessness at a specific moment, capturing the number and characteristics of individuals experiencing homelessness.
- **By Name List:** Detailed information on individuals currently experiencing homelessness, which helps in understanding specific needs and gaps in services.
- **2024 Warming Centre Data:** Insights and data from the Warming Centre operated by The GRIND, offering information on temporary solutions and services provided to those in immediate need.
- **County Outreach Activities:** Data collected through outreach initiatives, including interactions with unsheltered individuals and Outreach staff, revealing patterns and challenges faced.
- **Updated County-level Census Data:** Provides demographic information crucial for understanding housing needs and economic conditions in the County.
- **Renfrew County Housing Corporation Data:** Includes information on rent-geared-to-income (RGI) housing and affordable housing options, as well as waitlist data, illustrating the availability and demand for affordable housing.

Key Informant Interviews:

- **Period:** June 17th to June 21st, 2024
- **Participants:** Twelve key stakeholders from sectors crucial to addressing homelessness and housing, including:
 - Ontario Provincial Police
 - Mental Health Workers
 - Community Services
 - Ontario Works
 - Non-Profit Housing
 - County Health Services
 - Local Businesses
 - Non-Profit Service Providers
 - Municipal Leadership
- **Purpose:** To gain insights from those with in-depth knowledge and experience in housing and homelessness, providing a nuanced understanding of current challenges and opportunities.

PHASE TWO: CONSULTATIONS ON THE DESIRED FUTURE STATE

Objective: To engage with diverse stakeholder groups to discuss and define a shared vision for addressing homelessness and housing needs. This phase aims to align community perspectives and priorities with the overall goals of the 10-Year Plan.

Actions Taken:

- **Community Engagement Sessions:**
 - **Period:** June 17th to June 21st, 2024
 - **Format:** Each session lasted approximately 2 hours and 30 minutes.
 - **Components:**

- **Overview Presentation:** Provided a summary of the current state of homelessness in the County, setting the context for discussions.
- **Interactive Segment:** Facilitated discussions to establish key values, principles, and foundational elements that would guide the planning process.
- **Small Group Discussions:** Focused on brainstorming and developing solutions to address housing needs, particularly for those experiencing economic poverty or with complex support needs.
- **Participatory Exercise:** Allowed participants to prioritize ideas and potential solutions based on their feasibility and potential impact on the community.

Stakeholder Groups Involved:

- **General Public and Community Members:** Provided broad community perspectives and concerns (Renfrew, Pembroke, Arnprior).
- **Renfrew County Housing Corporation and County Staff:** Offered insights into operational challenges and housing data.
- **Non-Profit Housing Providers:** Shared experiences and needs from the non-profit housing sector.
- **Local Business Leaders:** Contributed perspectives on economic impacts and potential support.
- **Individuals with Lived Experience in Supported Housing:** Provided first-hand accounts of supported housing experiences.
- **Individuals with Lived Experience in Homelessness:** Shared personal experiences and insights on the challenges of homelessness.

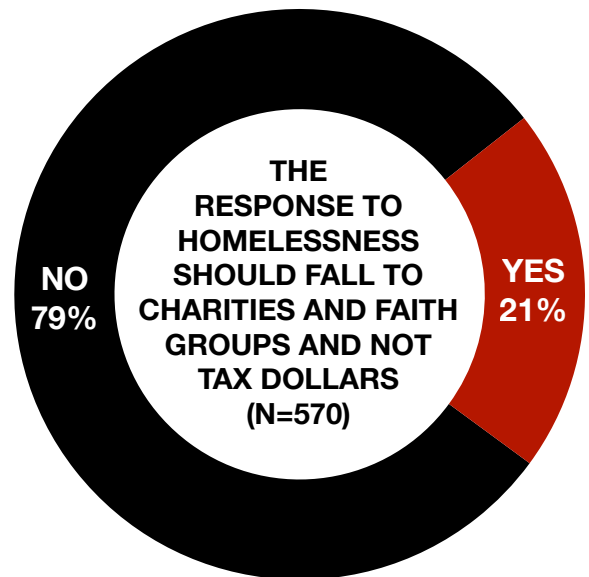
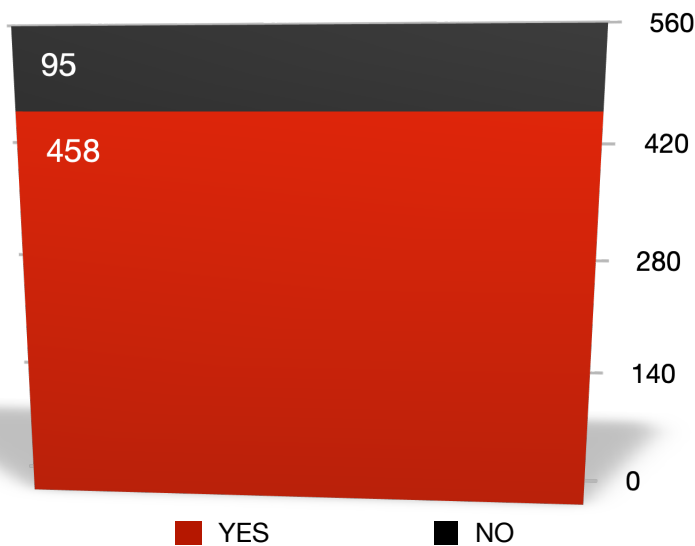
PHASE THREE: COMMUNITY SURVEY ON THE DESIRED FUTURE STATE

Objective: To further engage the community by collecting input on their vision for the future of homelessness and housing responses. This phase complements the in-person consultations by reaching a broader audience through an electronic survey.

Actions Taken:

- **Electronic Survey:**
 - **Period:** June 4th to June 23rd, 2024
 - **Participants:** 791 individuals (573 completed all questions)
 - **Purpose:** Capture a wide range of community feedback on the desired future state of housing and homelessness services. This anonymous online survey gathered diverse opinions and preferences regarding strategies and solutions for addressing homelessness and housing needs.

PEOPLE EXPERIENCING HOMELESSNESS ARE DESERVING OF EMPATHY (N=553)



PHASE FOUR: ANALYSIS AND RESEARCH

Objective: To synthesize and analyze the data collected from various sources to develop actionable recommendations for the 10-Year Housing and Homelessness Plan. This phase involves integrating community input with existing data to shape a coherent and effective plan.

Actions Taken:

- **Analysis of Inputs:**
 - Combined insights from key informant interviews, community consultation sessions, and the electronic survey.
 - Integrated findings from Phase One's data analysis to create a comprehensive view of the current state and desired future state.
 - Developed recommendations based on a thorough understanding of community needs, priorities, and the feasibility of proposed solutions.

ROLE OF THE SERVICE MANAGER

Throughout the Province of Ontario, there are 37 Consolidated Municipal Service Managers (CMSM) comprised of single tier or upper tier (Regional) municipalities, and 10 District Social Services Administration Boards (DSSAB) across Ontario's north. Each CMSM and DSSAB is the service manager for homelessness response in their respective communities. As the service manager, it is the responsibility of the CMSM/DSSAB to plan the homelessness response system in partnership with the community, develop policies related to the homelessness services, and receive and allocate funding from all orders of government with local strategic objectives and best practices related to preventing and reducing homelessness. The service manager is also responsible for collecting data from service providers and reporting out on that data to appropriate entities, including other orders of government.

As the Consolidated Municipal Service Manager, the County of Renfrew oversees a range of responsibilities related to housing and homelessness for the 17 lower-tier municipalities included in the County of Renfrew, plus the City of Pembroke. As the designated Service Manager, the County of Renfrew is dedicated to the following strategic roles and responsibilities:

- **Establishing Strategic Plans for Local and District Housing and Homelessness Responses:** Developing and implementing Local Housing and Homelessness Plans to achieve housing goals at both local and district levels.
- **Coordinating and Providing Housing Funding:** Managing and distributing funds for housing initiatives to ensure resources are used effectively to meet housing needs.
- **Developing and Administering Programs:** Creating and managing programs aimed at addressing housing and homelessness issues to reduce homelessness.
- **Managing Social and Non-Profit Housing Portfolios:** Overseeing and maintaining community housing assets to ensure their effective operation and sustainability.
- **Reporting on Progress:** Monitoring and reporting on the outcomes and effectiveness of housing and homelessness initiatives.
- **Community Housing Provider** with over 1000 community and/or rent-geared-to-income housing units as well as affordable housing and homelessness response oversight

These responsibilities are essential for addressing local and district-level housing needs and implementing effective strategies to combat homelessness.

In 2011, Ontario mandated that Service Managers develop and implement a 10-year Housing and Homelessness Plan starting in 2014. As these initial plans conclude, they must be updated annually and reviewed in detail every five years.

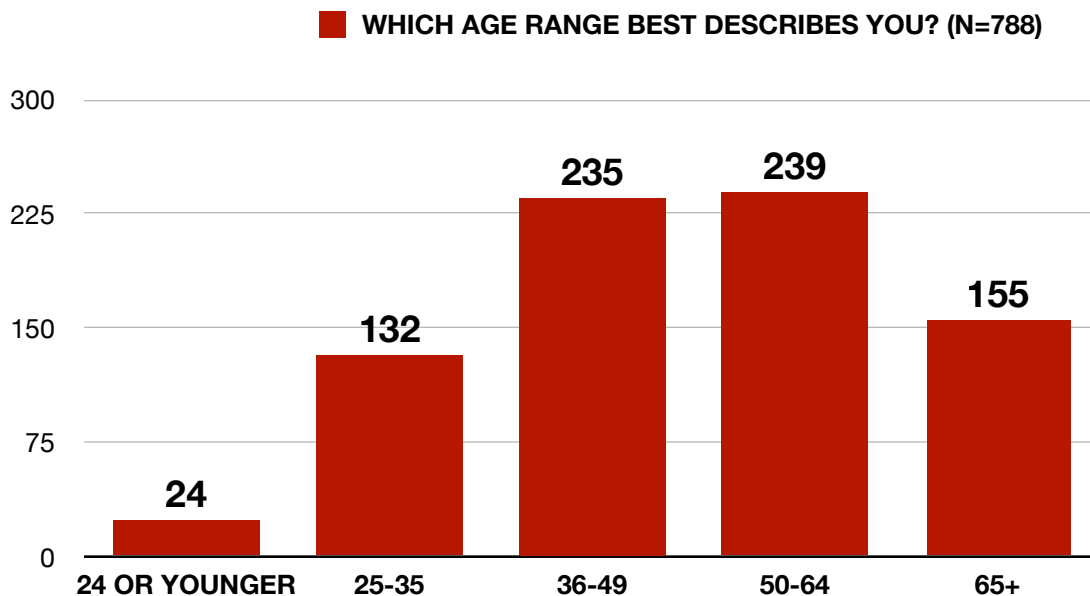
For 2024, the Province of Ontario allocated \$3,569,200 to Renfrew County specifically for homelessness prevention programs. This funding must be distributed according to need and intended outcomes across the following programs:

- Rent Supplement Program
- Rent Allowance Program
- Emergency Minor Home Repair Program
- Emergency Housing Assistance Program
- Homelessness Programming/Resources
- Supportive Bridge Housing

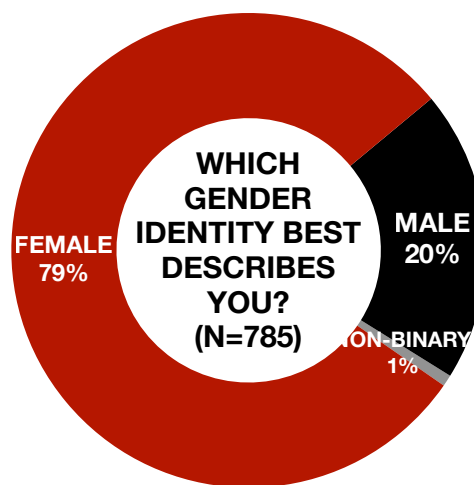
CURRENT STATE OF HOUSING AND HOMELESSNESS IN RENFREW COUNTY

SURVEY RESULTS

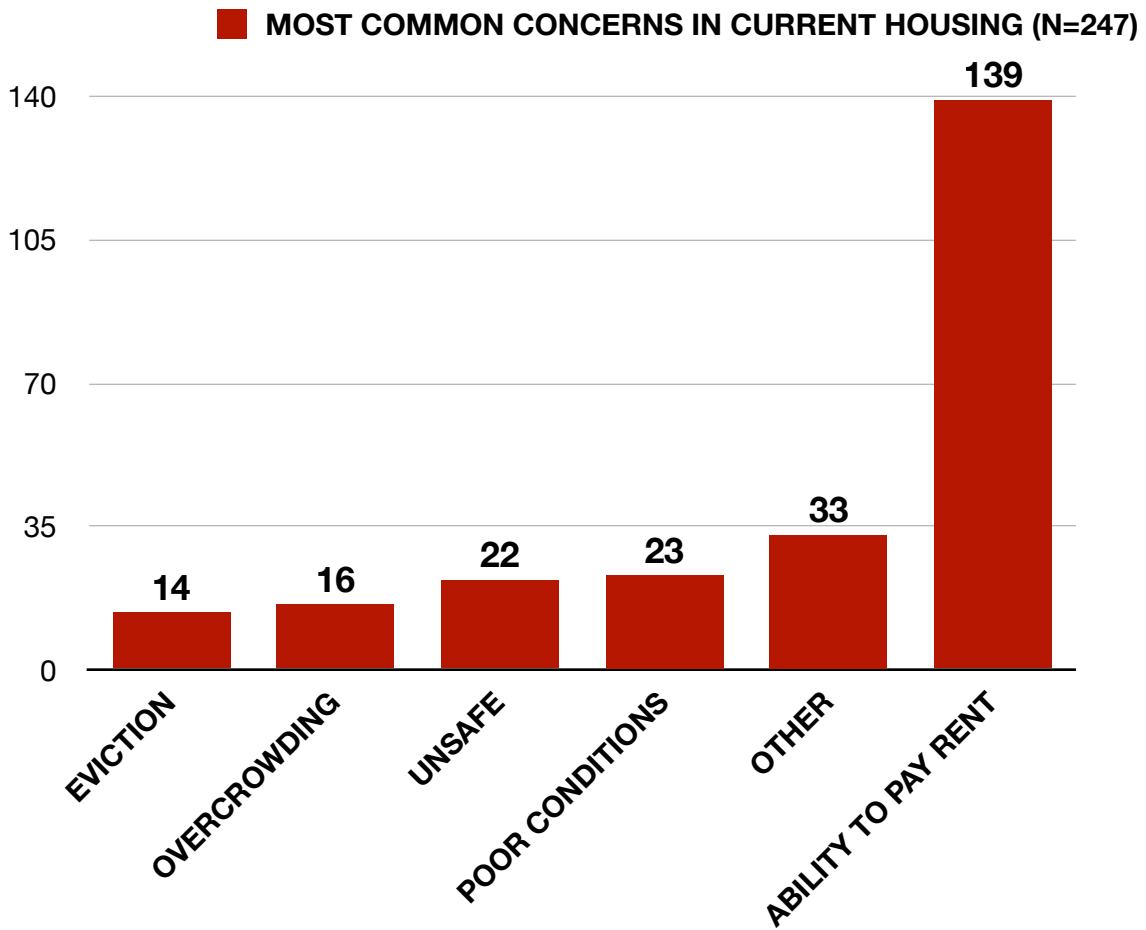
The community-wide survey conducted from June 4th to June 23rd provided valuable insights into the values, beliefs, and current understanding of housing and homelessness issues impacting the County of Renfrew. The strong response rate underscores the community's deep engagement in seeking solutions. Out of 791 unique participants, 573 completed all 13 questions, resulting in an overall completion rate of 72%. The survey was distributed through various online platforms to reach a broad audience across Renfrew County, irrespective of their current housing situation. Notably, 80 unique respondents reported having experienced homelessness at some point while living in Renfrew County. This highlights that while the Point in Time Count enumeration and By Name List data are valuable, they do not capture the full extent of homelessness in the County. The below graphics provide a summary of the survey insights.



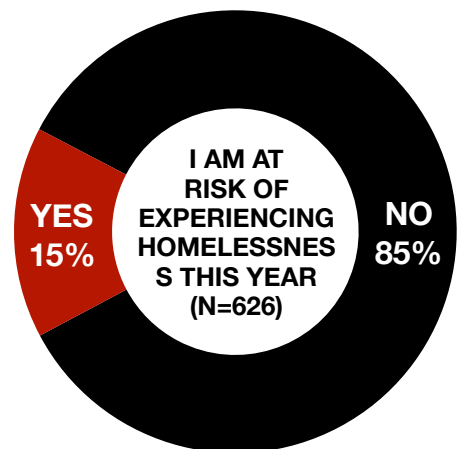
Although **515 respondents (65%)** have lived in Renfrew County for over twenty years and 694 (88%) have never accessed social housing, **247 individuals (31%)** still expressed concerns about their current housing. Among those with concerns, the majority were renters, but **99 homeowners** also reported issues. For homeowners, the primary concerns included the ability to pay rent and utilities, followed by feelings of insecurity in their housing, the overall condition of the property, overcrowding, and the fear of eviction.



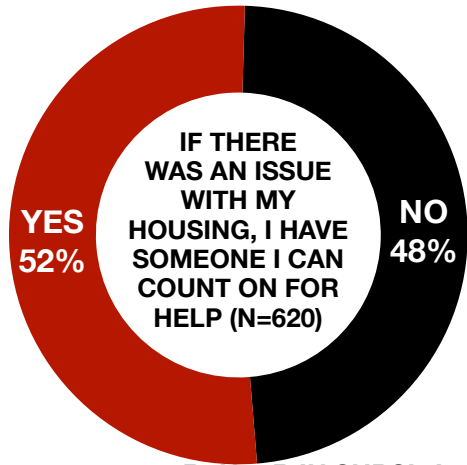
● FEMALE ● MALE ● NON-BINARY



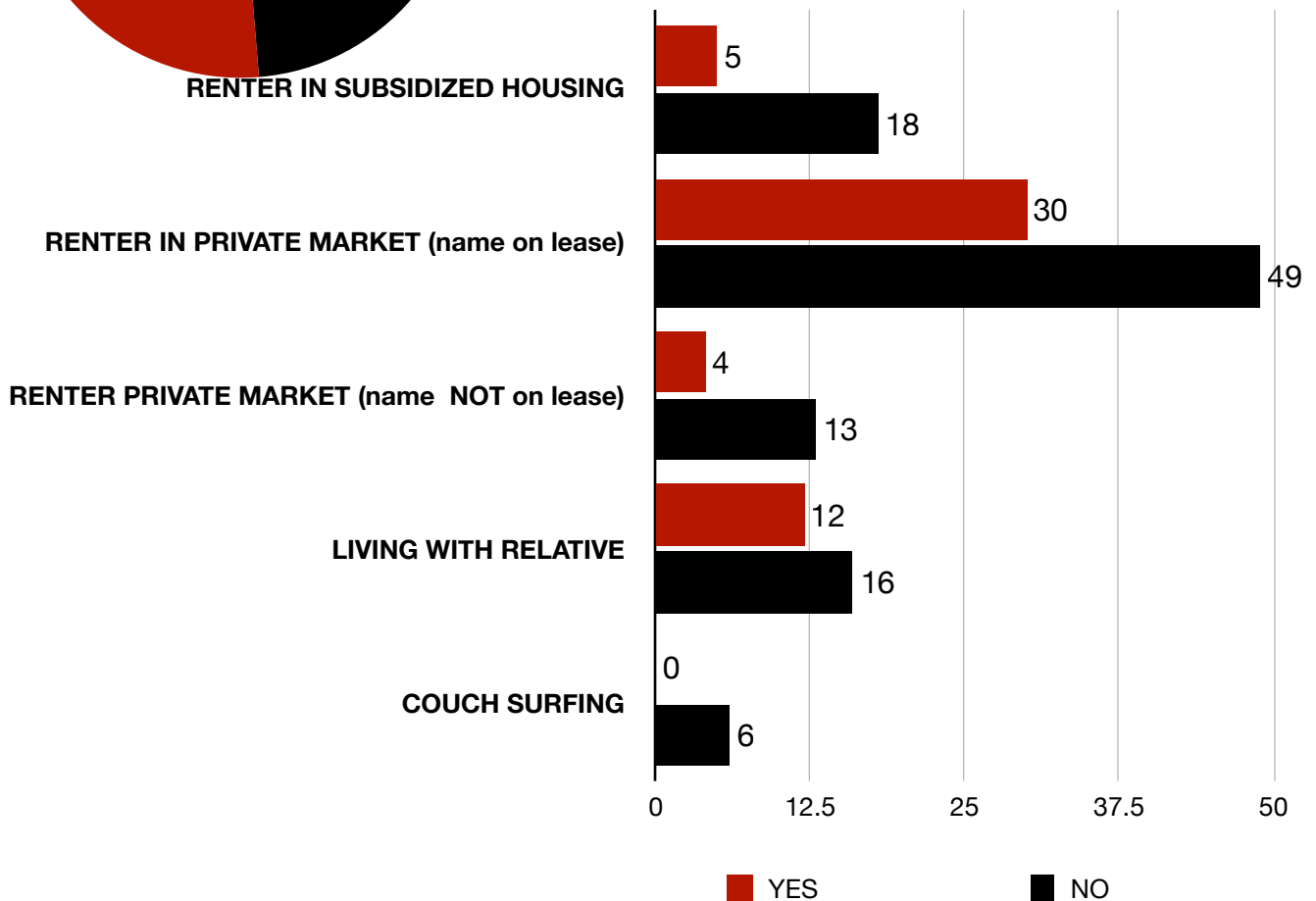
In addition to concerns about the quality of their current housing, **94 survey respondents** reported feeling at direct risk of becoming homeless this year. Furthermore, **298 respondents** indicated that if a problem with their housing arises, they do not have anyone they can rely on for assistance.



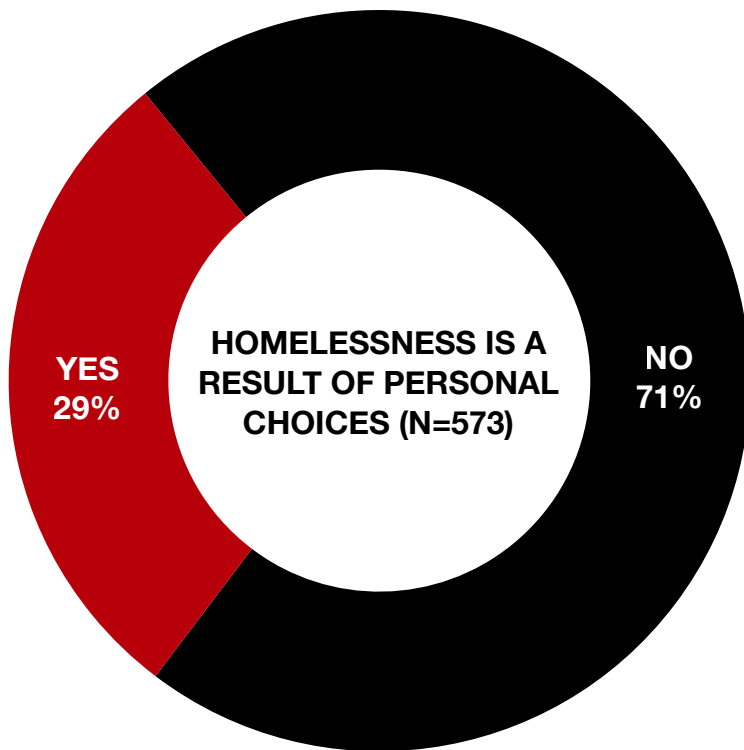
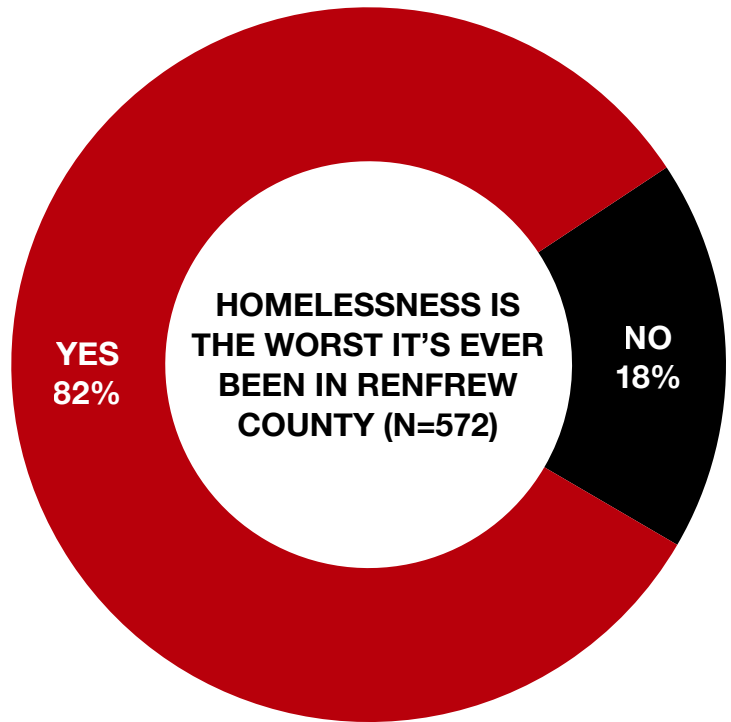
Having reliable support during times of need is a key indicator of community health and can help predict individuals at higher risk of future homelessness. While 298 respondents overall reported lacking someone to turn to if housing issues arise, this concern is particularly pronounced among renters in the private market. For these individuals, **the absence of a support network significantly increases their perceived risk of experiencing homelessness.**



IF THERE WAS AN ISSUE WITH MY HOUSING, I HAVE SOMEONE I CAN COUNT ON FOR HELP (Non Home-Owners N=153)

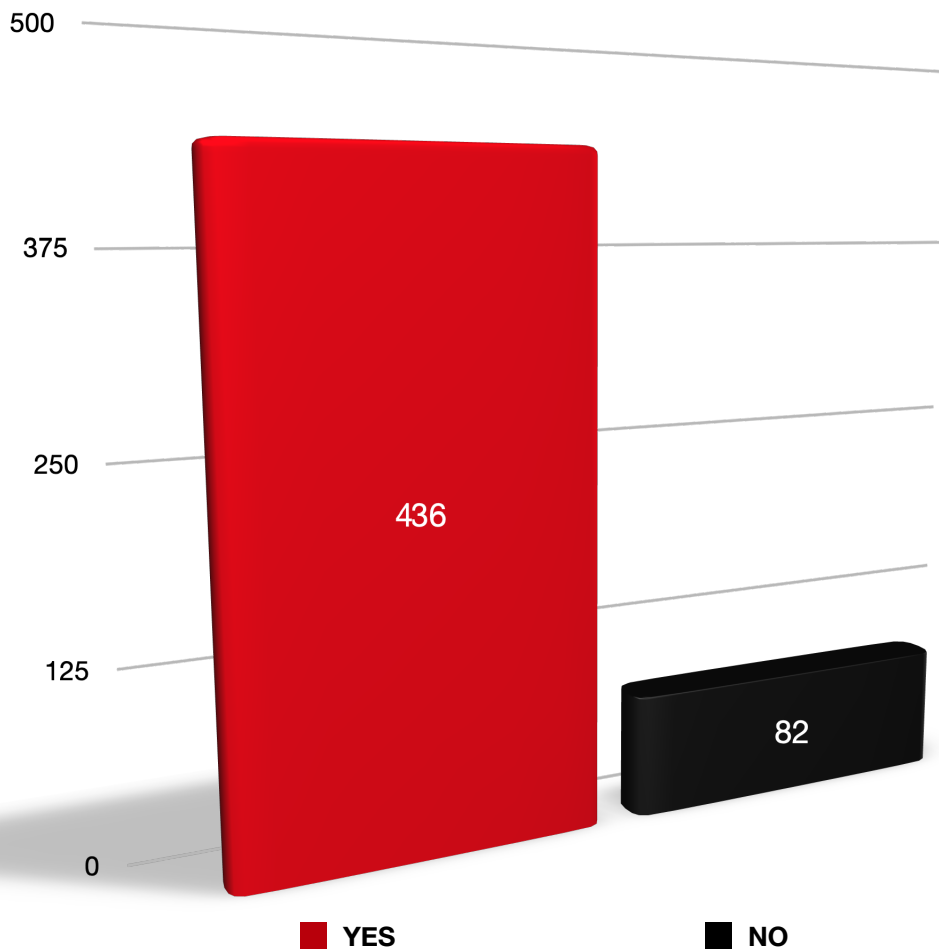


The survey revealed that residents overwhelmingly view homelessness as a critical issue throughout Renfrew County and do not believe it is simply a result of personal choices.

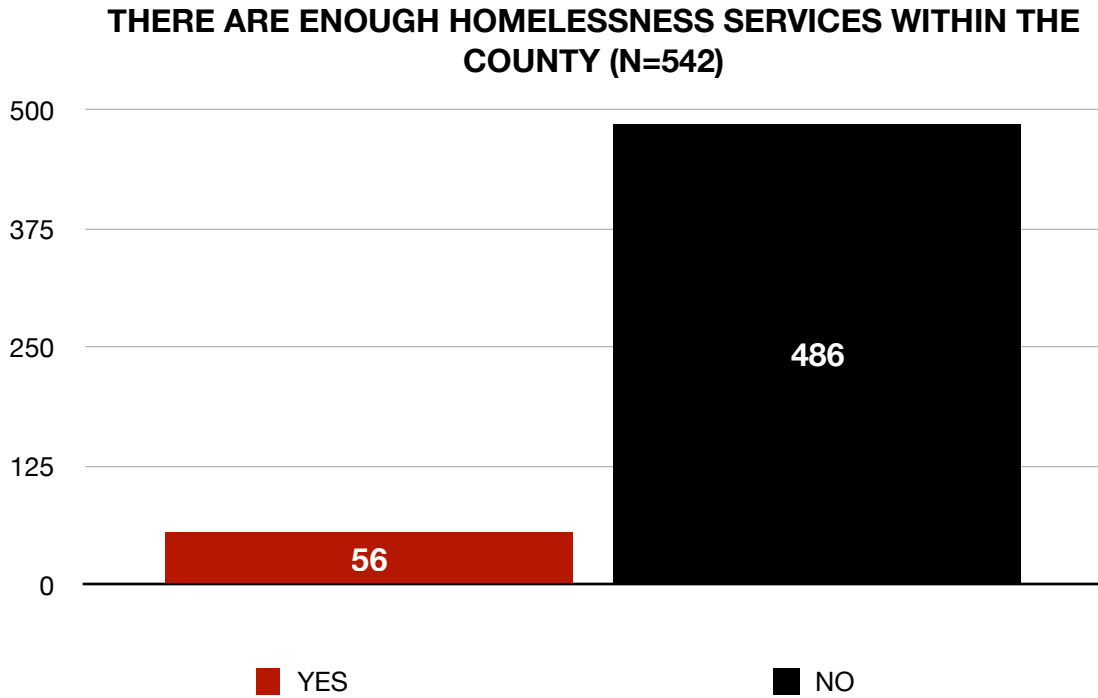


A common theme emerging from Key Informant Interviews, in-person community engagement sessions, and survey responses is that homelessness, particularly unsheltered homelessness, is more visible than ever before.

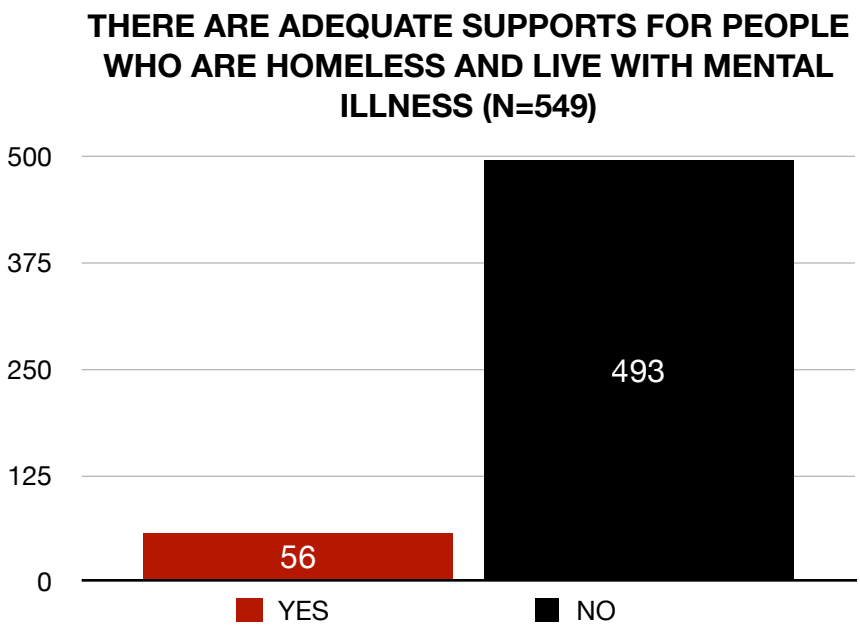
THERE ARE MORE ENCAMPMENTS AND PEOPLE SLEEPING ROUGH THAN EVER BEFORE (N=518)



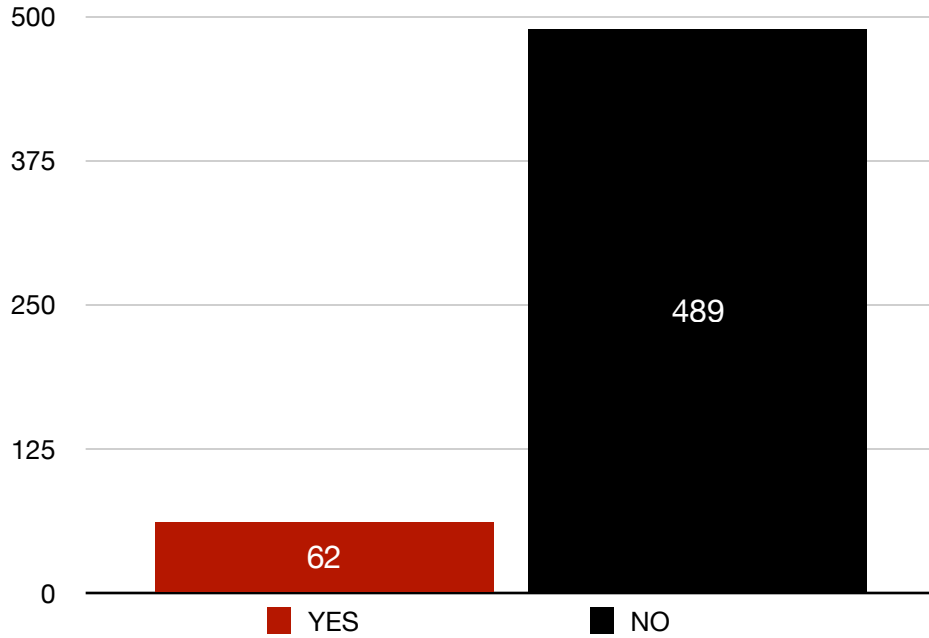
A persistent theme in the survey responses was the inadequacy of housing options for individuals with lower incomes, as well as the insufficient availability of direct services for community members currently experiencing homelessness.



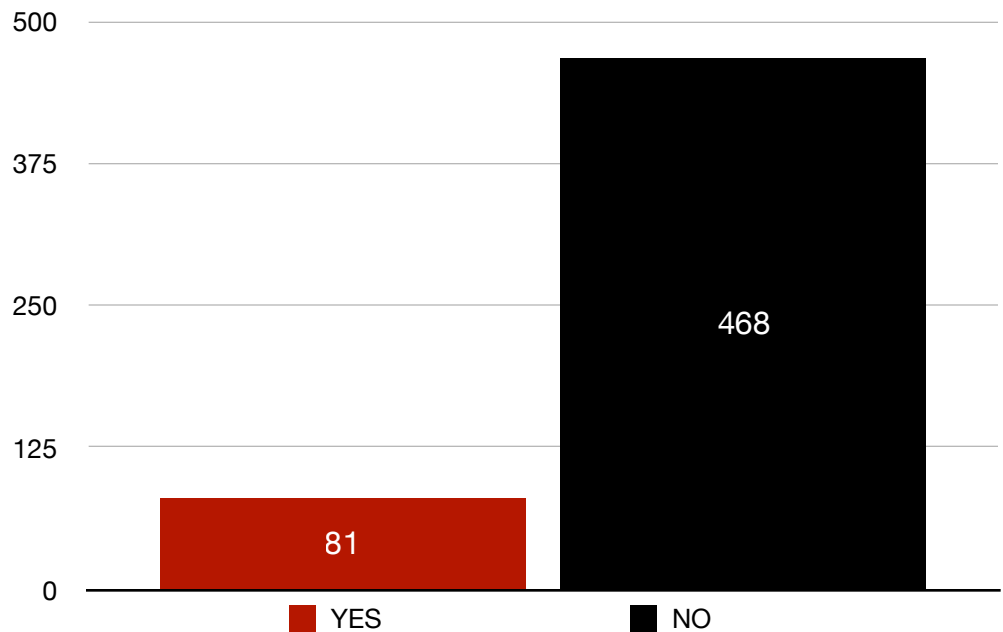
A recurring theme in both Key Informant Interviews and Community Engagement Sessions, as well as in the survey responses, was the reported lack of direct support for individuals with mental health, past trauma, and addictions concerns across Renfrew County.



**THERE ARE ADEQUATE SUPPORTS FOR PEOPLE WHO
ARE HOMELESS AND LIVE WITH PAST TRAUMA
(N=551)**

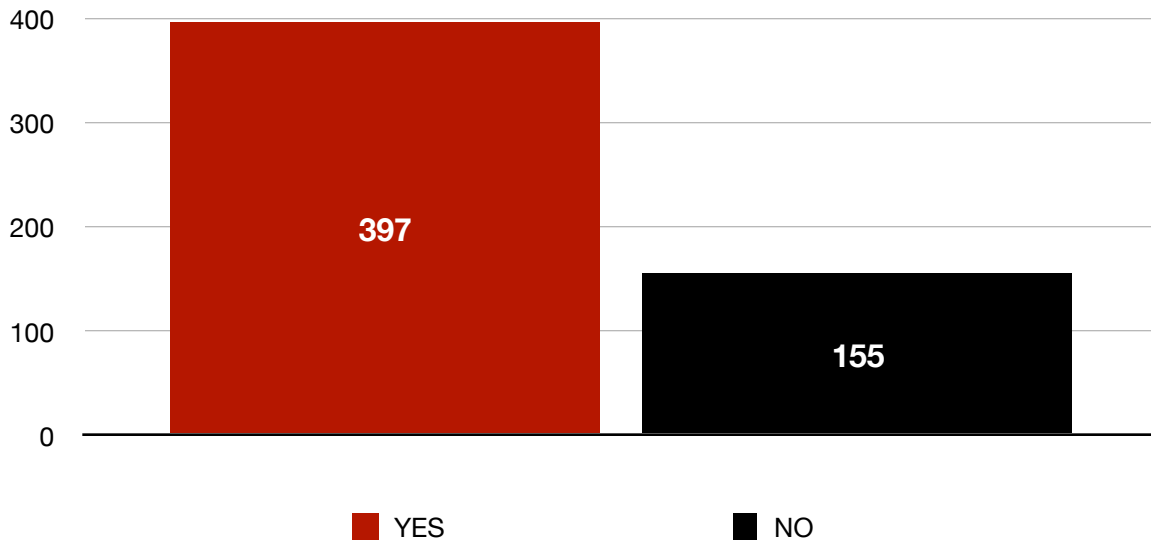


**THERE ARE ADEQUATE SUPPORTS FOR PEOPLE WHO
ARE HOMELESS AND LIVE WITH ADDICTIONS (N=549)**

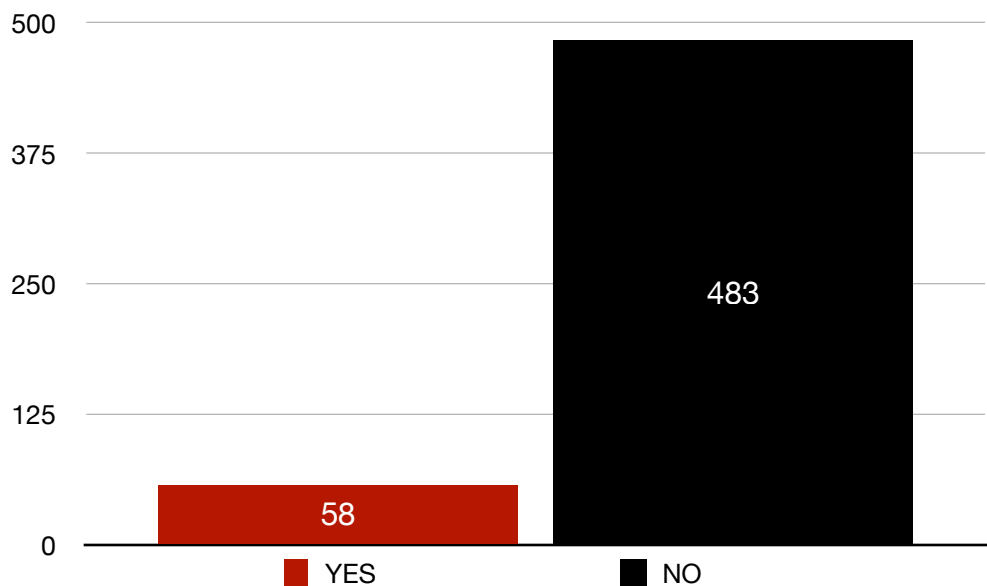


When asked specifically about potential responses directly related to homelessness, 72% of survey respondents believed that Renfrew County needs a large enough permanent Emergency Shelter to meet the growing needs. Additionally, there was a widespread belief that individuals currently experiencing homelessness lack adequate access to public washrooms.

RENFREW COUNTY NEEDS A LARGE ENOUGH EMERGENCY SHELTER TO MEET THE CURRENT NEEDS (N=552)

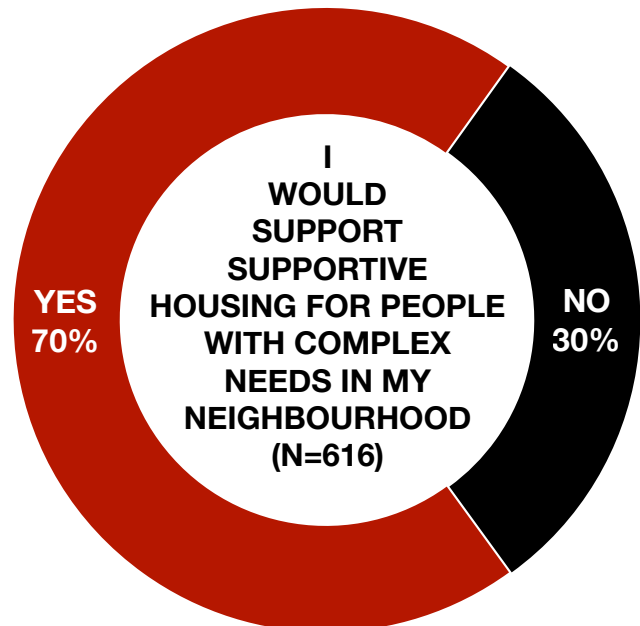
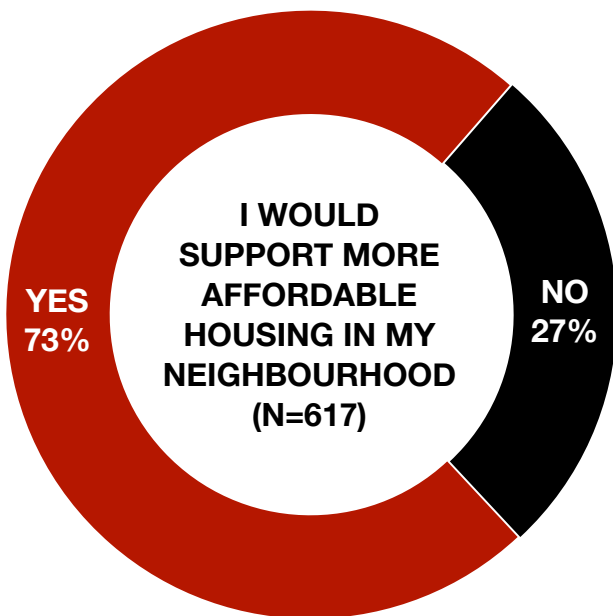
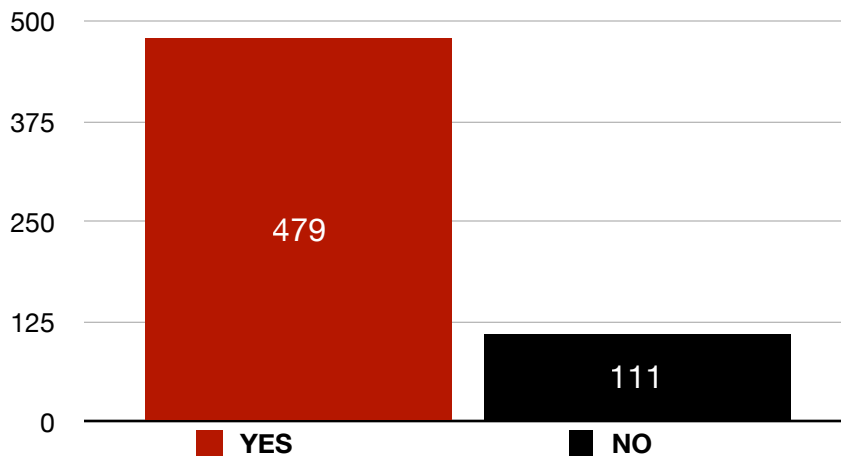


PEOPLE EXPERIENCING HOMELESSNESS HAVE ADEQUATE ACCESS TO PUBLIC WASHROOMS (N=541)

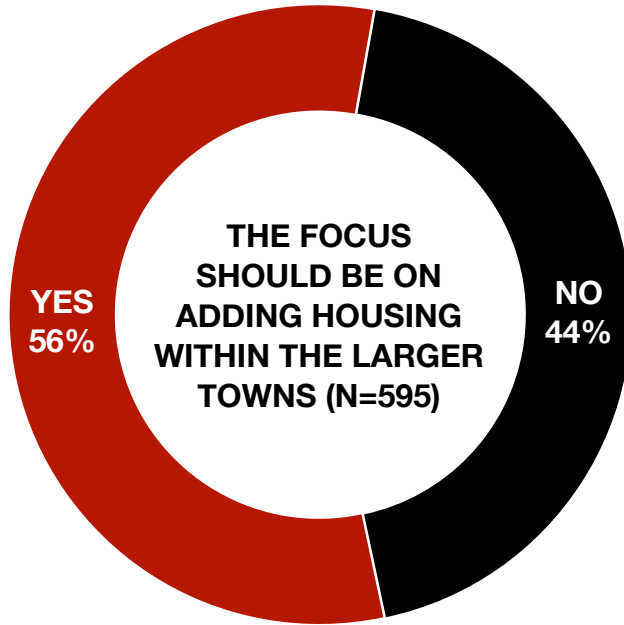


In addition to the belief that more housing should be available with rent adjusted to household income, a significant number of respondents would support the development of additional affordable housing in their neighbourhoods, even for individuals with complex support needs.

**RENFEW COUNTY REQUIRES MORE HOUSING
WHERE RENT IS GEARED TO THE MONTHLY
INCOME OF THE HOUSEHOLD (N=619)**

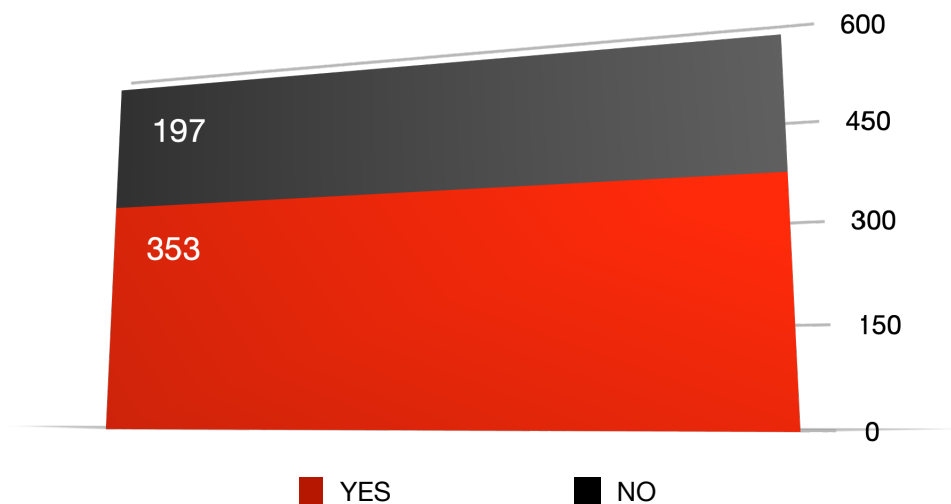


When asked about adding housing specifically within the larger towns across Renfrew County, responses were evenly split.



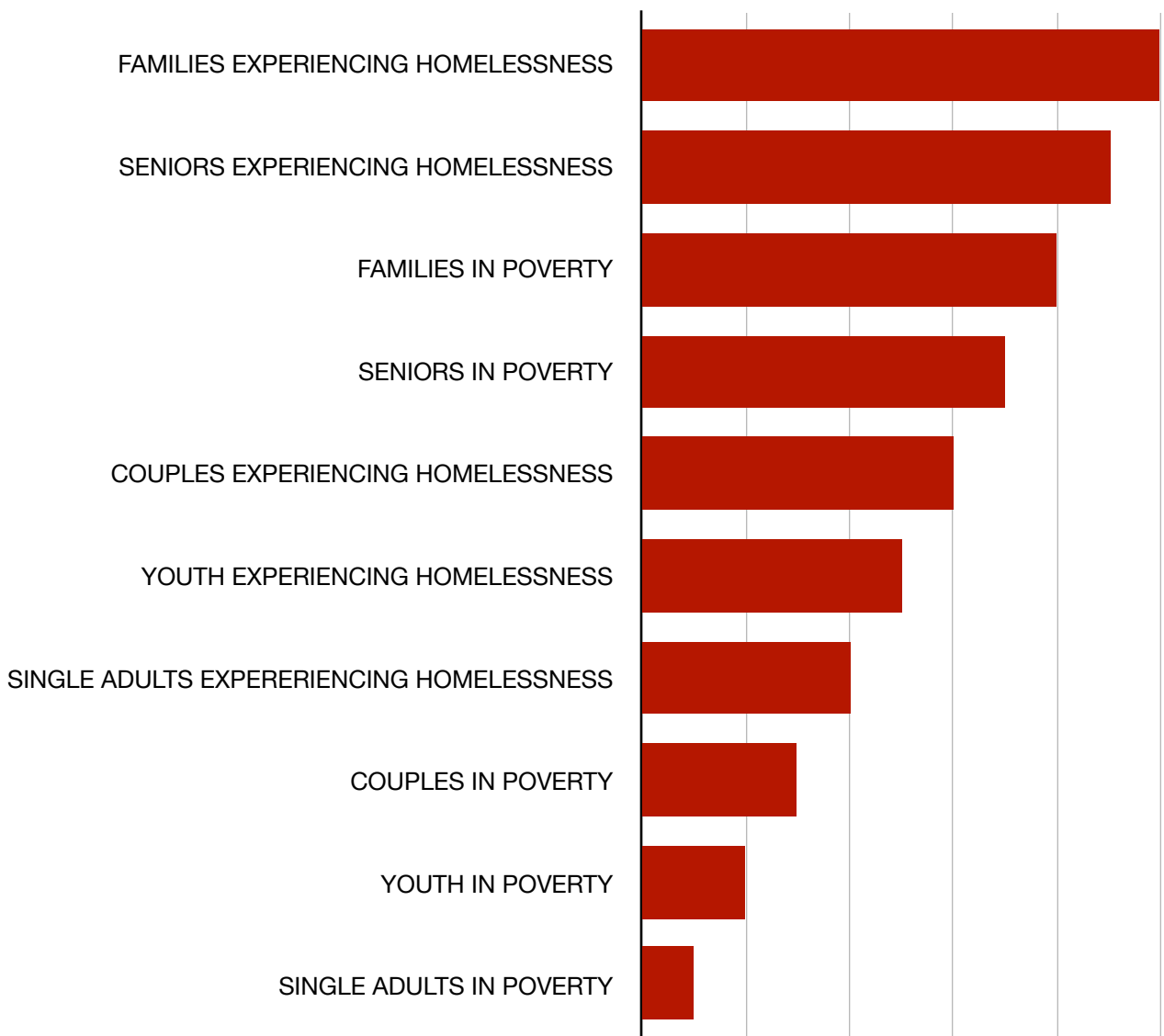
When asked about prioritizing individuals experiencing homelessness for vacancies in government-funded housing, 64% of respondents expressed support for this approach.

I AM IN FAVOUR OF PRIORITIZING PEOPLE EXPERIENCING HOMELESSNESS FOR VACANCIES IN GOV'T FUNDED HOUSING (N=550)



Given that most community members supported prioritizing people experiencing homelessness for available housing, the chart below shows their preferred order for housing different groups. Families and seniors facing homelessness are ranked as the top priority, while single adults and youth in poverty are considered the lowest priority.

■ WHICH POPULATION WOULD YOU PRIORITIZE FOR HOUSING (N=626)



In summary, the recent survey garnered responses from **791 community members**, with an average completion time of 11 minutes and 5 seconds. The feedback reveals a strong concern among Renfrew County residents regarding housing and homelessness issues, with a clear call for more decisive action and solutions.

Respondents expressed a heightened awareness of homelessness, noting its increased visibility and severity. There is a widespread consensus on the urgent need for a permanent emergency shelter to meet the escalating demand. Additionally, residents highlighted the necessity for improved support services addressing mental health, addiction, and trauma.

While there is significant opposition to the creation of new encampments, community members are supportive of developing affordable and supportive housing options for individuals with complex needs within their neighbourhoods. This approach is seen as a crucial component of the broader solution.

The survey also highlighted pressing concerns about the current housing situation: 92 respondents are at risk of homelessness within the year, and 274 reported having no immediate support if housing issues arise.

Although opinions vary on the specific locations for new housing, there is strong agreement that expanding housing options, particularly for those households with very low incomes, is a priority. Emphasis should be placed on addressing the needs of families and seniors who are experiencing homelessness.

KEY INFORMANT INTERVIEWS

Throughout June 2024, OrgCode conducted twelve Key Informant Interviews with stakeholders from various sectors related to housing and homelessness within Renfrew County. The stakeholders included:

- Ontario Provincial Police
- Mental Health Workers
- Community Services
- Ontario Works
- Non-Profit Housing Organizations
- County Health Services
- Local Businesses
- Non-Profit Service Providers
- Municipal Leadership

Objectives of the Interviews: The interviews aimed to collect insights on the current state of housing and homelessness, assess the County's role in addressing these issues, and gather recommendations for managing the complex needs of individuals requiring intensive support. Stakeholders were also asked to suggest optimal locations within Renfrew County for new facilities and programs to address homelessness directly.

KEY FINDINGS:

1. Emergence of a Housing and Homelessness Crisis:

- A common theme was that Renfrew County is at the early stages of a severe housing and homelessness crisis, with conditions worse than ever witnessed before. The full extent of visible homelessness and encampments is not yet fully understood, though it is currently concentrated in Pembroke with concerns about potential spread to smaller communities.

2. Shortage of Affordable Housing:

- The severe lack of affordable housing is identified as the main driver of the crisis. Short-term solutions, such as motel stays, are considered

inadequate. There is a pressing need for public education to enhance understanding of the crisis, effective practices for solutions, and to address misinformation contributing to negative public sentiment towards those experiencing homelessness and those working to address the issue.

3. Need for Enhanced Collaboration:

- Improved collaboration and a collective impact approach are crucial for developing effective solutions. The County's MESA initiative is highlighted as a model for the type of collaborative effort needed. Although the County has started taking a more proactive leadership role and addressing funding and service gaps, it is acknowledged that the County cannot tackle these challenges alone.

4. Concerns About Existing Services:

- There are concerns about The GRIND being the sole direct service provider for people experiencing homelessness, particularly regarding its limited expertise and location. A clearer mission and a more specialized staffing complement could address some of these concerns.
- The shortage of deeply affordable housing forces people into unsafe and inadequate conditions. Rising rents and growing waitlists are increasing stress on community resources such as food banks, local businesses, and homelessness prevention services. Protecting existing housing and addressing the gap in understanding the needs of precariously housed individuals is critical.

5. Housing and Eviction Challenges:

- High renovation costs and delays are leaving private and non-profit units empty for too long. Increasing eviction notices are leaving individuals uncertain about how to navigate the system and what steps to take next, leading to overcrowding and unsafe conditions without adequate recourse.

- The rising costs of housing are not matched by increasing income supports and rental assistance, necessitating policy changes on eligibility for rent-geared-to-income housing and other forms of housing assistance.
6. **Emergency and Supportive Housing Needs:**
- There is insufficient emergency housing, and current motel/hotel stays lack the necessary supports, contributing to the rise in encampments.
 - Defining supportive housing within the County is challenging amidst growing support needs. County staff are struggling to keep up with demand and are working on adjusting internal policies, but resources are insufficient.
7. **Community Sentiment and Service Location:**
- Concerns about NIMBYism potentially hindering new supportive housing models exist, but the community survey indicated that 70% of respondents would support housing for people with complex needs in their neighbourhoods.
 - The lack of transportation services makes it logical to place new services where the greatest needs are. Pembroke is considered the most suitable location for a permanent emergency shelter despite potential political challenges.
8. **Quality of Services:**
- The quality of new services is seen as more crucial than their location. Implementing evidence-informed practices and employing well-trained staff are essential for the success and acceptance of new services. If services are not professionally managed, concerns will arise regardless of the location.

These findings underscore that the County is facing a severe crisis, exacerbated by a critical shortage of affordable housing and inadequate short-term solutions. There is a

pressing need for public education to counter misinformation and enhance understanding of the causes and solutions of homelessness. Collaboration among agencies, modelled by the County's MESA initiative, is deemed essential for effective problem-solving and innovation. Concerns were raised about the existing service landscape, particularly regarding The GRIND's capacity and current ability to serve the population of people experiencing a homelessness and housing crisis. High renovation costs, increasing evictions, and insufficient emergency housing further strain community resources. Despite some resistance, a majority of community members support integrating new supportive housing models in their neighbourhoods. Effective service delivery is prioritized, emphasizing the need for well-trained staff and evidence-based practices over debates regarding location of services.

COMMUNITY ENGAGEMENT SESSIONS

From June 17th to June 21st, OrgCode hosted a series of Community Engagement Sessions to gather insights from various stakeholder groups. Each session lasted approximately 2 hours and 30 minutes and comprised the following elements:

- **Project Overview and Current State Presentation:** An introduction to the project, including a summary of the current homelessness situation in Renfrew County.
- **Interactive Component:** A collaborative exercise to identify key values, principles, and foundational elements for the plan.
- **Small Group Discussions:** Focused discussions aimed at generating ideas for addressing the housing needs of individuals in economic poverty and those with complex support needs, as well as improving the county's response to homelessness.
- **Prioritization Exercise:** An activity to rank ideas based on their feasibility and potential community impact.

The sessions engaged a diverse range of stakeholders, including:

- General Public/Community Members
- Renfrew County Housing Corporation and County Staff
- Non-Profit Housing Providers
- Local Business Leaders
- Individuals with Lived Experience in Supported Housing
- Individuals with Lived Experience in Homelessness

OrgCode upholds the principle of "nothing about us, without us," emphasizing the importance of including individuals with lived experience in both subsidized housing and homelessness in the engagement process.

KEY FINDINGS:

Beliefs about Individuals Experiencing Homelessness in Renfrew County

- Individuals experiencing homelessness are deserving of both empathy AND the necessary supports and services to resolve their housing needs.
- System Failures and Trauma: A lack of housing often results from systemic failures and past trauma.
- Right to Safe Housing: Everyone deserves safe, secure, and appropriate housing that meets their needs.
- Dignity and Empathy: Everyone is entitled to dignity and compassion.
- Universal Vulnerability: Homelessness can affect anyone, and it is not a choice. The high cost of living today increases the risk of homelessness.
- Complex Causes: There is no single cause of homelessness; it is a multifaceted issue. Solutions to homelessness must be as dynamic as the causes and realities of the problem.
- Experiences Not Labels: Homelessness is an experience, not a defining characteristic of an individual.

Additional Insights from People Experiencing Homelessness:

- **Victimization Risks:** Individuals experiencing homelessness are at a higher risk of being victims of abuse, theft, and violence rather than perpetrators.
- **Misconceptions:** Not everyone without a home is a “bum,” and it is challenging to focus on community concerns while struggling for survival on a daily basis.

Beliefs about Individuals with Very Low Incomes in Housing:

- **Daily Struggles:** They face daily challenges to make ends meet and need significant support to achieve self-sufficiency.
- **Isolation and Fear:** They often feel isolated and fear losing their housing at any moment.
- **Need for Comprehensive Support:** There is a need for more access to mental health, addiction, and hoarding support.

Ideas for Addressing Housing Needs:

- **Increase Supportive Housing:** Expand the availability of supportive housing options in the County.
- **Improve Housing Maintenance Resources:** Enhance resources to help individuals maintain their current housing.
- **Life Skills Programs:** Develop more programs focused on life skills.
- **Hub Model:** Create centralized hubs where multiple resources are available in one location.
- **Shared Database:** Establish a shared database of available help and supports.
- **Better Data Systems:** Improve data systems to better understand the true scope of need across the County.
- **Enhanced Availability of Support Workers:** Increase the number of mental health support workers and case managers who can visit clients in their homes.

- Incorporate Lived Experience in the Design of New Initiatives: Ensure that new programs include input from individuals with lived experience.
- Revise Rental Allowances: Improve rent allowances and eligibility requirements for subsidies.
- Focus on Homelessness Prevention: Prioritize prevention efforts to maintain housing stability.
- Enhance Efforts to Improve Food Security: Expand food security programs to support people during the housing crisis.
- Strengthen Partnerships: Enhance collaboration among service providers and government departments.
- Increase Assistance for Senior Citizens: Provide more support to seniors to help them stay in their homes.
- Prioritize Homelessness for Housing Options: Ensure people experiencing homelessness are prioritized for available housing if appropriate supports are in place.

Ideas for Addressing Homelessness:

- Housing Waitlist Prioritization: Change the priority status on the housing waitlist to include people experiencing homelessness.
- Increase Professional Staff: Ensure funding and training opportunities focus on hiring and retaining professional staff to work directly with individuals experiencing homelessness.
- Expand Outreach Services: Develop additional outreach services beyond those provided by the Paramedics team.
- Establish Permanent Shelter: Create a permanent, lower-barrier, housing focused emergency shelter.
- Develop Bridge Housing: Implement Bridge Housing to address complex needs and foster stabilization before transitioning to permanent housing.

- Designated Case Workers: Assign specific case workers to individuals experiencing homelessness to connect them with all available services and resources.
- Enhance Addiction Supports: Work with Provincial departments to increase addiction support, detox, and rehabilitation programs across the county.
- Improve By Name List Processes and Communication: Enhance the By Name List process for better understanding and management to coordinate movement of people experiencing homelessness to the finite housing and support options available locally.
- Public Awareness Campaign: Launch a public awareness campaign to address the realities and stigma of homelessness as well as the importance of housing options as the only solution to homelessness.
- Homelessness Prevention Programs: Increase programs and resources to prevent homelessness. This must include housing loss prevention and shelter diversion activities as well as targeted eviction prevention activities.
- Leverage the Insights of People with Lived Experience: Continuously engage and listen to individuals with lived experience of homelessness and housing crises with designing, enhancing and evaluating homelessness response and housing initiatives.
- Landlord-Tenant Assistance: Provide resources to assist with landlord and tenant disputes.

IDENTIFIED PRIORITIES:

During each consultation session, participants reviewed all suggested ideas and selected their top priorities. The key priorities identified across all sessions are:

1. **Prevention:** Focus on activities and resources to maintain housing stability and prevent homelessness.

2. **Permanent Emergency Shelter:** Establish a permanent, accessible, and professionally managed emergency shelter with a lower-barrier, housing-focused approach.
3. **Bridge Housing:** Develop Bridge Housing specifically for individuals with complex and co-occurring needs.
4. **Better Data Collection:** Enhance data collection and analysis to better understand the scope and scale of homelessness and housing needs.
5. **Ongoing Supports:** Increase professional staff to provide continuous support both during homelessness and after individuals are housed.
6. **Housing Prioritization:** Prioritize individuals experiencing homelessness when allocating available housing.
7. **Enhanced Collaboration:** Strengthen collaboration among service providers, housing providers, and government departments.

DATA ANALYSIS

Although detailed data on homelessness across Renfrew County is limited, there is enough information to establish a baseline for actions and strategic plans for housing solutions and homelessness response services.

POINT IN TIME COUNT

The most recent **POINT IN TIME (PiT) COUNT**, conducted in November 2023, reported at least 55 households experiencing homelessness. Of these, 65% were located in Pembroke, 53% were experiencing chronic homelessness (defined as more than six months), and the majority were between the ages of 30 and 64. Additionally, 27% were youth aged 16 to 29. These PiT Count findings are consistent with results in other Canadian communities in recent years.

Key findings from the surveys include:

- 40% were unsheltered (rough camping)

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- 31% were couch surfing
- 20% were in emergency shelters or hotels
- 2% had exited a health facility (hospital)
- 7% did not disclose their current situation

Reasons for homelessness were reported as follows:

- 22% were victims of intimate partner violence
- 22% experienced relationship breakdowns
- 18% were kicked out of recent housing
- 16% were evicted
- 4% cited unsafe or poor building conditions
- 4% did not disclose the reason
- 14% identified other reasons

Regarding household type:

- 60% were single
- 18% were single with children
- 13% were couples
- 7% were couples with children
- 2% did not disclose

Contributing factors to homelessness included:

- 56% had mental illness
- 49% had medical conditions
- 42% struggled with substance use concerns
- 35% faced learning or cognitive limitations
- 25% had physical limitations

BY NAME LIST

Renfrew County maintains a **BY NAME LIST (BNL)**, a critical tool for managing homelessness. This list provides:

- 1. Detailed and Accurate Information:** Includes names, contact details, specific needs, and relevant housing/homelessness history for all those who consent to being added to the BNL
- 2. Real-Time Updates:** Regular updates ensure current housing and support statuses are reflected, with information being updated as people are housed or newly homeless.
- 3. Coordination and Prioritization:** Facilitates service coordination and prioritizes support based on urgency and need.
- 4. Tracking and Accountability:** Monitors intervention effectiveness and ensures necessary follow-ups.
- 5. Resource Allocation:** Helps match and allocate resources effectively by understanding individual housing and support needs.
- 6. Integration with Other Systems:** Often integrated with other data systems like Homeless Management Information Systems (HMIS) for a comprehensive view.

As of July 2024, the Renfrew County BNL identified **27 unique individuals experiencing homelessness, with 14 classified as chronically homeless**. In Canada, chronic homelessness refers to persistent or long term homelessness where people have been homeless for at least 180 days at some point over the course of a year (acute chronicity) and/or recurrent episodes of homelessness over three years that total 18 months (prolonged instability)¹, often accompanied by significant barriers to housing stability and higher support needs.

¹ Reaching Home: Homelessness Glossary for Communities (May 2024) as cited: <https://homelessnesslearninghub.ca/library/resources/glossary-for-communities/>

In November 2023, there was a significant influx of 28 newly identified individuals on the BNL, likely coinciding with the PIT activities. This highlights the need for consistent data collection throughout the year. From January 1, 2024, to July 2024, there has been an average of 5 newly identified individuals per month, including 2 chronically homeless individuals monthly. The inflow numbers surpass outflow numbers, resulting in a net monthly increase in homelessness and a net percentage increase of 59% from January through July.

The population of people experiencing chronic homelessness on the BNL is currently being housed at an average rate of 2 individuals per month, but 3 individuals are being moved to inactive status each month, indicating that the system is losing contact with more people than it is successfully housing. Similar trends are observed with the overall homeless population. Since the start of the year, 12 individuals who were housed have returned to homelessness, indicating a need for more robust homelessness proofing and prevention resources.

WARMING CENTRE DATA

The WARMING CENTRE was operational for 140 nights from December 1, 2023, to April 18, 2024. Managed by the GRIND staff and volunteers, it was set up in a rented ATCO office trailer (12' x 50') at the Pembroke Farmers Market equipped with 27 recliner chairs for people to rest in throughout the night. The trailer was outfitted with a 100 amp electrical service, connected to the Market's building for power and heating. Facilities included a double washroom trailer for sanitation. The area was equipped with continuous video security monitoring and live smoke detection equipment to ensure safety.

Throughout its operation, the Warming Center provided:

- Total Warming Stays: 1,309
- Unique Individuals Served: 101

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- Average Length of Stay: 8 nights
- Longest Stay: 30 of 31 nights (March)
- Busiest Single Night: 19 guests

Meals Provided:

- Dinners: 1,309
- Breakfasts: 979

Demographics of Individuals Served:

- Gender:
 - Male: 70
 - Female: 31
- Age
 - Youngest: 16
 - Oldest: 86

Residency:

- Local (Renfrew County): 89
- Non-local: 12 (with only 2 remaining in the area)

OUTREACH SERVICES

Observing **OUTREACH SERVICES** in Pembroke provided valuable insights into both the extent of unsheltered homelessness locally and the effectiveness of current outreach methods. During the observations, four main encampment sites were identified, each including between 2 to 8 unique individuals, along with several abandoned campsites showing no recent activity. In the County, a dedicated MESA Team provides the primary outreach supports available to people experiencing unsheltered homelessness. This provides a unique situation for Renfrew County when compared to other outreach approaches in other Canadian communities.

The MESA (pronounced "mey-suh") initiative in Renfrew County is a phased, evidence-based approach aimed at addressing the root causes of homelessness, substance abuse, addictions, and mental health issues. By fostering a resilient and healthier community, MESA is a collaborative effort involving Community Services, Paramedic Services, the Development and Property Department, and various partner organizations. The initiative employs an "escalator model" to guide individuals from harm towards a more equitable community. Its goal is to provide innovative care and secure housing, supporting residents in achieving health, well-being, and a safe place to call home.

The MESA Team leading the outreach have developed strong rapport and trust with the residents of these encampments, which significantly enhances their ability to deliver appropriate health services. These encampments are located discreetly, mainly off the Algonquin Trail, yet remain within reasonable proximity to resources and services like the GRIND. Residents of the encampments frequently utilize the GRIND's meal program and drop-in services.

While the MESA Team's outreach efforts are highly beneficial, the model is still in its infancy and will take time to build the comprehensive support network envisioned. A combined paramedicine and housing focused approach would be advantageous for both the Pembroke community and the individuals living in the encampments.

HOUSING AND HOMELESSNESS PREVENTION PROGRAMS IN RENFREW COUNTY

In 2023, Renfrew County faced a significant demand for rent-geared-to-income (RGI) housing:

- Current Wait Time for RGI Units: Ranges from 7 to 10 years

- Total Names on Local RGI Waiting List: 1,601 (current as of June, 2024) *Note this includes 87 households with special priority status.

The Special Priority Policy (SPP) under Ontario's Housing Services Act is designed to give priority access to social housing for individuals experiencing domestic violence or human trafficking. The goal is to help these individuals escape unsafe living conditions and quickly secure housing that offers safety and stability.

Housing Movement:

- **Households Moved into RGI Units:** 76 (39 from the chronological list, 37 with special priority)
- **Average Wait Time:**
 - Special Priority Status: 24 months
 - Chronological Waitlist: Approximately 7–10 years
- **Internal Transfers:** 18
- **Move-Outs: 84 (stable over the past four years)**

Applications by Bedroom Size:

- 1-Bedroom: 59 senior, 852 adult, 0 family
- 2-Bedroom: 4 senior, 43 adult, 213 family
- 3-Bedroom: 0 senior, 4 adult, 161 family
- 4-Bedroom: 0 senior, 1 adult, 82 family
- 5-Bedroom: 0 senior, 0 adult, 46 family

Provincial Funding Allocation (2023)

In 2023, the Province of Ontario allocated \$3,569,200 to Renfrew County for homelessness prevention and housing stability programs:

- Rent Supplement Program: \$200,000

- Rent Allowance Program: \$845,000
- Emergency Minor Home Repair Program: \$200,000. This provided grants of up to \$7,500 for essential repairs. In 2023–2024, 13 households received \$69,769.42, with remaining funds allocated to a Transitional Housing Plan.
- Emergency Housing Assistance Program: \$845,740 (administered by Ontario Works). This program has eligibility criteria that includes up to \$1,500 for households without children and \$2,000 for those with children for urgent expenses. In 2023–2024, 1,117 applications were approved.
- Warming Centre: \$80,000 was allocated for emergency shelter in Pembroke

Rent Programs and Services:

- Rent-Geared-to-Income (RGI): Available at RCHC-owned and managed properties, typically 30% of household income. About 12% of RCHC tenants pay the maximum rate.
- Rent Supplement (Private-Market RGI): Provided subsidies for private-market rentals. In 2023, 74 households benefited from this initiative.
- Rent Allowance Program: Offered \$300 for households without children and \$400 for those with children. The 2023–2024 allocation was \$845,000, supporting 147 households monthly.
- Canada-Ontario Housing Benefit (COHB): Provided a monthly subsidy of \$449.16 to 272 households, with a 2023–2024 allocation of \$287,600.

Housing Improvement Funds:

- Canada-Ontario Community Housing Initiative (COCHI) and Ontario Priorities Housing Initiative (OPHI): Supported housing renewal and improvement.

Affordable Home Ownership: Supported through home improvement and emergency fund programs, including the Emergency Minor Home Repair Program.

Funding Changes for 2024–2025

For the 2024–2025 period, the following changes in funding allocations are proposed by the RCHC:

- Emergency Minor Home Repair Program: Decreased to \$150,000 from \$200,000.
- Rent Supplement Program: Maintained at \$200,000, with a slight increase in caseload.
- Rent Allowance Program: Reduced from \$845,000 to \$822,000 due to decreased caseload.
- Emergency Housing Assistance Program: Increased to \$850,000 from \$845,740.
- She C.A.N: Continues at \$100,000 with grants of up to \$5,000 to help victims of intimate partner violence with housing stability
- Hoarding and High Content Supports Pilot: New allocation of \$105,000.
- Homelessness Coordinator – Contract: New allocation of \$90,100, aimed at improving homelessness response and coordination.
- Supportive Transitional Housing: New funding of \$823,640 for capital and/or operating expenses.
- Food Security and Winter Warmth Programs: Consistent at \$250,000.
- Capital (affordable housing units): Decreased from \$1,000,000 to zero.
- Administration: Remains at \$178,460, the maximum allowed.

The 2023 data highlights the critical need for affordable housing and the substantial demand on existing programs. With wait times for RGI housing stretching up to 10 years, the proposed funding changes for 2024–2025 reflect a strategic adjustment to address emerging needs. The introduction of the Homelessness Coordinator position and the Hoarding and High Content Supports Pilot underscore a focused effort to enhance specialized support and overall coordination. These adjustments, alongside continued investments in key programs, aim to leverage existing program success while putting needed attention on immediate response gaps.

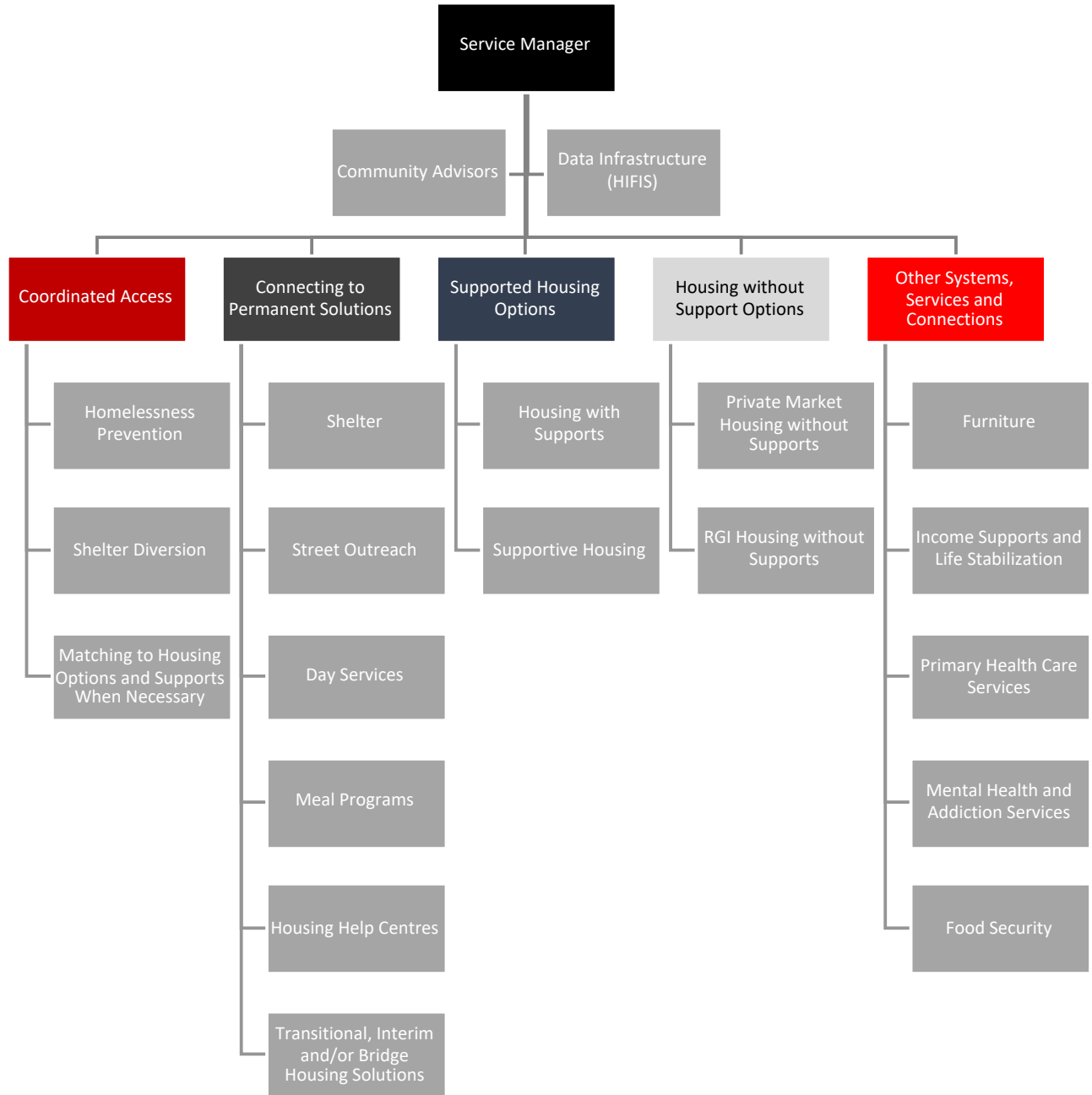
GAPS AND OPPORTUNITIES: KEY CONSIDERATIONS, BEST AND PROMISING PRACTICES, AND A PATHWAY FORWARD

With the foundational elements already in place and the plan to add a full-time Homelessness Coordinator, Renfrew County is poised to move forward with implementing a more effective homelessness response and housing stability program.

A responsive and effective homelessness response and housing stability system begins with strong leadership and management by the Service Manager. Renfrew County, as the Consolidated Municipal Services Manager, is responsible for planning and implementing an effective homelessness and housing stability response. This process involves input from community and non-profits partners, other systems of care such as the Ministry of Health and Ministry of Correctional Services, businesses, and the general public. Planning and implementation occur in accordance with the guidelines and intended outcomes set by Provincial and Federal governments, which provide the primary financial resources for homelessness prevention, homelessness services, housing stability programs, and supportive housing.

The below graphic demonstrates a system of care and its components that have proven to be essential in high functioning homelessness response and housing stability system achieving the prevention and reducing of chronic homelessness locally.

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As expected, **data** is crucial for driving performance in an effective community response to homelessness. Renfrew County currently manages a By Name List using Excel and implements a regular Point in Time survey and enumeration. Currently, Renfrew County does not have a Homelessness Management Information System (HMIS) dedicated to gathering real time data collection and reporting on households experiencing homelessness and seeking supports. HIFIS 4 (Homeless Individuals and Families Information System) is a comprehensive software platform designed to support communities in managing homelessness and housing services. It is an updated version of the earlier HIFIS systems, providing more advanced tools and features to help organizations and municipalities track and manage their efforts to prevent and address homelessness.

Key Features and Functions of HIFIS 4:

- 1. Client Management:** HIFIS 4 allows for detailed tracking of client information, including demographics, service needs, and interactions with various support services. This helps organizations manage cases more effectively and provide personalized support.
- 2. Service Coordination:** The system facilitates coordination among different service providers by sharing relevant client information and service histories, which enhances the overall effectiveness of the homelessness response system.
- 3. Data Collection and Reporting:** HIFIS 4 enables comprehensive data collection on homelessness trends, service usage, and client outcomes. It provides robust reporting tools to analyze data, generate reports, and monitor performance against targets and objectives.
- 4. Coordinated Access:** The system supports the implementation of Coordinated Access processes, helping to prioritize and match individuals and families with appropriate housing and support services based on their needs.

5. **Real-Time Updates:** HIFIS 4 is cloud-based, allowing for real-time updates and access to information from multiple locations. This ensures that all stakeholders have access to the most current data.
6. **User-Friendly Interface:** Designed with an emphasis on usability, HIFIS 4 provides an intuitive interface for users, making it easier to navigate and manage client information and services.
7. **Security and Privacy:** The platform adheres to strict data security and privacy standards to protect sensitive client information and ensure compliance with relevant regulations.

HIFIS 4 offers several key benefits that significantly enhance the response to homelessness. By integrating data from various service providers, the system improves coordination and ensures that clients receive thorough and effective support. The insights and data it provides allow organizations to better understand client needs and evaluate the impact of their services, leading to more positive outcomes for individuals and families facing homelessness. Additionally, HIFIS 4 facilitates efficient resource allocation by identifying trends and patterns, enabling more informed decision-making. Overall, it serves as a crucial tool for communities and organizations, improving service delivery and strengthening the overall approach to addressing homelessness.

Coordinated Access is a requirement for any community receiving Federal or Provincial funds for homelessness. Essentially, Coordinated Access ensures that only individuals who genuinely need homelessness services enter the system and that those experiencing homelessness are matched with the housing and support services best suited to their needs, facilitating a swift exit from homelessness. Prevention services focus on preventing housing loss in the first place, often through eviction prevention efforts. Diversion services seek safe and appropriate alternatives to shelter when a household experiencing homelessness has a friend or family member who can provide

temporary accommodation. Matching people to housing and support options is done through a By Name List that includes all individuals actively experiencing homelessness in Renfrew County. The more intensive the needs of the household, the greater the support resources allocated.

Connecting to Permanent Solutions extends the concept of Coordinated Access. It encompasses all programs and services that address immediate needs while working towards securing stable housing with appropriate supports. This category includes shelters, outreach services, day services, meal programs, housing help centres, and non-permanent housing options. Each service is an opportunity to engage with and support individuals experiencing homelessness or housing instability, aiming to transition them to housing with the necessary supports. None of these services should be used by the same household indefinitely.

Supported Housing Options for people experiencing homelessness differ from general supported housing available in Renfrew County, which may assist a broad range of households (e.g., seniors needing assistance from a Personal Support Worker or individuals with developmental disabilities in supportive group settings). In the context of homelessness, supported housing options refer to:

- **Housing with Supports:** These are scattered-site apartments throughout the community where individuals experiencing homelessness are housed in market-rate apartments with a financial subsidy for rent. They also receive case management services to promote life and housing stability.
- **Supportive Housing:** Sometimes called Permanent Supportive Housing, these dwellings are within buildings that exclusively house individuals receiving support services, typically available on-site 24/7. Rental payments are generally geared to income, with households paying no more than 30% of their monthly income on housing.

Housing without Support Options pertains to assistance for households moving out of homelessness into housing when they do not require time-limited or permanent supports. Community housing (social housing) is rent-geared-to-income but does not include case management supports. This option is ideal for households experiencing homelessness due to economic poverty but not requiring case management. Private market housing may offer rental assistance for affordability but does not include case management supports. While this option can increase affordable housing availability, it may not be as affordable as community housing.

Other Systems, Services, and Connections include access to income supports, low-cost or free furniture, food programs, and a wide range of health services. These resources benefit individuals exiting homelessness but are not exclusively for those who have experienced homelessness. The homelessness response system aims to ensure access to these vital services to enhance life and housing stability.

UNDERSTANDING SHELTERING

For many years, shelters were primarily seen as destinations where people could receive services and programs to prepare them for housing. The focus was on treating shelter stays as an end in themselves rather than as a temporary measure on the path to permanent housing. Historically, the belief was that individuals needed to resolve the issues that led to their homelessness before they could transition to stable housing. This often meant that people had to "fix" their situations or "heal" before being considered ready for independent living.

However, over the past decade, there has been a shift towards a more housing-focused approach. Shelters are now viewed as interim steps rather than final destinations. The goal is to help individuals, couples, or families exit shelters as quickly as possible and return to stable housing. This change in perspective has been supported by organizations such as the National Alliance to End Homelessness in the

USA, the Canadian Alliance to End Homelessness, and the Canadian Shelter Transformation Network.

Shelters play a crucial role in the overall system of care, addressing immediate needs and facilitating progress out of homelessness. It's essential for shelters to engage with guests frequently and purposefully to encourage a swift transition to housing. Ideally, efforts should be made to assist individuals in leaving shelters before their homelessness becomes chronic. When there is an increase in homelessness, especially unsheltered homelessness, there might be a push to expand shelter services. However, it is often more cost-effective and impactful to invest in resources that help people move from shelters to permanent housing rather than simply increasing the number of shelter beds.

To operate effectively within a system of care, shelters should aim to be as low-barrier as possible. This approach ensures that individuals with the most significant needs, including those with substance use issues or mental health challenges, can access shelter services. For instance, while a shelter may prohibit on-site substance use, it should still permit entry for individuals who have used substances, allowing them access to essential services and a place to stay.

SHELTER GAPS

Given the absence of a permanent shelter in Renfrew County and a notable 59% increase in individuals listed as actively homeless on the By Name List since January 1, 2024, coupled with the Warming Centre in Pembroke serving over 100 unique individuals last year—including 19 in a single night—it is clear that the current response to local demands for shelter options is facing significant challenges. The Warming Centre's seasonal operation, limited to the winter months, leaves those experiencing homelessness without access to safe shelter or specialized housing services during the rest of the year. Surveys reveal that 90% of respondents feel the existing services for people experiencing homelessness are insufficient, and 72% specifically identify a

pressing need for an emergency shelter in Renfrew County. Unsheltered homelessness is often linked to various shelter-related issues, such as rejection of or by shelters, restrictive rules, limited space, negative reputations, or proximity concerns. Nevertheless, the primary issue is that unsheltered homelessness is increasingly prevalent in a county with no permanent shelter options.

UNDERSTANDING STREET OUTREACH

Street outreach is a crucial community-based effort where experienced outreach workers engage with individuals living in unsheltered conditions or in housing unsuitable for human habitation. The primary aim is to address immediate needs while working towards long-term solutions to end homelessness.

Historically, many street outreach programs in Canada have prioritized rapport-building and meeting immediate needs without sufficiently focusing on securing permanent housing solutions. Additionally, these roles have often been regarded as entry-level positions. However, effective street outreach requires highly trained and seasoned professionals who can navigate complex barriers to accessing housing, shelters, and essential services such as income support and healthcare.

Since the end of the pandemic, the frequency of homelessness encampments has surged across Canada, including in smaller and suburban communities that previously experienced few or no encampments. Renfrew County has also witnessed this increase. This trend highlights the pressing need for enhanced street outreach services, improved shelters equipped to support individuals with complex needs—particularly those facing co-occurring mental health and substance use challenges—and the creation of more specialized supportive housing to help individuals transition from encampments to stable, supported living situations.

STREET OUTREACH GAPS

As of June 2024, approximately 12 individuals were known to be sleeping unsheltered, specifically in Pembroke, with additional individuals likely residing unsheltered across other parts of Renfrew County. This estimate serves as a baseline, acknowledging that the coverage of street outreach services is not yet comprehensive throughout the region. Therefore, there are likely areas where unsheltered individuals remain unengaged. This increase in unsheltered homelessness, particularly through encampments, highlights the critical need for effective street outreach. This requires professionals who are not only skilled and trained but also compassionate, to ensure meaningful initial engagement and to address homelessness effectively. Pairing a specialized paramedic health team alongside a professional street outreach worker/team would greatly improve housing and support outcomes for unsheltered individuals across Renfrew County.

UNDERSTANDING DAY SERVICES

Day services, such as drop-in centres and meal programs play a crucial role in addressing the daily needs of those experiencing homelessness. These services offer essential support outside of the shelter environment and facilitate social connections, which are particularly important in communities with significant unsheltered homeless populations, a high number of street-involved individuals, or where shelters operate only in the evening and overnight.

DAY SERVICES GAPS

In Renfrew County, where there is no permanent shelter, day services become even more vital as they represent the primary form of support available for much of the year. The GRIND, which provides transactional day services in Pembroke, is currently doing an excellent job in offering support to the community. For day services to be most effective, staff must actively and deliberately engage with service users and have purposeful conversations about housing solutions and the process of securing

appropriate housing options. Without this targeted engagement, day services risk missing opportunities to assist what is often a captive audience.

While day services are beneficial for those experiencing homelessness or those who have recently exited homelessness, their priority may be balanced against other needs within the broader homelessness response system.

UNDERSTANDING PREVENTION

Currently, homelessness prevention activities are primarily delivered by non-profit organizations and Social Assistance delivery staff. Proactively assisting households in housing focused problem solving to maintain current housing options or to identify other safe and appropriate places to stay in community, is preferable to waiting for a household to experience literal homelessness before offering assistance. Prevention offers several advantages: it minimizes trauma for the household, conserves resources that would otherwise be required to support individuals once they become homeless, helps maintain affordability by keeping existing tenants in place rather than facing rent increases due to unit turnover, and alleviates pressure on shelters and street outreach services. Thus, homelessness prevention is a crucial aspect of the overall system of care.

Historically, the concept of prevention in homelessness services has been somewhat fragmented across Canada. Prevention involves activities and supports designed to help individuals and families maintain a safe and appropriate living situation when they are at risk of losing their housing. This applies to situations where a household is a leaseholder or in more informal arrangements, such as staying with relatives or as a roommate without a formal lease. In both cases, prevention aims to intervene before eviction or housing loss occurs.

When activities align with evidence informed practices, Homelessness Prevention serves as the initial step in a system-based approach known as progressive engagement. When possible and appropriate, it is the preferred method to address households with the greatest risk of experiencing literal homelessness if homelessness prevention supports are not provided. By focusing on prevention, the goal is to reduce the number of individuals requiring assistance from the homelessness response system and to mitigate the trauma associated with experiencing homelessness. Financially, prevention is often more cost-effective than managing homelessness once it has occurred. Additionally, it helps sustain affordable housing in the private market, as retaining existing tenants typically results in lower rent increases compared to market adjustments for new tenants.

Renfrew County has established several programs that effectively support prevention efforts. Programs such as the Emergency Minor Home Repair Program and the Emergency Housing Assistance Program—which assisted 1,117 households in 2023—provide proactive measures to help individuals remain in their current homes. However, these programs may not always effectively target the highest-risk households.

Research by Shinn et al.² on the matter of prevention has fundamentally changed the way that prevention is understood and what is demonstrably effective. For example, prevention should be targeted to higher-risk households, not lower-risk households. Those households that previously experienced homelessness should be a priority to keep housed. Amongst those people that have not experienced previous homelessness, the priority should be on supporting higher-needs households that have

² Shinn, M., & Baumohl, J. (1999). Rethinking the prevention of homelessness. Paper presented at the 1998 National Symposium on Homelessness Research, Arlington, Virginia.

Shinn, M., Baumohl, J., & Hopper, K. (2001). The prevention of homelessness revisited. *Analyses of Social Issues and Public Policy*, 1, 95–127. <https://doi.org/10.1111/1530-2415.00006>.

Shinn, M. B., Greer, A. L., Bainbridge, J., Kwon, J., & Zuiderveen, S. (2013). Efficient targeting of homelessness prevention services for families. *American Journal of Public Health*, 103(S2), S324–S330. <https://doi.org/10.2105/AJPH.2013.301468>.

characteristics of the existing chronically homeless population. As the research demonstrates, very few households that were not previously homeless or with lower-needs become homeless. Most of those households figure out how to avoid homelessness even when no prevention assistance is provided.

PREVENTION GAPS

A more robust data tracking system across in Renfrew County will enhance the ability to target prevention activities more effectively towards higher-risk households, particularly those who have previously experienced homelessness. By leveraging detailed data, prevention efforts can be better tailored to address the specific needs of individuals most at risk, thereby improving overall outcomes and efficiency in the homelessness response system.

Key considerations for homelessness prevention, include the following:

<p><i>Is there imminent risk of homelessness?</i></p>	<p>Prevention is about “imminent risk” in the case of non-profit prevention activities, where “imminent risk” is generally understood as housing loss likely to occur within 60 days. This differentiates homelessness prevention from other more “upstream” prevention activities or ongoing poverty assistance activities.</p>
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<p><i>Is there a direct link between the prevention activities and the actual prevention of homelessness?</i></p>	<p>Prevention, whenever possible, should not be an inference when determining effectiveness, but rather the ability to demonstrate how a prevention activity clearly resulted in homelessness being avoided. The actions taken through homelessness prevention should clearly tie into efforts to avoid eviction or housing loss.</p>
<p><i>Are the activities provided within the sphere of expertise of non-profit prevention services?</i></p>	<p>Consideration must be given to whether the non-profit prevention service has a role to directly play in preventing homelessness, compared to the work of a community-based legal clinic or the work of Social Assistance staff.</p>

UNDERSTANDING DIVERSION

Diversion is a proactive approach designed to assist individuals, couples, or families facing a housing crisis before they enter the homelessness response system. The goal of diversion is to identify safe and appropriate alternatives to shelter, thereby maximizing the household's resilience and avoiding unnecessary shelter use. This often involves leveraging natural supports, such as family or friends, to provide temporary housing while the household secures a more permanent solution.

Historically, access to shelter was typically granted based on meeting eligibility criteria and available space. For instance, if an individual met the general criteria for shelter and a bed was available, they would be admitted. However, this approach does not align with best practices in shelter management. The recommended practice is to

resolve the housing crisis without resorting to shelter whenever possible and appropriate.

Effectively implementing diversion offers significant advantages to the homelessness response system. Consistent application of diversion strategies can reduce current and future demands for shelter space. Diversion should be employed with any household seeking shelter services, not just when shelters are at capacity. It involves a series of progressive questions to explore alternative options before shelter intake is considered. The process begins with understanding why the household is seeking shelter, their previous night's accommodations, and whether it is possible and safe to return to their prior location. If returning is not feasible, the process explores other potential temporary housing options, such as staying with friends or family. Additionally, the household's available resources and previous efforts to avoid homelessness are assessed. If diversion is not successful, the process culminates in developing a housing plan. Even if the household eventually enters a shelter, having a plan in place ensures a focused effort on exiting the shelter as quickly as possible.

DIVERSION GAPS

In the absence of a permanent emergency shelter, implementing diversion services according to best practices becomes essential but also creates challenges. While some diversion efforts can be integrated into activities at day services like the GRIND, through existing prevention programs offered by community partners and through transformational street outreach, achieving optimal results is more difficult compared to when diversion is consistently applied within a housing-focused shelter setting.

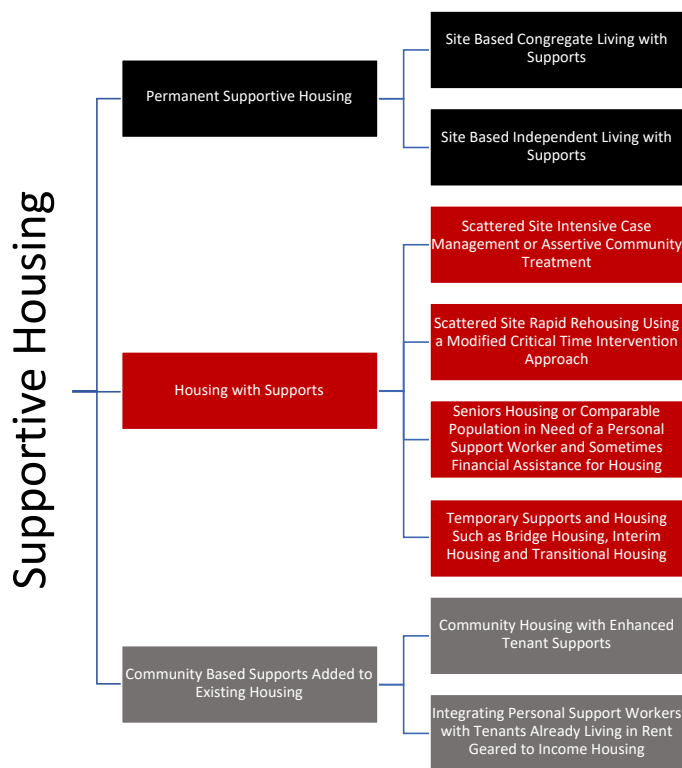
UNDERSTANDING SUPPORTIVE HOUSING

Supportive housing encompasses two essential features: affordability and customized support services. It is designed to help individuals maintain their housing and enhance

their overall well-being. Residents of supportive housing often experience greater life stability, increased resilience in facing life's challenges, improved health, mental health, and substance use outcomes, and the ability to achieve personal goals. This type of housing may be tailored to specific groups, such as women, youth, older adults, individuals with mental health or substance use issues, or Indigenous Peoples.

Supportive housing generally falls into three categories:

- 1. Permanent Supportive Housing:** This option provides both a permanent housing unit and ongoing support services, often within a place-based program. It is typically reserved for individuals with the highest levels of need and acuity. All residents in these buildings receive continuous support services.
- 2. Housing with Supports:** This type involves scattered-site apartments integrated within the community, where individuals live independently but receive time-limited support services. This can include both transitional and permanent housing solutions, with support services designed to be temporary.
- 3. Community-Based Supports Added to Existing Housing:** This approach involves providing additional support services to tenants who already have secure housing but need extra assistance due to changes in their health status or aging. This method is often used as part of a homelessness prevention strategy and is appropriate for individuals who have not previously experienced homelessness but require added support.



INTENDED OUTCOMES OF SUPPORTIVE HOUSING

The intended outcomes of supportive housing are to enhance life stability, improve resilience, and facilitate personal and health-related achievements for its residents. While the personally anticipated outcome of each tenant in supportive housing can be unique to the person being supported, as a concept supportive housing focuses on five core outcomes:

CORE OUTCOME SOUGHT	DESCRIPTION OF OUTCOME
<p>People do not return to homelessness or housing instability</p>	<p>Both Housing with Supports and Permanent Supportive Housing go to great lengths to help ensure the household does not return to homelessness again. Even if the household needs to move, the intention is to have a seamless move from one address to another without a period of homelessness in between. The type, duration, frequency and intensity of support services are provided all share the same purpose: to help the household stays housed.</p>

CORE OUTCOME SOUGHT	DESCRIPTION OF OUTCOME
<p>People believe their overall health improves (physical health, mental health, and/or addiction)</p>	<p>Improvements in overall health can include stabilization of a health condition, access to treatment or supports for a health condition, improved education and strategies for responding to a health condition, and/or lessening harm associated with a health condition. In Supportive Housing, health assistance can be provided “in house” or by connecting households to “mainstream” health and community resources. With a stable roof over one’s head and enhanced affordability, it is hoped that people can make informed choices in their health care and reap the benefits of that access to health care.</p>
<p>People are satisfied with the quality of supports</p>	<p>Households receiving support services in housing have an active voice in determining what type(s) of support they want, how often they want to receive those supports, how long the supports will last, and how intense the support assistance will be.</p>
<p>People are satisfied with the quality of affordable housing</p>	<p>Housing provided to households in need of supports must be affordable. Most often the rental amount is relative to the amount of gross monthly income the household receives, usually from social assistance. People should feel the housing is as affordable as possible, and that they dwelling is in good condition with all aspects of the dwelling in good working order.</p>
<p>People are socially connected</p>	<p>Support staff, peer supports workers, and recipients of support services work collaboratively to create meaningful opportunities for socio-recreational engagement. This can include a broad range of activities, from acknowledging birthdays and seasonal holidays to partnering with the local senior’s centre or other day services to expand tenant’s social connections.</p>

UNDERSTANDING THE NEEDS OF OLDER ADULTS EXPERIENCING HOMELESSNESS

In Renfrew County, older adults facing homelessness fall into two distinct groups: those experiencing homelessness for the first time in their later years, and those who are aging within the homelessness response system.

Older Adults Experiencing Homelessness for the First Time

Older adults who become homeless later in life do so for various reasons, including rising rental costs, "reno-victions" (evictions due to renovations), the loss of a spouse, emerging health issues, increased need for support with daily activities, and limited

income. Many of these individuals are encountering the social services system for the first time. Their health and service needs are generally lower to moderate, with fewer co-occurring issues. The primary driver of their homelessness is often insufficient income relative to the cost of housing. With the population of older adults expected to grow between 35-50% in Renfrew County in the next 20 years, it should be anticipated this cohort will also see an increase.

Older Adults Aging Within the Homelessness Response System

This group includes older adults who have experienced chronic homelessness, either continuously or intermittently, and who are now dealing with additional complexities. Their needs are often higher due to a combination of health issues, insufficient income, cognitive impairments, and substance use. These older adults typically have moderate to high acuity because of the interplay between mobility issues, health conditions, financial constraints, substance use, and cognitive decline. Mainstream senior services often lack the training and resources needed to address these complexities effectively.

Unique Challenges for Older Adults Experiencing Homelessness

For both groups, the challenges are significant. Age-eligible income assistance often falls short of covering current rental market rates and high cost of living expenses, while older adults' income-generating potential is typically limited. In Renfrew County, the absence of an emergency shelter exacerbates these issues, leaving older adults without access to immediate, supportive services. Additionally, accommodations like Seniors' Housing, long-term care, and nursing homes may not be equipped to handle the needs of older adults who use substances or are street-involved.

Preparing for future needs, Ontario's aging population compounds the homelessness risks for seniors across the province, including in Renfrew County. In 2016, seniors outnumbered children aged 10-14 for the first time in Ontario. By 2046, the number of

seniors is expected to increase from 2.8 million (18.4% of the population) to 4.4 million (20.3%), with the population of those aged 75 and over projected to double to nearly 2.6 million.

In Renfrew County, the demand for suitable housing solutions is evident. Last year, 59 seniors applied for a single-bedroom unit, highlighting a significant need for appropriate housing options and underscores the urgent need for targeted interventions to support older adults experiencing homelessness and to address the broader challenges posed by an aging population.

UNDERSTANDING HOUSING FIRST

Housing First emerged in New York City during the early 1990s as a revolutionary approach aimed at addressing homelessness. This model prioritizes placing individuals experiencing homelessness, particularly those with mental illness, directly into permanent housing. Once housed, participants receive comprehensive support services to help them maintain their housing stability. The approach includes rent subsidies to ensure affordability.

The essence of Housing First lies in rapidly providing permanent housing without preconditions, followed by tailored support services designed to foster stability and personal growth. The critical component of Housing First is not merely the provision of housing, but the support services that facilitate the individual's successful adaptation and thriving in their new home.

Core Principles of Housing First³

- 1. No Housing Readiness Requirements:** Housing First does not impose prerequisites such as transitional housing stays, participation in life skills training, or sobriety.

³ To learn more about Housing First Principles and approaches, explore such sources as <https://homelesshub.ca/collection/programs-that-work/housing-first/> and <https://housingfirsttoolkit.ca/>

Participants are not required to attend treatment, engage in mental health care, or take medications unless they choose to. Employment status, financial records, or volunteer work are not conditions for receiving services. Housing is provided without conditions related to behaviour or gratitude.

2. **Empowered Personal Choice:** Participants retain full control over their housing decisions. They are provided with information and support to make informed choices, but the final decision remains theirs. Housing options are presented as choices rather than assignments, and participants are not penalized for rejecting any particular housing unit.
3. **Recovery-Oriented:** Housing First aligns with the principles of mental health recovery, promoting overall wellness. It supports individuals in recovering from homelessness, trauma, and substance use, while also fostering economic stability and a sense of purpose. The approach emphasizes holistic recovery, tailored to individual needs and preferences, whether through harm reduction or abstinence.
4. **Person-Centred and Participant-Driven Goals:** Goals are not predetermined. Instead, each participant collaborates to create a personalized case plan based on their unique strengths and needs. This plan focuses on achieving housing stability and overall life improvement. The approach is non-judgmental and adaptive, ensuring supports evolve with the participant's needs without coercion or undue pressure.
5. **Social and Community Integration:** Housing First is not just about providing a roof; it's about fostering community connections. Participants are encouraged to engage with community resources, meaningful activities, and expand their social networks. Integration into the community is a deliberate and supportive process, involving both targeted and general community opportunities, often with a focus on accessible, low-cost or free services. One of the direct indicators

of community integration was asked in the community survey, with 298 respondents reporting they don't have anyone to count on in times of need.

By embedding these principles into its framework, Housing First provides a robust, compassionate, and effective approach to ending homelessness and supporting long-term stability.

SUMMARY OF RECOMMENDATIONS MOVING FORWARD

Emergency Sheltering demands, services for individuals at imminent risk of homelessness, and supportive housing with supports are all interconnected in Renfrew County. An investment in one part of the system can significantly impact other areas. For example, expanding shelter services without simultaneously investing in prevention and supportive housing will result sheltering options quickly reaching capacity with limited options for people to exit to permanent housing. Conversely, investing in supportive housing without boosting prevention services addresses the outflow from the system but fails to manage the inflow into it.

To address these interconnected needs effectively, Renfrew County should prioritize enhancing prevention services, creating more options to provide emergency shelter, and developing site-specific supportive housing. These three areas are crucial for maintaining system stability. Creating a year round, housing focused Service Hub that can provide emergency accommodation when needed will provide a reliable, year-round, accessible resource for those in immediate need. Focusing on prevention services will help keep individuals, particularly those at higher risk, from becoming homeless in the first place. Additionally, developing site-specific supportive housing will relieve pressure across the system and offer more targeted support for those with complex needs.

1. RECOMMENDATIONS FOR PEOPLE AT IMMINENT RISK OF HOMELESSNESS⁴

Maintaining system stability requires prioritizing the prevention of homelessness whenever feasible and safe. Preventing homelessness is not only more cost-effective but also less distressing for households compared to addressing homelessness after it

⁴ To explore evidence informed homelessness prevention strategies, check out the 2022 [Diversion and Housing Loss Prevention Guide](#) on the CAEH website.

occurs. To effectively manage this, Renfrew County must focus on keeping individuals and families housed by investing in prevention efforts and adapting support services to the diverse needs of those at risk.

Current indicators suggest an increasing demand for prevention services due to rising rental rates, inflation driving up the costs of food and utilities, and in-migration putting pressure on the existing rental stock in Renfrew County. While working to expand shelter services, it is essential to enhance investments in prevention and service efforts.

Flexible funding for housing loss prevention is more effective than rigid programs with extensive eligibility requirements and bureaucracy that can delay assistance.

Prevention efforts should be adaptable to cover various needs, such as utility or rental arrears, vehicle repairs to maintain employment, minor repairs in rental units, short-term storage rentals, mobility devices, and accessibility features. Since it is challenging to predict every potential situation leading to homelessness, providing discretionary funding with clear parameters (e.g., maximum amount per household per year) and documentation requirements for justification ensures timely and effective support.

Context and Need: Recent indicators suggest a rising demand for prevention services due to increasing rental rates, inflation, and heightened pressure on the existing rental market. As these factors contribute to a higher risk of housing instability, it becomes crucial to focus efforts on prevention rather than merely expanding shelter options.

Key Recommendations:

- **Flexible Funding Mechanisms:** Establish funding mechanisms that are flexible and can address a wide array of prevention needs. Unlike rigid programs that impose strict eligibility criteria and bureaucratic hurdles, flexible funding can cover various needs such as utility or rental arrears, essential vehicle repairs to maintain employment, minor repairs in rental units, short-term rental of storage

lockers, mobility devices, and installation of accessibility features. This flexibility ensures that aid can be provided promptly and effectively, responding to the specific needs of individuals and families at risk.

- **Discretionary Assistance:** Allow internal departments and external service providers to exercise discretion within defined parameters (e.g., maximum amount per household per year) and maintain necessary controls (e.g., documenting the justification for funding). This approach will accommodate diverse and unpredictable situations that could lead to homelessness, ensuring that support is both timely and appropriate.
- **Develop Prevention Expertise and Programming:** Start by having the new Housing Coordinator develop in-depth expertise in eviction prevention and establish a clear pathway for individuals in the county who are at imminent risk of homelessness (within the next 60 days) to access prevention resources. Over time, hiring a dedicated Prevention Specialist based at the Service Hub would be a strategic investment to prevent an increase in first-time homelessness and reduce the number of people returning to homelessness after being housed.

2. RECOMMENDATIONS FOR EMERGENCY HOUSING-FOCUSED SERVICES

Without dedicated, lower-barrier, and housing-focused emergency sheltering services, Renfrew County will likely continue to experience increasing unsheltered homelessness and encampments. Pembroke is identified as the most strategic location for establishing and enhancing a greater network of emergency services.

Context and Need: Current demands indicate that housing-focused emergency sheltering services with the capacity to accommodate up to 30 individuals, including all genders, couples, and pets, is needed to provide an effective emergency

response. While transportation for individuals outside Pembroke presents challenges, these can be addressed through strategic regional partnerships.

Key Recommendations:

- **Establishment of Year Round, Lower Barrier Service Hub:** Develop a year-round, low-barrier Service Hub that provides immediate and long-term assistance to individuals experiencing homelessness, those at risk of homelessness, and those struggling to meet basic needs. This Service Hub would not only offer a safe overnight space when required but would also integrate vital services to help individuals address other immediate needs and overcome obstacles to securing permanent housing.

The Service Hub should actively engage with users, offering **personalized support** that covers both short-term essentials—such as food, hygiene, and shelter—and long-term goals like securing housing, mental health support, and addiction services. By connecting individuals to a broader network of social services, the Hub would help facilitate access to critical resources, enabling them to move toward stable housing and improved well-being.

The success of the Service Hub depends on its location. It should be within walking distance of key resources, such as The Grind, the income support office, other social service agencies, and existing encampment sites. Service Hubs placed on the outskirts of communities, as seen in other Canadian and U.S. examples, tend to be under-utilized due to transportation barriers and their distance from essential services. Keeping the Service Hub central would ensure it remains accessible, reducing the frustration of having a funded service that is not effectively used due to its location.

Feedback from community consultations highlights a lack of clarity around available services and how to access them. It is often unclear what services are offered, where they are located, and whether they are available by drop-in, referral, or appointment. A well-organized Service Hub could serve as a **central access point**, providing clear information and eliminating confusion for both service providers and those experiencing homelessness.

Additionally, Renfrew County's lack of a standalone shelter makes this Service Hub an important resource for **data collection** and understanding the needs of those experiencing homelessness or at high risk of it. By identifying these individuals, the Hub could help target resources where they are most needed.

Integrating the **MESA (Mental Health, Substance Use, and Addiction) Team** into the Service Hub model would further strengthen the support system. The MESA initiative already works to tackle the root causes of homelessness, addiction, and mental health challenges in Renfrew County, making it an ideal complement to the Hub's objectives.

The MESA Team, in collaboration with Community Services, Paramedic Services, and other partners, follows an "escalator model", guiding individuals from harm toward stable housing and community support. Their harm-reduction expertise, coupled with their established relationships with residents in encampments, positions them to deliver health services effectively while building trust. Many of these individuals already engage with The Grind's services, so integrating the MESA Team into the Hub would improve continuity of care.

By embedding the MESA Team in the Service Hub, Renfrew County would create a comprehensive, **holistic approach** that combines health services, housing support, and paramedicine. This collaboration would benefit both the community and the individuals living in precarious situations. Moreover, the Hub

could serve as a base for the MESA Team's outreach efforts, enhancing the coordination and effectiveness of services for the homeless population.

A year-round, low-barrier Service Hub that integrates immediate and long-term services in collaboration with the MESA Team would address the critical needs of Renfrew County's homeless population. With a central, accessible location and a proactive, personalized approach, this Service Hub would ensure that individuals experiencing homelessness receive the comprehensive support they need to transition to permanent housing with appropriate services in place.

- **Professional Operation and Diversion Practices:** The Service Hub must prioritize professional and effective diversion practices. Diversion should be a core component of daily operations, aiming to find safe and appropriate housing alternatives for all new people experiencing homelessness. Diversion should not be perceived as turning people away but as a proactive measure to resolve their housing crisis through alternative solutions. Well-trained, mission-driven staff are essential in implementing these practices and addressing community concerns.
- **Creation of a Community Liaison Committee (CLC):** To ensure the Service Hub integrates smoothly into the community, establish a Community Liaison Committee. This committee will consist of diverse stakeholders, including Hub staff, local government representatives, community members, non-profit agencies, and individuals with lived experience. The CLC will facilitate communication, gather feedback, resolve issues, coordinate resources, and advocate for the Hub within the community. Regular meetings and transparent communication will help build trust and support for the Hub, addressing concerns and enhancing its responsiveness to community needs.

3. RECOMMENDATIONS FOR SUPPORTIVE HOUSING AND HOUSING WITH SUPPORTS

Renfrew County is facing both current and future demands for supportive housing and addressing these needs is essential to preventing an increase in homelessness and encampments. Investments in supportive housing options are crucial to maintaining or even reducing homelessness rates.

Context and Need: The growing demand for supportive housing highlights the need for strategic investment in housing solutions that cater to various populations with specific support needs. Housing with Supports and Supportive Housing can play a pivotal role in stabilizing individuals and families who are at risk of or currently experiencing homelessness.

Key Recommendations:

- **Development of Site-Specific Supportive Housing:** By December 31, 2028, Renfrew County should focus on the development or acquisition of supportive housing units for targeted populations:
 - **Substance Use Concerns:** At least 12 units of permanent supportive housing for individuals with substance use disorders who have experienced homelessness.
 - **Cognitive and Health Needs:** At least 10 units for individuals with cognitive, chronic health, mobility, or other intensive support needs.
 - **Older Adults:** At least 12 units for older adults (50+) who have health concerns, excluding those with primary addiction or cognitive issues.
 - **Youth:** At least 15 units for young people (under 24) who need additional support alongside housing to address their homelessness.
- **24/7 Support:** Ensure that supportive housing facilities have trained staff available around the clock to provide the necessary support services. This

includes negotiating with provincial authorities to ensure adequate staffing and resource allocation.

- **Site-Specific Bridge Housing:** Implement Bridge Housing as a short-term supportive solution for individuals with higher needs who are experiencing homelessness. This approach, used effectively in other Canadian jurisdictions, provides temporary housing while permanent supportive housing or other long-term solutions are secured. It is particularly valuable for addressing encampments and helping long-term shelter residents transition to permanent housing.
- **Modified Chronological Access to Community Housing:** Updating the policy regarding chronological access to community housing with rent geared to income (RGI) would help alleviate the burden on households experiencing chronic homelessness. While there is a requirement for Service Providers to prioritize access to social housing for individuals experiencing domestic violence or human trafficking, some regions in Ontario (Kawartha Lakes and Salt Ste. Marie) have had success by adapting policies to also prioritize chronic homelessness in community housing.

Establishing a prioritization matrix that allows for a portion of Community Housing to be filled based on these modified special needs, as opposed to chronological order, will see more people experiencing absolute homelessness access housing where appropriate supports can then be wrapped around.

Some communities have approached this by assigning a point structure to housing applications where verified variabilities like Employment/Education Status, Military or Veteran Status, being Involuntarily Displaced and Chronic Homelessness are all assigned a certain number of points and applicants with

the greatest number of points, rather than length of time on the waitlist, are prioritized when appropriate housing becomes available.

- **Mobile Housing Support Workers:** The establishment of at least one dedicated Mobile Housing Support Worker position to provide support for households at various stages of housing stability.

Mobile Housing Support Workers assist clients by helping them set and reach objectives related to life and housing stability. They act as a liaison with landlords, addressing issues and ensuring that rent is paid on time and in full. In cases where tenancy problems arise, they provide support in troubleshooting and resolving these issues. Additionally, they make referrals to other community-based services, such as mental health care, harm reduction programs, or financial management assistance, to address broader needs.

These workers also offer practical support by accompanying clients to appointments when necessary and helping them find meaningful activities to participate in throughout the week. This not only helps prevent isolation but also encourages engagement with the community.

Given the high costs associated with developing new housing amid an ongoing affordable housing crisis, Renfrew County should consider leveraging existing assets, such as community housing that is already built and rent-geared-to-income. By repurposing a portion of the current community housing stock into permanent supportive housing for individuals with higher acuity needs, Renfrew County can more swiftly move people with significant service needs out of homelessness and into supportive housing. This approach allows for comprehensive support to be provided, helping individuals maintain their housing stability. Implementing this strategy would require a policy change to prioritize individuals experiencing chronic homelessness with higher acuity.

4. RECOMMENDATIONS FOR ENHANCING THE HOMELESSNESS RESPONSE SYSTEM

To strengthen the homelessness response system in Renfrew County, several key actions are recommended, focusing on improving data management, case management, and street outreach.

Key Recommendations

- **Data Management and System Improvement:** The funding allocated for 2024, which supports the hiring of a full-time Housing Coordinator, represents a significant advancement in enhancing the direct response to homelessness. To further refine this effort, it is recommended that Renfrew County adopt the Homeless Individual and Family Information System (HIFIS) and implement the By Names List. HIFIS is a comprehensive data management tool that will be crucial for tracking and understanding the needs of individuals accessing the shelter. As a permanent emergency shelter becomes operational, having real-time data on who is accessing the shelter, their reasons for doing so, and their specific needs will be vital for effective service delivery and for helping individuals transition out of homelessness successfully.

HIFIS offers specialized modules for emergency shelters, case management, and diversion practices, which will enhance the consistency and effectiveness of service administration. Implementing this system will provide valuable insights, facilitate better coordination of services, and support informed decision-making.

- **Development of Intensive Case Management (ICM) Services:** Another critical enhancement involves the development of Intensive Case Management (ICM) services. ICM is designed for individuals with moderate to high needs, offering in-depth support during the transition from homelessness to housing. Unlike other models, ICM provides a more intensive level of support, often extending for up

to 24 months or longer, depending on individual needs. This approach involves a high level of engagement between case managers and participants, focusing on stability and long-term success.

ICM services should be integrated into both scattered site housing with supports and site-specific supportive housing. The inclusion of health, mental health, and addiction workers as part of the ICM team will ensure a comprehensive support system. Given the complexity of needs, ICM services cost approximately \$14,000 per participant per year. Until these dedicated positions are established, it is recommended to adapt the roles of existing Ontario Works case managers to adopt a more client-centred approach, meeting clients where they are.

- **Enhancement of Street Outreach Services:** To effectively address the needs of unsheltered individuals, it is essential to enhance street outreach efforts. Establishing at least one dedicated position for professional, assertive street outreach is recommended. This role should work closely with the County's MESA team, which already provides essential health-focused services. The street outreach position will focus on removing barriers to housing for unsheltered individuals, implementing diversion practices when safe and feasible, and facilitating access to a Service Hub or housing with supports when it becomes available.

The outreach worker will play a critical role in engaging with unsheltered individuals, assessing their needs, and connecting them to appropriate services. If a Service Hub is established, this role will also help maximize utilization, ensuring that unsheltered individuals are directed to the Hub to connect to needed resources.

Overall Integration: Integrating these recommendations into a cohesive strategy will enhance the overall homelessness response system in Renfrew County. By improving data management, establishing a year round Service Hub,, and strengthening the existing street outreach approach, the County can better address immediate needs, support individuals through their transition to stable housing, prevent homelessness more effectively, and utilize available data to drive future reductions.

APPENDIX A: APPROACH TO ARRIVING AT ESTIMATES OF PERMANENT SUPPORTIVE HOUSING NEED, BRIDGE HOUSING NEED SHELTER CAPACITY NEED

Considerations in arriving at the estimates for Permanent Supportive Housing, Bridge Housing and Emergency Shelter Needs are as follows:

- Interviews with key community stakeholders
- Results from Community Consultation Sessions
- Examination of By Names List inflow and outflow data
- Examination of returns to homelessness on the By Names List for both episodically and chronically homeless households across Renfrew County
- Examination of Point in Time Enumeration data, especially as it pertains to unsheltered homelessness Examination of 2023/24 Warming Centre Data
- Examination of most recent Census data, especially data on projected population level increases
- Observation of existing Street Outreach activities with County Paramedics
- Direct engagement of community members currently living in homelessness and those living in social housing
- An examination of existing housing data and prevention program services administered by the RCHC

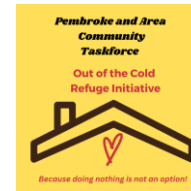
APPENDIX B: MONITORING AND EVALUATION FRAMEWORK

Attached to this report is the Renfrew County 10-Year Plan Progress Tracker. This Excel spreadsheet outlines all the identified action items across the four Priority Areas:

- Homelessness Prevention
- Emergency Housing-Focused Services
- Supportive Housing and Housing with Supports
- Strengthening the Homelessness Response System

The Progress Monitoring sheet is designed to track the advancement of each key objective within the four priority areas. It includes a status column to monitor progress, as well as sections to assign responsibility for each objective and record both the target and actual completion dates.

Each of the four priority areas is further detailed in individual sheets, which include specific action steps and a corresponding status tracker for each identified task.



Memo to: Warden Peter Emon, County of Renfrew
Mayor Ron Gervais, City of Pembroke
Chief M. Nolan, Director of Emergency Services, County of Renfrew
Andrea Patrick, Director of Community Services, County of Renfrew

Copy to: Craig Kelley, CAO, County of Renfrew
Dave Unrau, CAO, City of Pembroke

From: Deacon Adrien Chaput, The Grind - Pembroke
Steven P. Boland, Chair, Pembroke & Area Community Taskforce

Subject: Pembroke Warming Centre – Winter 2024/25

As you are aware in early 2023, a group of concerned citizens came together to address the homelessness issue and the need for a temporary warming centre for the Pembroke area. The group was subsequently named the Pembroke & Area Community Taskforce (PACT). The Grind Pembroke along with volunteers from PACT organized setup, operated and decommissioned the warming centre at the site of the Pembroke Farmers' Market during the winter of 2023/24. Representatives from The Grind and PACT also participated in many meetings of the Pembroke & Area Warming Centre Committee over the past year.

Recently, representatives of both The Grind and PACT have been asked by members of the community about the future plans for a warming centre in Pembroke. There are numerous rumours circulating about the need for, status of and location chosen for a warming centre during the next winter season that require clarification.

On August 16, 2024, an email was received from Dave Unrau, CAO of the City of Pembroke by Steve Boland requesting an opportunity to meet to discuss future plans for a warming centre.

Mr. Unrau's email raises a number of questions regarding the issue of a warming centre for the coming winter season and beyond including:

1. Is there a need for a warming centre during the coming winter?
2. Are either the County of Renfrew or the City of Pembroke planning to organize, setup and operate a warming centre during the coming winter and going forward?
3. Where will the warming centre be located?
4. Who will be responsible for the day to day operations?
5. How will a warming centre be funded?
6. How is the warming centre to be organized?
7. What are the operating parameters for the warming centre?

8. Are there plans to reactivate the Pembroke & Area Warming Centre Committee that was established in 2023 by the County?
9. Is there an expectation that The Grind Pembroke and PACT will be involved?

While at this point neither The Grind nor PACT have been actively engaged regarding the foregoing questions, we remain ready to assist to ensure that the vulnerable members of our community remain safe and have protection from the severe conditions that will threaten their wellbeing during the coming winter months.

WHAT IF WE DON'T

Ministry of Municipal Affairs and Housing

Assistant Deputy Minister's Office
Community and Supportive Housing
Division
777 Bay Street, 14th Floor
Toronto ON M7A 2J3
Telephone: 416 585-6738

Ministère des Affaires municipales et du Logement

Bureau du sous-ministre adjoint
Division du logement communautaire et du logement avec services de soutien
777, rue Bay, 14^e étage
Toronto ON M7A 2J3
Téléphone : 416 585-6738



Ministry of Health

Assistant Deputy Minister
Mental Health and Addictions Division

56 Wellesley Street West, 12th Floor
Toronto ON M5S 2S3

Tel.: (647) 339-8830

Ministère de la Santé

Sous-ministre adjointe
Division des services de santé mentale
et de lutte contre les dépendances

56, rue Wellesley Ouest, 12^e étage
Toronto ON M5S 2S3

Tél.: (647) 339-8830

August 29, 2024

Re: HART Hubs Call for Proposals

Dear Service Manager:

The Ministry of Health in partnership with the Ministry of Municipal Affairs and Housing; the Ministry of Children, Community and Social Services; and the Ministry of Labour, Immigration, Training and Skills is investing up to \$378M over four years to support a Demonstration Project that will result in the creation of 10 new *Homelessness and Addiction Recovery Treatment (HART) Hubs*. Should there be interest, providers are strongly encouraged to engage with the appropriate Ontario Health Region (see Appendix 1 in the attached *Call for Proposals: Program Guideline and Application*).

These Hubs will connect people with complex needs to a comprehensive locally-based approach to treatment that will offer an array of services such as primary care, mental health care, addiction care and support, social services and employment support. HART Hubs will also increase availability and access to supportive housing in order to promote stability for clients and local communities.

To support the selection of the 10 new Hubs, Ontario has developed a *Call for Proposals: Guideline and Application* (CFP - see attached). We are requesting your support to distribute the CFP to your local service delivery partners and other community agencies as appropriate. We encourage you to share this with any agencies or partners in your community interested in applying to ensure that the right partners are at the table.

To be eligible for funding under this initiative, proposals will require an endorsement from their local Service Manager. While Service Managers are not being asked to make recommendations on the merit of any proposal, this endorsement should indicate that

.../2

the proposal aligns with municipal supportive housing and social service planning and, (if known) any aspects of an applicant organization's capacity that may help them execute on their proposal. This endorsement can come in the form of a short letter or statement included in an applicant organization(s) proposal. The intent of the endorsement is to ensure that Service Managers are aware of possible proposals, the associated service needs these may entail, and help ensure local health and human service coordination.

There is no limit to how many proposals can be submitted within a Service Manager catchment area. To support Service Managers, we will be hosting information sessions in the coming week to provide more details on your role in the CFP. Details on these sessions will follow shortly.

Interested applicant organizations are asked to first submit an **Intent to Apply** to the ministry directly at the following email address: HARTHHubApplications@ontario.ca by **Friday, September 20, 2024**. Please see the attached CFP document for more details on this process.

PLEASE NOTE, the Ministries ask that only the lead agency on a proposal respond to the *intent to apply* to avoid multiple responses for the same proposal.

If you have any questions about the Homelessness and Addictions Recovery Treatment Hubs project, please contact the Ministry of Health at HARTHHubApplications@ontario.ca.

Sincerely,

Kyle MacIntyre
Assistant Deputy Minister
Mental Health and Addictions Division
Ministry of Health

Burke Christian
Assistant Deputy Minister
Community and Supportive Housing Division
Ministry of Municipal Affairs and Housing

Attachments:

Call for Proposal Guideline and Application Document
Call for Proposal Overview - Powerpoint
Suggested Memo Language: From Service Managers to Organizations
Key Messages
Supporting Questions and Answers

September 25, 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 Project Status Report

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

2. Capital Program Variance Report

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

3. County Road 2 (White Lake Road) 4-Way Stop Flashing Lights

Attached is a resolution from the Township of McNab/Braeside, requesting the installation of flashing beacon lights at the intersection of County Road 2 (White Lake Road), County Road 52 (Burnstown Road), Point Road and Bellamy Road in the hamlet of White Lake.

At the Operations Committee the following resolution was adopted:

RESOLUTION NO. OP-C-24-09-94

THAT the Operations Committee directs staff to proceed with the purchase and installation of flashing beacon lights for the stop signs at the intersection of County Road 2 (White Lake Road), County Road 52 (Burnstown Road), Point Road and Bellamy Road in the hamlet of White Lake in the Township of McNab/Braeside and that the cost be shared 50/50 with the Township of McNab/Braeside.

The cost share of 50/50 with the Township of McNab/Braeside is per County of Renfrew Policy PW-17, Enhanced Traffic Warning Devices.

4. Municipal Housing Infrastructure Program

The Province of Ontario on August 20, 2024 announced in a [news release](#) that Ontario will be investing \$400 million in roads and bridges to enable more homes and will be

accepting applications for funding under the [Housing-Enabling Core Servicing](#) stream of the [\\$1 billion Municipal Housing Infrastructure Program](#) to build, maintain, and repair core assets such as municipal roads, bridges and culverts that will support the construction of new homes. This grant is a 50/50 funding formula.

This funding stream is open until October 18, 2024. Public Works staff have met with Planning Division staff and have reviewed possible roads and bridges throughout the County that could be upgraded to avail of this funding. As County Road 51 is considered "shovel ready", the following resolution was adopted:

RESOLUTION NO. OP-C-24-09-95

THAT the Operations Committee directs staff to proceed with submitting an application for funding under the \$400 million Housing-Enabling Core Servicing stream for the reconstruction of County Road 51 (Petawawa Boulevard), County 26 (Doran Road), Hilda Street and Mohns Avenue to a roundabout intersection, in the Town of Petawawa.

5. Lease and Purchase of MVCA K & P Recreational Trail Section

On April 6, 2023, the K & P Recreational Management Advisory Committee was advised that the Mississippi Valley Conservation Authority (MVCA) was interested in divesting their section of the K & P Trail corridor to the Counties of Renfrew, Frontenac and Lanark. The sections with the County of Lanark and County of Frontenac is approximately 35.2km, with 6.7km located in the County of Renfrew. At that time, it was estimated that a significant amount of legal survey and legal services would be required to facilitate a purchase, at an estimated cost of approximately \$350,000 in total, with the County of Renfrew being responsible for approximately \$67,000 (19%). Approval in principle was given by County Council for the County of Renfrew to contribute to the acquisition of 35.2km of trail from MVCA in partnership with Lanark County and Frontenac County.

Two Agreements, attached for reference and input, have been drafted to facilitate the purchase and transfer of the trail properties – one is a Lease Agreement, for lease of the property until purchase can be completed, and the other is a Purchase Agreement to finalize the purchase of the property once title is free and clear. The cost of the lease would be Ten Dollars (\$10.00) per year, split between the County of Renfrew and the County of Lanark. The cost of the property is the nominal fee for transfer of one dollar (\$1.00); however, as described above the three Counties would be responsible for legal and survey costs. No new cost estimates have been provided for legal and survey fees.

6. Disposal of Surplus Items

The Public Works and Engineering Department is proceeding with another cycle of disposals for the current inventory of surplus assets. The list of items was circulated to

the municipalities within the County of Renfrew mid-September. If no municipal submissions are received, then all surplus items will proceed to public auction.

BY-LAWS

7. PWC-2024-53 – Engineering Services for the Replacement of B053 (Constant Creek Bridge)

RESOLUTION NO. OP-CC-24-09-96

Moved by Chair

Seconded by Committee

THAT County Council approve Contract PWC-2024-53 as submitted by Planmac Engineering Incorporated, Mississauga, Ontario, for Engineering Services for the reconstruction of County Structure B053 (Constant Creek Bridge), located on Ferguson Lake Road, approximately 5.3km north of County Road 508 (Calabogie Road), Township of Greater Madawaska, in the amount of \$196,831, plus applicable taxes; AND THAT County Council adopt a By-law to execute the Professional Services Agreement and Purchase Order for the Contract.

Background

A Schedule C Municipal Class Environmental Assessment was completed in 2011 and 2012 for County Structure B053 (Constant Creek Bridge). The corresponding Environmental Study Report (ESR) recommended that the superstructure (deck and girders) of the bridge be replaced temporarily with a prefabricated bridge from 'Lessard Welding' and that the bridge be monitored until full reconstruction on a new alignment could proceed. The superstructure replacement occurred in 2011 and the bridge has continued to have regular Ontario Structure Inspection Manual (OSIM) inspections to gauge its condition. As the temporary bridge is continuing to degrade, funds were budgeted in 2024 to begin design for the replacement of the structure on the alignment recommended in the 2012 ESR.

A Request for Proposals (RFP) was issued for Engineering Services for the reconstruction of County Structure B053 (Constant Creek Bridge), located on Ferguson Lake Road, approximately 5.3km north of County Road 508 (Calabogie Road), Township of Greater Madawaska. The value of proposal submissions received were as follows:

1. Planmac Engineering Inc., Mississauga, Ontario	\$196,831.00
2. EXP Services Inc., Brampton, Ontario	180,090.00
3. CBCL Ltd., Halifax, Nova Scotia	289,040.65
4. Jacobs Consultancy Canada Inc., Toronto, Ontario	321,867.00
5. Jp2g Consultants Inc., Pembroke, Ontario	325,748.00
6. J.L. Richards & Associates Ltd., Ottawa, Ontario	404,897.70

The proposals were evaluated on a range of criteria, including the firm's demonstrated understanding of the assignment; project team capabilities; experience on similar assignments; strategy, methodology, and innovativeness of design approach; schedule; and cost. The proposal submission by Planmac Engineering Incorporated (Planmac), Mississauga, Ontario, was evaluated as demonstrating the best combination of all criteria considered. Though not the lowest cost submission, Planmac demonstrated a much greater understanding of the site, proposed a more thorough and detailed design approach, and included a larger number of hours for the completion of the design.

Financial Implications

The 2024 Capital Budget allocation for Constant Creek Bridge is \$140,000, which is less than the proposed cost by Planmac. However, though a substantial amount of the design will be completed in 2024, additional funds will be required to be budgeted in 2025 to finalize the design. Staff confirm that there are sufficient funds allocated to Constant Creek Bridge in the 2024 Capital Budget to complete the 2024 portion of the design as proposed by Planmac.

Construction for the reconstruction of the bridge on the new alignment is anticipated to occur in 2026.

8. CN Trail Memorandum of Understanding – Whitewater Region/Laurentian Valley

RESOLUTION NO. OP-CC-24-09-97

Moved by Chair

Seconded by Committee

THAT County Council adopt a By-law to enter into a Memorandum of Understanding between the County of Renfrew and the Townships of Laurentian Valley and Whitewater Region for the sale of certain properties formerly owned by CN Rail.

Background

Attached is a Memorandum of Understanding that outlines the proposed purchase of CN Rail property currently owned by the Townships of Laurentian Valley and Whitewater Region by the County of Renfrew. It is proposed that this property will become part of the County of Renfrew's recreational trail system.

9. County Road 37 (Murphy Road) Road Access Agreement

RESOLUTION NO. OP-CC-24-09-98

Moved by Chair

Seconded by Committee

THAT County Council approve a Road Access Agreement between 2833868 Ontario Inc., on County Road 37 (Murphy Road), on Part of Lot 18, Concession 7, in the geographic Township of Petawawa, Town of Petawawa, County of Renfrew; AND THAT County Council adopt a By-law to Authorize Execution of the Road Access Agreement.

Background

2833868 Ontario Inc. is the registered owner of property adjacent to County Road 37 (Murphy Road) in the geographic Township of Petawawa, Town of Petawawa. The owners have made application for the severance of two new lots fronting onto Murphy Road (County Road 37). The creation of the new lots has been granted on the condition that the applicant enters into an agreement with the County of Renfrew regarding access to County Road 37 due to restrictions in entrance spacing and sight line requirements. The new lot described as Part of Lot 18, Concession 7, in the geographic Township of Petawawa, shown as Parts 2 and 3 on the draft survey Plan 49R-20775, along with a map showing the property are attached as information. The mutual access is shown as Parts 4 and 5 on the same plan and will serve as the access point for both of the severed lots.

The Road Access Agreement is to be registered and run with the title to the lands so that future owners are aware of the Road Access Agreement.

All of which is respectfully submitted.

Glenn Doncaster, Chair

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

Department of Public Works & Engineering
Capital Works Monthly Project Status Report - September 2024

Project Name/Municipality	Location		Lengths	General Description	Status/Schedule							Comments	
	From	To			EA	Survey	Design	Tender/RFP	Award	Const. Start	Const. End		
ROAD RECONSTRUCTION/REHABILITATION													
1	River Road	Moore Street	Dochart Street	2.03	Pulverize & Pave	100%	100%	100%	March	May	early-July	late-August	Completed. Construction by Bonnechere Excavating Inc.
1	River Road	County CP Trail	Castleford Bridge S EXP Joint	2.16	SAMI & Asphalt Overlay	100%	100%	100%	March	May	early-July	late-August	Completed. Construction by Bonnechere Excavating Inc.
5	Stone Road	Mhusk Road	Highway 60	5.13	Pulverize & Pave	100%	100%	100%	March	April	late-May	late-July	Completed. Construction by Thomas Cavanaugh
8	Cobden Road	Highway 60/County Road 9	Cobden Urban Beginning	14.46	SAMI & Single Surface Treat	100%	100%	100%	March	April	early-August	early-September	Construction by Walker
13	Mountain Road	Stafford Third Line	Highway 17	4.10	Pulverize & Pave	100%	100%	100%	March	April	late-May	mid-July	Completed. Construction completed by Greenwood Paving
19	Mud Lake Road	County Road 24	Pembroke South Limit	4.75	SAMI & Single Surface Treat	100%	100%	100%	March	May	early-July	early August	Completed. Construction by Walker
30	Lake Dore Road	Sperberg Road	Trailblazers Road	2.28	Pulverize & Pave	100%	100%	100%	April	May	late-July	mid-September	Construction by BEI
37	Murphy Road	Woodland Crescent	County Road 51 (Petawawa Blvd.)	1.39	Urbanization / Reconstruction	100%	100%	100%	May	June	July	November	Partnership w/ Petawawa; Design by Jp2g; Construction by BEI
64	Opeongo Road	Wieland Shore Road	Highway 41	13.46	Asphalt Overlay	100%	100%	100%	February	March	mid-May	late-August	Completed Construction by Greenwood; Project extended
65	Centennial Lake Road	Matawatchan/Brougham Twp Line	2872 Centennial Lake Road	2.26	Pulverize & Pave w/ Base	100%	100%	100%	April	May	early-July	early-August	Completed. Clearing by Crains; Construction by JWK
70	Ruby Road	County Road 512	Gorman Road	4.28	Asphalt Overlay	100%	100%	100%	May	May	early-September	mid-October	Construction by JWK
72	Ridge Road	Champlain Street	Deep River Road	0.17	Reconstruction	30%	10%	20%					Project being deferred to align with Deep River CIP
73	Deep River Road	Huron Street/Algonquin Street	Champlain Street	0.35	Reconstruction	100%	100%	100%	June	July	late-August	mid-October	Partnership w/ Deep River; Jp2g Design; McCrea Construction
508	Calabogie Road	County Road 52	Goshen Road	4.28	SAMI & Asphalt Overlay	100%	100%	100%	April	May	early-September	late-October	Construction by Mcrea Excavating
512	Foymount Road	Hubers Road	County Road 515	3.27	Pulverize & Pave	100%	100%	100%	April	May	early-September	mid-October	Construction by Greenwood Paving
512	Foymount Road	B257	Lake Clear Road	1.28	Reconstruction	100%	100%	100%	2023	2023	early-June	October	Ongoing from 2023; Design by BTE; Construction by BEI;
515	Palmer Road	County Road 62	Finch Road	6.54	Pulverize & Pave	100%	100%	100%	April	May	early-August	mid-September	Construction by BEI
	Scratch Coat Paving	Various Locations			Thin Lift Asphalt Overlay/Patch	100%	100%	100%	May	June	late-July	late-August	Completed. Construction by Greenwood Paving
	Traffic Signal Upgrades	Various Locations			Upgrades to AODA	100%	100%	100%	March	April	May	early-September	Design and construction by Partham Engineering
BRIDGE/CULVERT RECONSTRUCTION/REHABILITATION													
B007	Butler Bridge	Admaston/Bromley (Butler Road)			Major Rehabilitation	100%	100%	100%	December	January	early-June	late-October	Design by Stantec; Construction by BEI
B102	Brennans Creek Bridge	Killaloe, Hagarty & Richards (CR512 Queen Street)			Minor Rehabilitation	100%	100%	100%	January	February	early-July	late-August	Design by Stantec; Construction by KB Civil
B103	O'Grady Bridge	Killaloe, Hagarty & Richards (O'Grady Settlement Road)			Engineering for Replacement	100%	100%	50%	2025	2025	2025	2025	Project deferred to 2025; Design by HP Engineering
B108	Tramore Bridge	Killaloe, Hagarty & Richards (Tramore Road)			Minor Rehabilitation	100%	100%	100%	April	May	early-July	early-September	Design by HP; Construction by DW Building Restoration
B156	Burnt Bridge	Brudenell, Lyndoch & Raglan (Burnt Bridge Road)			Engineering for Major Rehab	100%	100%	60%	2025	2025	2025	2025	Project deferred to 2025; Design by J.L. Richards
B181	Peter Black Bridge	Laurentian Valley (CR24 White Water Road)			Major Rehabilitation	100%	100%	100%	March	April	early-June	late-September	Design by WSP; Construction by BEI
B232	Cochrane Creek Bridge	North Algona Wilberforce (Cement Bridge Road)			EA & Engineering for Closure	50%	50%	30%	-	-	-	-	Construction deferred; CHER & Arch Study being prepared
B257	Harrington Creek Bridge	Bonnechere Valley (CR512 Foymount Road)			Replacement	100%	100%	100%	2023	2023	early-June	October	Included in 512 Reconstruction;
C001	Berlanquet Creek Culvert	Admaston/Bromley (CR5 Stone Road)			Concrete Invert Liner	100%	100%	100%	February	March	mid-July	late-September	Design by HP; Construction by Clearwater
C012	Farquharson's Culvert	Admaston/Bromley (S. McNaughton Road)			Replacement	100%	100%	10%	-	-	-	-	Construction deferred;
C051	Harris Creek Culvert	Admaston/Bromley (Proven Line)			Replacement	100%	100%	100%	April	May	late-June	early-July	Completed. Internal design & construction
C062	John Watson Culvert 2	Brudenell, Lyndoch & Raglan (John Watson Road)			Replacement	100%	100%	100%	May	June	mid-August	late-August	Completed. Internal design & construction
C134	Campbell Drive Culvert	McNab/Braeside (Campbell Drive)			Concrete Invert Liner	100%	100%	100%	February	March	mid-July	late-September	Design by HP; Construction by Clearwater
C204	Bellows Creek Culvert	Whitewater Region (CR12 Westmeath Road)			Major Rehabilitation	100%	100%	100%	February	March	mid-July	late-October	Design by WSP; Construction by Premier North
C215	Elm Creek Culverts	Whitewater Region (Snake River Line)			Replacement	100%	100%	100%	May	June	late-July	early-August	Completed. Internal design & construction
C221	Kenny's Culvert	Whitewater Region (Pleasant Valley Road)			Replacement	100%	100%	100%	May	June	late-August	late-August	Completed. Internal design & construction
C268	St. Columbkille's Culvert	Laurentian Valley (CR58 Round Lake Road)			Minor Rehabilitation	100%	100%	100%	April	May	early-August	late-September	Design by Stantec; Construction by Dalcon
C325	Neilson Creek Culvert	Bonnechere Valley (Lake Clear Road)			Replacement	100%	100%	100%	April	May	mid-September	late-September	Internal design & construction
C339*	Lynch Road Culvert.	Admaston/Bromley (Lynch Road)			Replacement	100%	100%	100%	April	May	mid-July	late-July	Completed. Partner w/ Admaston/Bromley; Internal D & C
	General Bridge Repairs	Various Locations											
FUTURE ENGINEERING													
B053	Constant Creek Bridge	Greater Madawaska (Ferguson Lake Road)			Engineering for Replacement	60%	30%	10%	July	September	2026	2026	Award Recommended; MCEA done in 2012
B122	Waba Creek Culvert	McNab/Braeside (CR52 Burnstown Road)			Engineering for Rehabilitation	20%	20%	10%	May	August	2025	2025	Design by HP;
B145	Combermere Bridge	Madawaska Valley (CR62 Combermere Road)			Engineering for Rehabilitation	100%	100%	90%	2023	2023	2025	2025	Design by Jacobs Engineering, ongoing;
C014	Chris Ruddy Culvert	Admaston/Bromley (Chris Ruddy Road)			Engineering for Replacement	30%	10%	10%	May	June	2025	2025	Internal design, RFP needed for Geotech
C024	Sandy Beach Culvert	Laurentian Valley (Sandy Beach Road)			Engineering for Replacement	30%	20%	20%	-	-	2025	2025	Internal design
C040	Cobden Road Culvert	Admaston/Bromley (CR8 Cobden Road)			Engineering for Replacement	30%	20%	20%	-	-	2025	2025	Internal design
C136	Robertson Line Culvert	McNab/Braeside (Robertson Line)			Engineering for Replacement	100%	100%	90%	2023	2023	2025	2025	Design by Jp2g, ongoing;
C201	Foresters Falls Road Culvert	Whitewater Region (CR7 Foresters Falls Road) - 2025			Engineering for Replacement	100%	100%	90%	2023	2023	2025	2025	Includes dam replacement; Design by J.L. Richards, ongoing;
C229	Burnt Bridge Road Culvert	North Algona/Wilberforce (Burnt Bridge Road)			Engineering for Replacement	30%	10%	10%	-	-	2025	2025	Internal design, RFP needed for Geotech
C330	Burnstown Road Culvert	McNab/Braeside (CR52 Burnstown Road)			Engineering for Replacement	30%	10%	10%	-	-	2025	2025	Internal design, RFP needed for Geotech

OPERATIONS PROGRAMS										
Type	Description	Term (Years)	Type	Specification	Tender	Award	Start	Complete	Status/Comments	
1	Pavement Marking	Paint/Glass Beads/Lines/Symbols	1	Equipment/Material	February	March	April	May	October	Ongoing
2	Street Sweeping	Winter/Debris Removal	1	Equipment	February	March	April	May	June	Complete
3	Maintenance and Catch Basin Cleaning	Winter/Debris Removal	1	Equipment	February	March	April	May	June	Complete
4	Roadside Brushing	Tree/Brush Removal	1	Equipment	May	June	June	July	December	Ongoing
5	Steel Sign Post Quotation	Sign Installation Hardware	1	Material	April	April	June	June	August	Ongoing
6	Weed Control	Wild Parsnip/Poison Ivy	1 (5)	Equipment/Material	February	April	May	June	July	Complete
7	Signs &Traffic Control Equipment	Road Signage	1	Material	April	April	June	June	July	Ongoing
8	AVL Service Renewal	Automatic Vehicle Location	10	Application/Network/Data	May	2020	2020	June	2030	Ongoing
9	Shouldering	Granular/Sealing	1	Material/Installation	Internal	Internal	Internal	June	October	Ongoing
10	Calcium Chloride	Pre-wet Sodium Chloride	1	Material	May	May	June	June	July	Ongoing
11	Crack Sealing	Pavement Preservation	1	Material/Installation	May	September	September	September	Oct/Nov	Ongoing
12	Curb Repair	Replace/Repair	1	Material/Repair	June	September	September	September	Oct/Nov	Ongoing
13	Winter Sand	Winter Abrasives	1	Supply/Delivery/Process	April	August	August	August	September	Ongoing
14	Loader Rental	Winter Operations	1	Equipment	April	August	September	September	September	Ongoing
EQUIPMENT TENDERS										
Tender	Description	Quantity	Type	Specification	Tender	Canoe	Award	Delivery	Status/Comments	
1	U-Body Water Tank	PW Operations -CP	1	New	April 2023	September 2023	-	October 2023	August 2024	Purchased 2023
2	Dual Drum Vibratory Roller	Shoulder Compaction	1	New	April 2023	-	November 2023	November 2023	December 2023	Complete
3	Service Vehicle	PW Operations-Mechanic WWRP	1	Replace	May 2022	June 2022	-	August 2022	2024	Complete
4	LDT (Light Duty Truck)	1/2 ton 4WD	1	Replace	April 2023	October 2023	-	November 2023	February 2024	Complete
5	HDT (Heavy Duty Truck(s))	Combination Plow/Spreader	3	Replace	April 2023	-	September 2023	October 2023	August 2024	Purchased 2023
6	Wheeled Excavator	Wheeled Excavator and Attachments	1	New	April 2023	-	October 2023	November 2023	March 2024	Complete
7	HDT (Heavy Duty Truck)	Combination Plow/Spreader	1	Replace	February	-	September	September	2025	Ongoing
8	LDT (Light Duty Truck(s))	(4 x 1/2 ton 4WD) (2 x 3/4 ton 4WD)	6	Replace	February	February	-	April	September	Complete
9	MDT (Medium Duty Truck(s))	(3 ton 4WD)	2	Replace	March	September	-	September	October	Ongoing
10	Tractor		2	Replace	February	May	-	June	August	Complete
11	Enclosed Cargo Trailer 16'	PW Operations-CP&GP	2	New	March	July	-	August	September	Ongoing
12	20 Ton Float Trailer	(1 x 2 axle)	1	Replace	April	July	-	August	September	Ongoing
13	30 Ton Float Trailer	(1 x 3 axle)	1	Replace	April	September	-	September	October	Ongoing
14	Roller 66"	Construction Section	1	New	April		June	August	September	Ongoing
15	Diesel Plate Packer	Construction Section	1	New	April	July	-	August	September	Ongoing
16	Asphalt Hot Box	PW-Operations-CP	1	Replace	April	July	-	August	August	Ongoing
17	Steamer	PW Operations-All 4 Patrols	4	Replace	July	August	-	August	October	Ongoing
18	Cutter	PW-Sign Shop	1	New	June	June	-	July	September	Ongoing
19	Retroreflectometer	PW-Operations	1	Replace	June	June	-	July	August	Ongoing
HOUSING										
Tender	Location(s)	Type	Type	Design	Tender	Award	Start	Complete	Status/Comments	
1	Fuel Inventory and Access Systems	WWRP/CP/GP/SWP/CAIP	Systems	New	July 2023	July 2023	August 2023	September 2023	November -23	Complete
2	Concrete Rehab. Gutter and Grates	Cobden Main Building	Construct	Replace	Mar- May	July	September	Sept	October	Ongoing
3	Concrete Rehab. Gutter and Grates	Goshen Patrol Main Building	Construct	Replace	Mar- May	September	September	Sept	October	Ongoing
4	Concrete Rehab. Gutter and Grates	SWP Main Building	Construct	Replace	Mar- May	July	September	Sept	October	Ongoing
5	Concrete Rehab. Gutter and Grates	WWRP Main Building	Construct	Replace	Mar- May	July	September	Sept	October	Ongoing
6	Rehab/Repairs	Cobden Storage Shed	Construct	Replace	Aug-Sept	September	October	October	November	Ongoing
7	Cladding and Repairs	Cobden Storage Shed	Construct	Replace	Mar-May	September	October	October	November	Ongoing
ROAD MAINTENANCE AGREEMENTS/FACILITY AGREEMENTS										
Service Provider	Location	Year	Type	Start	Complete	Term			Status/Comments	
1	Town of Arnprior	County Road 1, County Road 2	2022	Winter Road Maintenance	2023	2033	1 yr		Complete	
2	Town of Deep River	County Road 72, County Road 73	2020	Winter Road Maintenance	2020	2030	10 yr		Complete	
3	Town of Renfrew	County Road 20, County Road 52	2019	Winter Road Maintenance	2019	2029	10 yr		Complete	
4	Township of Carlo Mayo	County Road 517	2022	Winter Road Maintenance	2024	2025	Annual		Complete	
5	Contractor	County Road 635	2022	Winter Road Maintenance	2022	2023	Annual		Complete	
6	Algonquins of Pikwakanagan	Golden Lake	2022	Use of facilities and materials	2022	2027	5		Complete	
7	Bonnechere Valley	Foymount	2022	Use of facilities and materials	2022	2027	5		Complete	

2024 CAPITAL PROGRAM VARIANCE - ROADS/STRUCTURES

No.	Location	From	To	Budgetted Length (km)	Actual Length (km)	2024 BUDGET	September Projected	Variance	Carry Over
County Road Reconstruction/Rehabilitation									
1	River Road <i>McNab/Braeside</i>	Moore Street	Dochart Street	2.03	2.03	1,138,830	1,074,357	-64,473	
1	River Road <i>Horton</i>	County CP Trail	Castleford Bridge S EXP Joint	2.16	2.16	922,351	685,530	-236,821	
5	Stone Road <i>Admaston Bromley</i>	Mhusk Road	Highway 60	5.13	5.13	1,931,070	1,557,000	-374,070	
8	Cobden Road <i>Admaston Bromley</i>	Highway 60/County Road 9	Cobden Urban Beginning	14.46	14.46	1,920,471	1,534,967	-385,504	
13	Mountain Road <i>Laurentian Valley</i>	Stafford Third Line	Highway 17	4.10	4.10	1,471,900	1,221,818	-250,082	
19	Mud Lake Road <i>Laurentian Valley</i>	County Road 24	Pembroke South Limit	4.75	4.75	891,039	825,038	-66,001	
30	Lake Dore Road <i>North Algona/Wilberforce</i>	Sperberg Road	Traiblazers Road	2.28	2.28	1,137,221	1,538,650	401,429	
37	Murphy Road <i>Petawawa</i>	County Road 26 (Doran Road)	County Road 51 (Petawawa Blvd.)	0.93	0.93	1,537,635	2,460,000	922,365	
64	Opeongo Road <i>Bonnechere Valley</i>	Wieland Shore Road	Highway 41	8.19	13.46	2,599,214	3,135,248	536,034	
65	Centennial Lake Road <i>Greater Madawaska</i>	Matawatchan/Brougham Twp Line	2872 Centennial Lake Road	2.26	2.26	951,460	1,049,856	98,396	
70	Ruby Road <i>Killaloe, Hagarty and Richards</i>	County Road 512	Gorman Road	4.28	4.28	1,472,166	1,436,826	-35,340	
72	Ridge Road <i>Deep River</i>	Champlain Street	Deep River Road	0.17	0.00	315,258	5,000	-310,258	310,258
73	Deep River Road <i>Deep River</i>	Huron Street/Algonquin Street	Champlain Street	0.35	0.35	668,610	665,567	-3,043	
508	Calabogie Road <i>McNab/Braeside</i>	County Road 52	Goshen Road	4.28	4.28	2,191,180	1,685,841	-505,339	
512	Foymount Road <i>Brudenell Lyndoch Raglan</i>	Hubers Road	County Road 515	3.27	3.27	1,173,930	1,568,101	394,171	
512	Foymount Road <i>Bonnechere Valley</i>	B257	Lake Clear Road	1.23	1.23	1,032,960	1,053,000	20,040	
515	Palmer Road <i>Madawaska Valley</i>	County Road 62	Finch Road	6.54	6.54	1,911,949	1,940,344	28,395	
	Scratch Coat Paving	Various Locations				750,000	745,000	-5,000	
				66.41	71.51	24,017,244	24,182,144	164,900	310,258
County Structure Reconstruction/Rehabilitation									
No.	Structure Name	Location				2024 BUDGET	September Projected	Variance	Carry Over
B007	Butler Bridge	Admaston/Bromley (Butler Road)				1,400,000	1,845,000	445,000	
B102	Brennans Creek Bridge	Killaloe, Hagarty & Richards (CR512 Queen Street)				600,000	489,371	-110,629	
B103	O'Grady Bridge	Killaloe, Hagarty & Richards (O'Grady Settlement Road)				238,500	40,000	-198,500	198,500
B108	Tramore Bridge	Killaloe, Hagarty & Richards (Tramore Road)				400,000	570,512	170,512	
B156	Burnt Bridge	Brudenell, Lyndoch & Raglan (Burnt Bridge Road)				477,000	50,000	-427,000	427,000
B181	Peter Black Bridge	Laurentian Valley (CR24 White Water Road)				1,800,000	1,557,168	-242,832	
B232	Cochrane Creek Bridge	North Algona Wilberforce (Cement Bridge Road)				450,000	100,000	-350,000	350,000
B257	Harrington Creek Bridge	Bonnechere Valley (CR512 Foymount Road)				800,000	800,000	0	
C001	Berlanquet Creek Culvert	Admaston/Bromley (CR5 Stone Road)				750,000	566,561	-183,439	
C012	Farquharson's Culvert	Admaston/Bromley (S. McNaughton Road)				200,000	40,000	-160,000	160,000
C051	Harris Creek Culvert	Admaston/Bromley (Proven Line)				160,000	120,000	-40,000	
C062	John Watson Culvert 2	Brudenell, Lyndoch & Raglan (John Watson Road)				600,000	600,000	0	
C134	Campbell Drive Culvert	McNab/Braeside (Campbell Drive)				600,000	691,633	91,633	
C204	Bellows Creek Culvert	Whitewater Region (CR12 Westmeath Road)				1,200,000	1,155,310	-44,690	
C215	Elm Creek Culverts	Whitewater Region (Snake River Line)				360,000	220,000	-140,000	
C221	Kenny's Culvert	Whitewater Region (Pleasant Valley Road)				200,000	180,000	-20,000	
C268	St. Columbkille's Culvert	Laurentian Valley (CR58 Round Lake Road)				900,000	371,879	-528,121	
C325	Neilson Creek Culvert	Bonnechere Valley (Lake Clear Road)				500,000	424,276	-75,724	
	Lynch Road Culvert	Admaston/Bromley (Lynch Road)				120,000	80,000	-40,000	
	General Bridge Repairs	Various Locations				150,000	150,000	0	
						11,905,500	10,051,709	-1,853,791	1,135,500
Engineering for Future Works									
No.	Name	Location				2024 BUDGET	September Projected	Variance	Carry Over
B053	Constant Creek Bridge	Greater Madawaska (Ferguson Lake Road)				140,000	140,000	0	
B122	Waba Creek Bridge	McNab/Braeside (CR52 Burnstown Road)				45,000	45,000	0	
B145	Combermere Bridge	Madawaska Valley (CR62 Combermere Road)				40,000	40,000	0	
C014	Labombard Culvert	Admaston/Bromley (Chris Ruddy Road)				18,000	18,000	0	
C024	Cliché Culvert	Laurentian Valley (Sandy Beach Road)				18,000	18,000	0	
C040	Snake River Culvert	Admaston/Bromley (CR8 Cobden Road)				25,000	25,000	0	
C136	Robertson Twin Pipes	McNab/Braeside (Robertson Line)				31,000	31,000	0	
C201	Broomes Creek Culvert	Whitewater Region (CR7 Foresters Falls Road)				70,000	90,000	20,000	
C229	Burnt Bridge	North Algona/Wilberforce (Burnt Bridge Road)				18,000	18,000	0	
C330	McLeads Culvert	McNab/Braeside (CR52 Burnstown Road)				18,000	18,000	0	
						423,000	443,000	20,000	0
Traffic Signals - Upgrades		Various Locations				250,000	232,500	-17,500	
						250,000	232,500	-17,500	0
						36,595,744	34,909,353	-1,686,391	1,445,758
CCBF Funded Project		OCIF Funded Project							



Regular Council Meeting Resolution Form

Date: August 6, 2024 No: RESOLUTION - 360-2024
 Moved by Deputy Mayor Lori Hoddinott Disposition: CARRIED
 Seconded by Councillor Robert Campbell Item No: 9.7

Description: White Lake Traffic Compliance Improvements

RESOLUTION:

THAT Council directs staff to move forward with the installation of the red flashing beacons at the all way stop in White Lake, in conjunction with the County of Renfrew; **AND FURTHER THAT** the Township agrees to pay 50% of the costs of the installation; **AND FURTHER THAT** the Township's portion be funded from the Street Light Reserve, to an upset limit of \$7,500.

 MAYOR

Recorded Vote Requested by:

Declaration of Pecuniary Interest:

	Yea	Nay
M. MacKenzie	_____	_____
L. Hoddinott	_____	_____
K. Rosien	_____	_____
S. Brum	_____	_____
R. Campbell	_____	_____

 Disclosed his/her/their interest(s), vacated he/her/their seat(s), abstained from discussion and did not vote

LEASE AGREEMENT between:

1. Mississippi Valley Conservation Authority
(**“the Landlord”**)
10970 Highway 7, Carleton Place, Ontario K7C 3P1
Fax: (613) 253-0122
Email: smcintyre@mvc.on.ca
2. The Corporation of the County of Lanark and The Corporation of the County of Renfrew
(collectively **“the Tenant”**)
c/o County of Lanark, 99 Christie Lake Road, Perth, Ontario K7H 3C6 (Attn: Kurt Greaves)
Fax: (613) 267-2793
E-Mail: cao@lanarkcounty.ca

BACKGROUND:

1. The Landlord, as Vendor, and the Tenant, as Purchaser, have entered into an Agreement of Purchase and Sale (the **“Purchase Agreement”**) for the sale by the Landlord to the Tenant (the **“Transaction”**) of the Property set out in Schedule “A” and being more particularly known as the K & P Trail (the **“Leased Premises”**).
2. The Transaction will close at a future date or dates as contemplated by the Purchase Agreement.
3. The Tenant wishes to lease the Leased Premises.
4. The Landlord and Tenant have agreed that the Tenant may take possession of the Property prior to the closing of the Transaction upon the parties entering into a lease of the Leased Premises.
5. All capitalized terms used but not defined herein shall have the meanings ascribed to them in the Purchase Agreement.

AGREEMENT:

In consideration of the rents reserve and covenants and agreements herein the parties agree as follows:

1. The Landlord, being the registered owner or entitled to become the registered owner of the Leased Premises, hereby leases to the Tenant the Leased Premises.
2. The term of the Lease shall commence **at the end of the Inspection Period** and end on the Closing Date (the **“Term”**). It being understood by all Parties that certain parts of the Leased Premises will be conveyed to the Tenant during the Term in accordance with the Purchase Agreement and the Tenant will continue to lease the balance of the Leased Premises until such time as all of the Leased Premises have been conveyed to the Tenant.

3. During the Term of the Lease, the rent shall be Ten (\$10.00) Dollars per year payable in advance on the first day of each lease year during the Term with the first payment to be made on the Acceptance Date.
4. In addition to rent, the Tenant shall be responsible for and shall pay all realty taxes levied against the Leased Premises.
5. In the event the Purchase Agreement is terminated, the notice of termination delivered pursuant to the Purchase Agreement shall constitute notice of termination under this Lease.
6. Subject to paragraph 7, in the event the Purchase Agreement has not been completed within five (5) years of the Closing Date for Stage 3 then this Lease may be terminated at any time after the five (5) year date, by either party giving one (1) year written notice of termination to either party. Subject to paragraph 11, in the event of termination under this paragraph, there shall be no liability to such other party for damages or compensation by reason of such termination.
7. In the event the Purchase Agreement is not, or cannot be, completed for any reason, the Landlord and Tenant shall enter into a Lease of the Property on terms satisfactory to both parties. In the event the Landlord and Tenant cannot agree on the terms, then this Lease may be terminated by either party giving one (1) year written notice of termination to either party, at any time following notification by either party that this the Purchase Agreement cannot be completed. Subject to paragraph 11, in the event of termination under this paragraph there shall be no liability to either part for damages or compensation by reason of such termination.
8. The Tenant hereby covenants with the Landlord as follows:
 - a. To pay the rent hereby reserved in the manner and on the days specified herein;
 - b. To continue to use and occupy the Leased Premises in a lawful manner, solely for the purpose of maintaining and upgrading a recreational trail (the "Trail") on the Leased Premises and for members of the public to enter onto and use the Trail for those purposes to which it is currently being used, including but not limited to motorized access to cottage properties, snowmobiling, walking, hiking and cycling
 - c. Not to store goods of an explosive, dangerous or inflammable nature or character in or upon the Leased Premises without the prior written consent of the Landlord;
 - d. To permit the Landlord and its agents at all reasonable times to enter and view the state of repair of the Leased Premises and promptly repair and maintain them in accordance with reasonable notice to do so given by the Landlord or its agents;
 - e. Not to assign this Lease or sublet the Leased Premises without the written consent of the Landlord, which consent may be unreasonably denied;
 - f. Not to make any alterations or additions to the Leased Premises without the prior written consent of the Landlord;
 - g. To maintain the Leased Premises throughout the Term in a neat and clean condition and shall be entitled to place waste baskets on the Leased Premises for waste pickup and, where necessary, to enter to remove litter;

- h. On termination of the Lease, the Tenant may remove tenant fixtures provided there is no damage to the Leased Premises and the Tenant shall leave the Leased Premises in a reasonable condition;
- i. Not to do or permit to be done anything on the Leased Premises which may make void or voidable any insurance upon the Leased Premises.

Notwithstanding paragraph e. above, the Landlord acknowledges and agrees that the Tenant may enter into a sublease or licence agreement with any insured group (ie. OFSC, OFATV, etc.) without the prior written consent of the Landlord.

- 9. The Tenant acknowledges that the Landlord has permitted motorized vehicles to be used by members of the public on the Leased Premises and the Tenant hereby covenants that it will allow the continued use of motorized vehicles by the public during its tenancy, provided the use complies with the Tenant's By-Laws.
- 10. The Landlord hereby permits the Tenant to install signage as may be necessary for risk management and notice purposes in accordance with the *Trespass to Property Act*, R.S.O. 1990, c. T.21 and to place benches and other removable structures which are appropriate to the use of the Leased Premises as part of the Trail.
- 11. The Tenant shall be permitted, with the consent of the Landlord, to lay down aggregate, repair or replaces bridges or culverts on the Leased Premises (the "**Improvements**") to allow for the safe use of the Leased Premises by persons and motor vehicles, as determined by the Tenant in its sole and absolute discretion. In the event the Purchase Agreement or this Lease is terminated through no fault of the Tenant, the Landlord shall reimburse the Tenant for all costs the Tenant has incurred for any Improvements (including material, labour, HST, etc.) on the Leased Premises.
- 12. It is understood and agreed that portions of the Leased Premises may consist of roadway or rights-of-way used by third parties for the purpose of gaining access to adjoining land and the Tenant agrees that such roadways or rights-of-way may be used for such purpose jointly with the Tenant. The Landlord hereby confers the right and authority and imposes the obligation upon the Tenant to ensure that such usage by the Tenant is reasonable at all times and that the Tenant shall not use such roadways or rights-of-way for storage or parking but that same shall be kept clear at all times for vehicular traffic. The Landlord and Tenant agree that neither the Landlord nor the Tenant shall be responsible for the removal of snow from such roadways or rights-of-way.
- 13. It is further understood that a portion of the Leased Premises may be subject to the existence or may later become subject to the existence of easements for power, telephone or telegraph lines or easements for drains, sewers, pipes and subsurface structures or any other type of easement and the Tenant agrees to allow any and all personnel to enter upon the Leased Premises for the purpose of repairing and maintaining such power, telephone or telegraph liens, drains, sewers, pipes and subsurface structures or for the purpose of doing those things which may arise from the grant of any easement which burdens the Leased Premises.

14. The Landlord hereby covenants with the Tenant to permit the Tenant, as long as it pays the rent and complies with his covenants, to use the Leased Premises without interference from the Landlord or those claiming under it.
15. The Tenant shall not suffer or permit any construction lien or similar lien to be filed or registered against the Leased Premises. If such lien shall at any time be filed or registered, the Tenant shall procure its discharge within twenty (20) days after the lien has come to the attention of the Tenant or the Landlord, provided however, that if the Tenant desires to contest in good faith the amount or validity of the lien and shall have so notified the Landlord and if the Tenant has deposited with the Landlord or has paid into Court to the credit of any lien action, the amount of the lien claimed plus a reasonable amount for costs, then the Tenant may defer payment of such lien claim for a period of time sufficient to enable the Tenant to contest the claim with due diligence, provided always that neither the Leased Premises nor the Tenant's leasehold interest shall thereby become liable to forfeiture or sale.

The Landlord may, in its sole discretion, discharge any lien filed or registered at any time against the Leased Premises and any amount paid by the Landlord in so doing, together with all reasonable costs and expenses incurred by Landlord, including its legal fees, shall be paid by the Tenant to the Landlord on demand by the Landlord.

16. The Parties acknowledge and agree that either the Landlord or the Tenant, or their respective solicitors, may register on title a notice of this Lease.
17. In the event that Harmonized Sales Tax (HST) is payable on the rent or any other amounts payable by the Tenants, then HST shall be in addition.
18. The Tenant shall maintain insurance to the reasonable satisfaction of the Landlord and shall annually deliver proof of such insurance. The insurance shall name the Landlord as an additional insured. Minimum insurance requirements are:
 - a. Comprehensive general liability and property damage insurance, including but not limited to bodily injury, death and property damage, personal injury liability, tenant's legal liability and contractual liability coverage with respect to the Leased Premises and the operation of the Tenant and any other person on the Leased Premises and by the Tenant and any other person performing work on behalf of the Tenant and those for whom the Tenant is in law responsible in any other part of the Leased Premises. Such policies written on a comprehensive basis with coverage for any one occurrence or claim of not less than \$5,000,000.00 or such higher limits as the Landlord may reasonably require from time to time.
 - i. Landlord to be added as an additional insured; and
 - ii. A cross liability clause which shall have the effect of insuring each person, firm or corporation named in the policy as an insured in the same manner and to the same extent as if a separate policy had been issued to them
 - b. Any other form of insurance, in such amounts and against such risks, as the Landlord may from time to time reasonably require.

19. The Tenant covenants to keep the Landlord indemnified against all claims, and demands whatsoever by any person, whether in respect of damage to person or property, arising out of or occasioned by the maintenance, use or occupancy of the Leased Premises or the subletting or assignment of same or any part thereof. And the Tenant further covenants to indemnify the Landlord with respect to any encumbrance on or damage to the Leased Premises occasioned by or arising from the act, default, or negligence of the Tenant, its elected officials, officers, agents, servants, employees, contractors, customers, invitees or licensees and the Tenant agrees that the foregoing indemnity shall survive the termination of this Lease notwithstanding any provision of this Lease to the contrary.
20. It is understood and agreed that the Leased Premises are being leased to the Tenant "as is". The Tenant confirms that it has satisfied itself as to the condition of the Leased Premises and their fitness for the use intended. The Tenant acknowledges that it has inspected the Leased Premises and conducted an independent investigation of current and past uses of the Leased Premises and that the Tenant has not relied on any representations by the Landlord concerning any condition of the Leased Premises, environmental or otherwise. The Landlord makes no representations or warranties whatsoever regarding the fitness of the Leased Premises for any particular use.
21. Notwithstanding paragraph 20 herein, to the best of the Landlord's knowledge and belief, there is no presence upon or under such Leased Premises or any surrounding or neighbouring lands of, or the leakage of or likely leakage or emission from or onto the Leased Premises of, any toxic, hazardous, dangerous or potentially dangerous substance or condition.

Miscellaneous Provisions:

22. The Background recitals are hereby incorporated into and form part of this Agreement, including all defined terms referenced therein.
23. The headings in this Agreement are for convenience only and do not constitute part of the terms of this Agreement.
24. Execution of this Agreement and all subsequent notices, correspondence and documentation may be by way of facsimile transmission directed to the parties at the fax numbers listed on page 1 of this Agreement (if any) or by email to the email addresses listed on page 1 of this Agreement (if any).

Alternatively, any notice to the parties given pursuant to any provision of this Agreement may be given by personal delivery or by prepaid registered post addressed to the parties at their respective addresses on page 1 of this agreement.

If notice is given by prepaid registered post, it shall be deemed given seven days after the date of mailing.

A party may change his fax number, email address or postal address by notice to the other party at any time provided the other party has acknowledged the change or the party giving the notice has confirmation that the notice was received.

25. The words importing the singular number only shall include the plural, and vice versa, and words importing the masculine gender shall include the feminine gender, and words importing persons shall include firms and corporations and vice versa.
26. The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision and any invalid provision will be severable.
27. Each party acknowledges that each of them personally and by their solicitors have contributed to the preparation of this Lease and that each has approved the last draft before settling it in final form. Each party affirms that the Lease is to be construed as if the parties were joint authors and is not to be construed against one party as if that party or that party's solicitor were the sole or major author of the Lease.
28. Except as otherwise provided, this Lease shall endure to the benefit of and be binding upon the heirs, executors, administrators, successors and assigns respectively of each of the Parties hereto. All obligations of the Tenant shall be joint and several obligations.
29. This Lease may be executed in one or more counterparts, each of which shall constitute an original and all of which take together shall constitute the same agreement.
30. The date of this Lease is the date on which the last Party executes this Lease. The date of commencement of the Lease is as stated on page 1.

IN WITNESS WHEREOF the Parties hereto have hereunto affixed their hands and seals.

The Corporation of the County of Lanark

Per:

* _____ Date: _____
Kurt Greaves, C.A.O.

* _____ Date: _____
Steve Fournier, Warden

We have authority to bind the corporation

The Corporation of the County of Renfrew

Per:

* _____ Date: _____
Craig Kelley, C.A.O./Clerk

* _____ Date: _____
Peter Emon, Warden

We have authority to bind the corporation

Mississippi Valley Conservation Authority

Per:

* _____ Date: _____
Sally McIntyre, General Manager

I have authority to bind the corporation

Schedule “A” Leased Premises

County of Lanark:

All in the Township of Lavant, and being:

1. Part Lots 6, 7 & 8, Concession 12, designated as Part 1 on Plan 32300;
2. Part Lots 8, 9 & 10, Concessions 11 & 12, designated as Part 2 on Plan 32300;
3. Part Lots 11, 12 & 13, Concession 11, designated as Part 3 on Plan 32300;
4. Part Lots 13, 14 & 15, Concession 10, designated as Part 4 on Plan 32300;
5. Part Lot 15, Concession 9, designated as Part 5 on Plan 32300;
6. Part Lot 15, Concession 8, designated as Part 6 on Plan 32300;
7. Part Lot 16, Concession 8, designated as Part 7 on Plan 32300;
8. Part Lot 16 & 17, Concession 7, designated as Part 8 on Plan 32300;
9. Part Lot 17, Concession 6, designated as Part 9 on Plan 32300;
10. Part Lot 18, Concession 6, designated as Part 10 on Plan 32300;
11. Part Lot 19, Concession 6, designated as Part 11 on Plan 32300;
12. Part Lot 19 & 20, Concession 6, designated as Part 12 on Plan 32300;
13. Part Lot 21, Concession 5, designated as Part 13 on Plan 32300;
14. Part Lot 22, Concession 5, designated as Part 14 on Plan 32300;
15. Part Lot 22, Concession 4, designated as Part 15 on Plan 32300;
16. Part Lot 22, Concession 4, designated as Part 16 on Plan 32300;
17. Part Lot 22, Concession 4, designated as Part 17 on Plan 32300;
18. Part Lot 22, Concession 4, designated as Part 18 on Plan 32300;
19. Part Lot 23, Concession 4, designated as Part 19 on Plan 32300;
20. Part Lots 23, 24, 25, 26, & 27, Concession 3, designated as Part 20 on Plan 32300;

21. Part Lot 27, Concession 2, designated as Part 21 on Plan 32300;
Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

County of Renfrew:

All in the Township of Blythfield and being:

1. Part Lot 1, Concession 2, designated as Part 1 on Plan 125990;
2. Part Lot 2, Concession 2, designated as Part 2 on Plan 125990;
3. Part Lot 3, Concession 2, designated as Part 3 on Plan 125990;
4. Part Lot 3, Concession 2, designated as Part 4 on Plan 125990;
5. Part Lot 4, Concession 2, designated as Part 5 on Plan 125990;
6. Part Lot 4 and 5, Concession 2, designated as Part 6 on Plan 125990;
7. Part Lot 6, Concession 2, designated as Part 7 on Plan 125990;
8. Part Lot 7, Concession 2, designated as Part 8 on Plan 125990;
9. Part Lot 8, Concession 2, designated as Part 9 on Plan 125990;
10. Part Lot 9, Concession 2, designated as Part 10 on Plan 125990;
11. Part Lot 10, Concession 2, designated as Part 11 on Plan 125990;
12. Part Lot 11, Concessions 1 and 2, designated as Part 12 on Plan 125990;
13. Part Lot 11, Concession 1, designated as Part 13 on Plan 125990;

14. Part Lot 14 and 15, Concession 12, designated as Part 21 on Plan 125990, save and except Part 2 on Plan 49R-13019;
Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

AGREEMENT OF PURCHASE AND SALE

BETWEEN:

**THE CORPORATION OF THE COUNTY OF RENFREW
("Renfrew")**

And

**THE CORPORATION OF THE COUNTY OF LANARK
("Lanark")**

And

**THE CORPORATION OF THE COUNTY OF FRONTENAC
("Frontenac")**

(Renfrew, Lanark and Frontenac are collectively referred to as the "**Purchaser**")

And

**MISSISSIPPI VALLEY CONSERVATION AUTHORITY
(the "Vendor")**

**ARTICLE 1
INTERPRETATION**

1.1 Definitions

In this Agreement, the following terms have the following meanings:

"**Acceptance Date**" means the date on which the Vendor executed and accepted this Offer;

"**Adjustments**" means the items set out in Section 7.3;

"**Agreement**" means the Offer as accepted by the Vendor;

"**Applicable Laws**" means any and all applicable federal, provincial and municipal statutes, by-laws, rules, regulations, codes, orders, published policies and published guide-lines;

"**Business Day**" means any day other than a Saturday, Sunday or statutory holiday in the Town of Perth;

"**Closing Date**" or "**Closing**" means Closing Date(s) as provided for in Section 2.3, unless otherwise extended or abridged as provided for in Section 8.7;

“Encumbrance” means any security interest, lien, charge, pledge, encumbrance, mortgage, title retention agreement, easement, encroachment, right-of-way, restrictive covenant, license, lease, agreement or any other claim of any nature or kind, whether financial or otherwise, including, without limitation, any work order, notice of violation, notice of non-compliance or other instrument issued by any board, commission tribunal or government department or agency;

“GST/HST” means all taxes eligible pursuant to Part IX of the *Excise Tax Act* (Canada) and the regulations made thereunder;

“Inspection Period” means the period from the Acceptance Date to 5:00 p.m. on the day which is 180 days after the Acceptance Date;

“Lease” means the lease of the Property substantially in the form attached hereto as Schedule “C” to be entered into on the Acceptance Date for a term commencing at the end of the Inspection Period and to be ended on the Closing Date;

“Offer” means this document, including all schedules, executed by the Purchaser and delivered to the Vendor together with the Deposit;

“Permitted Encumbrances” means the Encumbrances set out in Schedule “B”;

“Properties” means collectively, Property 1, Property 2 and Property 3;

“Property” means the real and immovable property including all bridges and structures located thereon and belonging to the Vendor (on an “as is, where is” condition as at the Acceptance Date) comprising all of those lands within the Counties of Lanark, Renfrew and Frontenac as set out in Schedule “A” and known as “K & P Trail”, including, without limitation all easements, rights-of-way and other rights enjoyed by the Vendor as appurtenant to or in conjunction with such real or immovable property.

“Purchase Price” means the sum of One (\$1.00) Dollar (Cdn), subject to adjustment as provided in Section 7.3;

“Purchaser’s Solicitors” means Anderson Foss Professional Corporation;

“Stage 1” means the Property set out in Section 2.3(a);

“Stage 2” means the Property set out in Section 2.3(b);

“Stage 3” means the Property set out in Section 2.3(c);

“Vendor’s Solicitors” means Soloway Wright LLP.

**ARTICLE 2
OFFER, PRICE, PAYMENT AND CLOSING**

2.1 Offer

The Purchaser offers to purchase the Property from the Vendor for the Purchase Price on the Closing Date on the terms and conditions set out in this Agreement.

2.2 Payment of the Purchase Price

The Purchase Price shall be paid on Closing of Stage 1.

2.3 Closing Date

The transaction of purchase and sale contemplated by this Agreement shall be completed in the following stages:

(a) Stage 1

- a. Stage 1 shall consist of all the Property which may be conveyed to the Purchaser with or without the requirement of a survey or reference plan only in order for the Vendor to deliver clear and marketable title to the Purchaser.
- b. The Closing Date for Stage 1 shall be 90 days after the Vendor has notified the Purchaser that all required surveys have been completed and it is in a position to deliver clear and marketable title to the Purchaser.

(b) Stage 2

- a. Stage 2 shall consist of all the Property which was not, as of the Acceptance Date, registered in the name of the Vendor and to which the Vendor has obtained and deposited any required survey or reference plan and applied for and obtained a Vesting Order vesting the Property in the name of the Vendor.
- b. The Closing Date for Stage 2 shall be 90 days after the Vesting Order has been registered on the title to the Property and certified by the Land Titles Office and the Vendor has notified the Purchaser that it is in a position to deliver clear and marketable title to the Purchaser.

(c) Stage 3

- a. Stage 3 shall consist of the balance of the Property including the Property to which the Land Titles Office has indicated that the interest held by the Vendor is Leasehold and any Property over which Crown Patent(s) may be required.
- b. The Closing Date for Stage 3 shall be 90 days after the interest to the Property has been amended from Leasehold to Fee Simple; any

required survey or reference plan has been obtained and deposited; any required Vesting Order has been registered vesting the Property in the name of the Vendor and certified by the Land Titles Office; any Crown Patent(s) have been obtained and registered; and, the Vendor has notified the Purchaser that it is in a position to deliver clear and marketable title to the Purchaser.

Notwithstanding the above, the Purchaser and Vendor may add additional Stages in order to complete the conveyance of any Property that could not be completed in Stage 1, Stage 2 or Stage 3.

2.4 Time and Place of Closing

This transaction shall be completed at the offices of Anderson Foss Professional Corporation solicitors for the Purchaser, 10 Market Square, Perth, Ontario at 10:00 a.m. on the Closing Date or as otherwise agreed to by the parties. The Purchase Price as adjusted shall be paid to the Vendor at the time of the Closing of Stage 1 and shall be held in escrow until the transfer/deed and any other documents of title necessary to transfer ownership of the Property from the Vendor to the Purchaser or otherwise to implement the terms of this Agreement have been registered or filed as required or permitted by the applicable statutory provisions in this regard and Vendor and the Purchaser shall forthwith proceed with such registration or filing. In the event that such registration or filing is not effected by 5:00 p.m. on the applicable Closing Date, then all monies and documents shall be returned to the respective parties and registration or filing shall be effected as soon as is reasonably possible on the following business day. For the purpose of this paragraph “**business day**” shall mean the next day upon which the appropriate Land Registry Office is open.

If the transaction will be completed by electronic registration pursuant to Part II of the *Land Registration Reform Act*, R.S.O. 1990, Chapter L4, then the Vendor and the Purchaser agree to instruct their respective solicitors to enter into a document registration agreement in the form recommended from time to time by the Law Society of Ontario and to complete the transaction in accordance with such agreement.

ARTICLE 3 LEASE TERMS AND PARTIES

3.1 Lease of Property

The parties, **except Frontenac**, agree to enter into the Lease on the Acceptance Date, for a term ending on the Closing Date associated with each of Stage 1, Stage 2 and Stage 3, as applicable or any other Stages that may be added in accordance with paragraph 2.3.

**ARTICLE 4
INSPECTION RIGHTS**

4.1 Preliminary Deliveries

Within (10) Business Days after the Acceptance Date, the Vendor covenants to deliver to the Purchaser at the Vendor's expense executed authorizations to all relevant governmental authorities having jurisdiction permitting inquiries by the Purchaser or the Purchaser's Solicitors as to outstanding work orders, compliance with health, fire by-laws, etc. and authorizing the release of any and all information on file in respect of the Property (but not authorizing the carrying out of inspections by the respective authorities).

4.2 Access to the Property

During ordinary business hours on Business Days during the Inspection Period, the Vendor shall permit the Purchaser, its employees, engineers, surveyors, consultants and other agents access to the Property for the purpose of making soil, ground-water, environmental or other inspections, tests, measurements or surveys in, on or below the Property, at the Purchaser's sole expense, provided that the Purchaser shall have first given the Vendor 48 hours' notice of its need for such access. The Vendor may at its option have a person present at any time that the Purchaser has access to the Property as provided herein. The Purchaser agrees to indemnify the Vendor with respect to any loss, damage, charge, cost, expense and claim arising out of injury to any person or damage to the Property or property thereon which the Vendor may incur by reason of any such access, inspections, tests, measurements or surveys. The Purchaser shall provide to the Vendor copies of all reports produced as a result of the inspections and tests carried out on the Property.

During the Inspection Period, the Purchaser may undertake such inquiries of federal, provincial, municipal and local authorities as it deems prudent or necessary to determine whether the Property is subject to any environmental restrictions, prohibitions, conditions, control or limitations.

4.3 Survey

The Purchaser, **if it deems necessary and at its sole discretion,** shall obtain reference plans of survey or compiled plans for the Property at its own expense, and shall **provide copies of any draft surveys** to the Vendor at least forty-five (45) days prior to the Closing for the Vendor's approval. Following the Vendor's approval of **any** draft plans, the Purchaser shall deposit them in the appropriate land registry office, if required, in order to provide a registrable description of the Property for the completion of the transfer of the Property, including the Application for one or more Vesting Orders.

4.4 Environmental

To the best of the Vendor's knowledge and belief, there is no presence upon or under the Properties or any surrounding or neighbouring lands of, or the leakage of or likely leakage or emission from or onto the Properties of, any toxic, hazardous, dangerous or potentially dangerous substance or condition.

At any time during the Inspection Period, if the Purchaser discovers through its investigation or inquires any material adverse environmental condition relating to the Property, the Purchaser shall disclose forthwith to the Vendor the results of the investigations and inquiries in relation to the material adverse environmental condition and shall provide to the Vendor complete copies of all investigations, reports and material concerning the material adverse environmental condition and may at its sole option provide notice ("Notice") to the Vendor of its intention to terminate this Agreement by reason of the existence of such material adverse environmental condition. Upon receipt of such Notice, the Vendor, at its sole option, may make a proposal ("Proposal") to the Purchaser to provide for the abatement or elimination of such material adverse environmental condition. If the Purchaser, acting reasonably, is not satisfied with the Proposal or if the Vendor does not make a Proposal within 20 days of receipt of the Notice, notwithstanding any intermediate acts or negotiations, this Agreement shall be terminated, save as otherwise provided herein.

If the Purchaser does not provide Notice of its intention to terminate this Agreement as aforesaid within the Inspection Period or if the Purchaser provides Notice of its intention to terminate this Agreement as aforesaid within the Inspection Period but accepts the Proposal, the Purchaser shall be deemed conclusively to be satisfied with the condition of the Property and shall be deemed unequivocally to have accepted the Property and shall complete the purchase of the Property on an "As Is Where Is" basis. The term "As is Where Is" herein means in its condition or state at the Closing Date and, subject to the below statement, without any agreement, representation, warranty or obligation to inform of any kind (except as required by law), including, without limitation, as to the suitability of the Property for development, the existence of latent defects (whether known or not) and the quality of the Property including, without limitation, any environmental condition thereof and subject to all present and future claims, liabilities, suits, actions, penalties and investigation in progress or which may in the future arise directly or indirectly with respect to the Property or the condition thereof.

If this Agreement is completed:

- (a) the Purchaser shall, on the Closing Date, assume and be responsible for and release the Vendor from and against all losses, damages, costs, expenses, claims, liabilities, actions, causes of action and demands whether occurring or caused on or after the Closing Date which the Purchaser has or may have by reason of any cause, matter or thing whatsoever arising out of or in any way related to the Property, including any environmental liability, and the Purchaser shall indemnify the Vendor from and against all losses, damages,

costs, expenses, claims, liabilities, actions, causes of action and demands occurring on or after the Closing Date which the Vendor may suffer, incur, be subject to or liable for as a result of any claim brought against any one or more of them for any cause, matter or thing whatsoever arising out of or in any way related to the Property, including, without limitation, any environmental liability. Such release and indemnity shall be in writing and in a form satisfactory to the Vendor and the Vendor's Solicitors and shall be provided to the Vendor or the Vendor's Solicitors on the Closing Date. For the purposes of all of the provisions of this Section 4.4, Vendor shall include their respective servants, agents, employees, directors and their related or affiliated corporate entities.

(b) the Vendor shall, on the Closing Date, assume and be responsible for and release the Purchaser from and against all losses, damages, costs, expenses, claims, liabilities, actions, causes of action and demands occurring or caused before the Closing Date which the Vendor has or may have by reason of any cause, matter or thing whatsoever arising out of or in any way related to the Property, including any environmental liability, and the Vendor shall indemnify the Purchaser from and against all losses, damages, costs, expenses, claims, liabilities, actions, causes of action and demands occurring or caused before the Closing Date which the Purchaser may suffer, incur, be subject to or liable for as a result of any claim brought against any one or more of them for any cause, matter or thing whatsoever arising out of or in any way related to the Property, including, without limitation, any environmental liability. Such release and indemnity shall be in writing and in a form satisfactory to the Purchaser and the Purchaser's Solicitors and shall be provided to the Purchaser or the Purchaser's Solicitors on the Closing Date. For the purposes of all of the provisions of this Section 4.4, Vendor shall include their respective servants, agents, employees, directors and their related or affiliated corporate entities.

4.5 Return of Documents/Restoration of Property

If this Agreement is terminated by the Purchaser pursuant to Section 4.4, the Purchaser shall immediately return to the Vendor all documents which were delivered to it pursuant to Section 4.1 or which were given to or copied by it in the course of the inspections referred to in Section 4.2.

Following its inspection and tests, the Purchaser shall forthwith restore the Property to its original state, at the Purchaser's expense. If the Purchaser does not complete this transaction and fails to complete such restoration within 15 days of completion of its investigation and tests, the Vendor shall be entitled to restore the Property at the Purchaser's expense and the cost of such restoration shall be paid by the Purchaser forthwith on demand.

Commented [MF1]: Reciprocal statements re: environmental issues - MVCA responsible for environmental issues to closing date and Counties responsible after that. MVCA may come back and say that the Counties are responsible starting from the date that the Lease takes effect so we can reword at that time if necessary.

Commented [MF2]: Removed all of para 4.6 - Confidentiality

ARTICLE 5

REPRESENTATIONS, WARRANTIES, AND CONDITIONS

5.1 Vendor's Representations and Warranties

The Vendor represents and warrants that:

- (a) From the Acceptance Date to the Closing Date, there has been no material adverse change to the Property;
- (b) No part of the Property is or ever has been occupied, nor will it be occupied at Closing, by any officer, director or shareholder of the Vendor, as a family residence; and
- (c) The Vendor is not a non-resident of Canada within the meaning of Section 116 of the *Income Tax Act* (Canada).

5.2 Purchaser's Conditions of Closing

The following are conditions of the obligation of the Purchaser to complete the transaction of purchase and sale contemplated by this Agreement:

- (a) All representations and warranties of the Vendor shall be true and complete as at the date of Closing in all material respects and the Vendor shall have delivered to the Purchaser a certificate that such representations and warranties are true;
- (b) The Vendor shall have delivered to the Purchaser all of the preliminary deliveries contemplated by Section 4.1 and all closing deliveries contemplated by Section 7.1; and
- (c) All encumbrances against the Property have been discharged except Permitted Encumbrances, and except for any Encumbrances which have been accepted by the Purchaser.

5.3 Failure to Satisfy Conditions

The conditions described in Section 5.2 are for the benefit of the Purchaser only. If any one of such conditions is not satisfied, the Purchaser may by notice in writing delivered to the Vendor declare this Agreement to be terminated. Provided that any or all of such conditions may be waived in whole or in part by the Purchaser and without prejudice to its right of termination in the event of the nonfulfillment of any other such condition or conditions, any such waiver to be by notice as aforesaid.

In the event the Purchaser terminates the Agreement for non-fulfilment by the Vendor of the conditions set out in section 5.2 then the Vendor shall be liable to the Purchaser for 100% of the total survey costs (including all fees, disbursements and HST)

and all costs paid by the Purchaser in obtaining Vesting Order(s), PIN correction(s) and/or Crown Patent(s) in respect to the Property as set out in sections 6.2, 6.3 and 6.4 (including but not limited to all court fees, process server fees, legal fees and all disbursements and HST).

5.4 Vendor's Conditions of Closing

The following are conditions of the obligation of the Vendor to complete the transaction of purchase and sale contemplated by this Agreement:

- (a) The Purchaser shall have delivered to the Vendor all closing deliveries contemplated by Section 7.2.

5.5 Failure to Satisfy Conditions

The conditions described in Section 5.4 are for the benefit of the Vendor only. If any one of such conditions is not satisfied, the Vendor may by notice in writing delivered to the Purchaser declare this Agreement to be terminated. Provided that any or all of such conditions may be waived in whole or in part by the Vendor and without prejudice to its right of termination in the event of the nonfulfillment of any other such condition or conditions, any such waiver to be by notice as aforesaid.

ARTICLE 6 TITLE/VESTING ORDER/LEASEHOLD INTEREST/PLANNING ACT

6.1 Title

Except as specifically disclosed herein, the title to the Property shall be good and free from all Encumbrances except Permitted Encumbrances. The Purchaser is not to call for the production of any title, deed, abstract, survey or other evidence of title which is not in the possession of the Vendor except as hereinbefore provided. The Purchaser is to be allowed until the end of the Inspection Period to examine the title to the Property at its own expense. If within such time period, the Purchaser furnishes to the Vendor notice in writing setting forth in reasonable detail any valid objections to title and which the Vendor shall be unwilling or unable to remove or correct (or, with respect to an objection in respect of a construction lien or similar item which can be quantified in monetary terms, the Vendor, at its option, is unable to post security and provide the Vendor's undertaking in an amount and in a form reasonably acceptable to the Purchaser to correct such deficiency within a reasonable period of time after Closing), and which the Purchaser will not waive, the Purchaser may terminate this agreement by delivering notice in writing to the Vendor to this effect and this Agreement shall, upon delivery of such notice and notwithstanding any intermediate act or negotiations, be terminated and the Vendor shall be liable to the Purchaser for 100% of the total survey costs (including all fees, disbursements and HST) and all costs paid by the Purchaser in obtaining Vesting Order(s) and Crown Patent(s) in respect to the Property as set out in sections 6.2, 6.3 and 6.4 (including but not limited to all court fees, process server fees, legal fees and all

Commented [MF3]: Kurt to speak to other the other Counties about this.

disbursements and HST). Save as to any valid objections so made by such day the Purchaser shall be conclusively deemed to have accepted the Vendor's title to the Property.

Except as set out in Schedule "B", the Vendor hereby warrants that it is not aware of any claims or possible claims in respect to the Properties, including but not limited to title disputes, access issues, environmental issues, etc.. This Warranty shall not merge on Closing but shall survive Closing.

1. .

6.2 Vesting Order

The Vendor and Purchaser acknowledge that, in order to transfer part of the Property, the Vendor shall be required to make Application(s) to the Court for one or more Vesting Order(s). The Purchaser shall be responsible to draft the Court Application(s) and the Vendor shall cooperate in executing all required Affidavits and/or documents necessary for the Court to make a determination that the Property has vested with the Vendor.

Subject to section 6.1, the cost of obtaining the Vesting Order(s) shall be borne by the Purchaser.

6.3 Leasehold Interest

The Vendor and Purchaser acknowledge that part of the Property has an incorrect description qualifier as Leasehold interest. The Vendor and Purchaser acknowledge that the interest must be fee simple and, in order to correct this title deficiency an application to the Land Titles Office for a PIN correction must be made and, in the event this is not acceptable to the Ministry then Vesting Order(s) shall be required. The Purchaser shall be responsible to draft the PIN correction(s) and/or Court Application(s) and the Vendor shall cooperate in executing all required Affidavits and/or documents necessary for the Court to make a determination that the Property has vested with the Vendor.

Subject to section 6.1, the cost of obtaining the PIN correction(s) and/or Vesting Order(s) shall be borne by the Purchaser.

6.4 Crown Lands

The Vendor and Purchaser acknowledge that part of the Property is registered in the Crown. The Vendor shall be responsible to apply for a Crown Patent from the Ministry of Natural Resources and Forestry in order to obtain a conveyance of the Property to the Vendor in order that it may convey that part of the Property to the Purchaser.

Subject to section 6.1, the cost of obtaining the Crown Patent(s) shall be borne equally between the Vendor and Purchaser.

6.5 Planning Act

The Vendor and Purchaser agree that it is an express condition of this Agreement that the subdivision control provisions of the *Planning Act*, R.S.O. 1990, c. P. 13 and any amendments thereto or enactments in substitution therefor shall be complied with.

6.6 Registry Non-Converts

Following Closing, the Purchaser may, at its sole cost, convert any Property that was conveyed to it under the Registry system to the Land Titles system.

**ARTICLE 7
COMPLETION OF PURCHASE**

7.1 Vendor's Deliveries

On Closing, the Vendor shall deliver to the Purchaser, on payment of the Purchase Price, the following:

- (a) Transfer/Deed(s) to the Property in registrable form;
- (b) A termination of the Lease for the Property set out in Stage 1, Stage 2 or Stage 3, as applicable
- (c) A statutory declaration confirming that the Vendor is not a non-resident of Canada within the meaning of Section 116 of the *Income Tax Act* (Canada);
- (d) A Certificate of the Vendor confirming the truth and accuracy of the representations and warranties of the Vendor set forth in Section 5.1;
- (e) A statement of adjustments;
- (f) Affidavits as may be required for the Purchaser to obtain the required Vesting Order(s);
- (g) Affidavits as may be required for the Purchaser to obtain the required Crown Patent(s);
- (h) Such further documentation relative to the completion of this transaction as the Purchaser or its solicitors may reasonably require.

7.2 Purchaser's Deliveries

On Closing, the Purchaser shall deliver to the Vendor the following:

- (a) The Purchase Price;
- (b) A termination of the Lease for Property 1 or Property 2 or Property 3, as applicable;

- (c) A certificate concerning the Purchaser's registration under the Excise Tax Act and an indemnity respecting the Vendor's liability for GST/HST pursuant to Section 7.5;
- (d) The release and indemnity described in Section 4.4; and
- (e) Such further documentation relative to the completion of this transaction as the Vendor or its solicitors may reasonably require.

7.3 Adjustments

The Purchase Price will be adjusted by apportioning as between the Purchaser and the Vendor as of the Closing Date all real property taxes, utilities and rents. The Vendor will prepare a draft statement of adjustments and submit it to the Purchaser at least five (5) days before the Closing Date. The Vendor and Purchaser agree to readjust the adjustments made on Closing, if necessary, as soon as reasonably convenient.

The parties agree that no adjustments will be made for amounts less than \$5,000.00 and that adjustments will be made on the cash portion of the Purchase Price.

7.4 Insurance Risk

Subject to the terms of the Lease, the Property shall be and remain until Closing at the risk of the Vendor and thereafter shall be at risk of the Purchaser.

7.5 GST/HST

- (a) The Purchase Price is exclusive of any GST/HST.
- (b) Each Purchaser represents, warrants and agrees, for itself and not jointly and severally, that: (i) such Purchaser is registered for the purposes of the GST/HST; (ii) (a) Lanark's Registration Number is 106988959; (b) Renfrew's Registration Number is 106989270; Frontenac's Registration Number is 867959249; and (iii) each such Purchaser shall be liable, shall self-assess and remit to the appropriate governmental authority all GST/HST payable in connection with the transfer of property made pursuant to this Agreement and shall indemnify and save harmless the Vendor from and against such GST/HST together with any penalties and interest thereon or other costs and expenses suffered by the Vendor which may arise as a result of any failure by the Purchaser to comply with this provision.
- (c) The Purchaser shall on the Closing Date provide the Vendor with an officer's certificate concerning registration under the *Excise Tax Act* (Canada) and an undertaking and indemnity concerning the matters set out in this Section 7.5.

ARTICLE 8 GENERAL

8.1 Canadian Funds

All dollar amounts referred to in this Agreement are in Canadian funds unless otherwise provided

8.2 Extended Meanings

In this Agreement, words importing the singular number include the plural and vice versa and words importing the masculine gender include the feminine and neuter genders.

8.3 Entire Agreement

This Agreement constitutes the entire agreement between the parties hereto pertaining to the subject matter hereof and supersedes all prior and contemporaneous agreements, understandings, negotiations and discussions, whether oral or written, of the parties and there are no warranties, representations or other agreements between the parties in connection with the subject matter hereof except as specifically set forth herein.

8.4 Headings

Article and Section headings are not to be considered part of this Agreement and are included solely for convenience of reference and are not intended to be full or accurate descriptions of the content thereof.

8.5 Successors and Assigns

All of the terms and provisions in this Agreement shall be binding upon and shall enure to the benefit of the parties hereto and their respective successors and assigns.

8.6 Registration

The Purchaser shall not register this Agreement or any notice of this Agreement on title to the Property without the prior written consent of the Vendor.

8.7 Time of the Essence

Time shall in all respects be of the essence hereof provided that the time for doing or completing of any matter provided for herein may be extended or abridged

by an agreement in writing signed by the Vendor and the Purchaser or by their respective solicitors who are hereby expressly appointed in this regard.

8.8 Tender

Any tender of documents or money hereunder may be made upon Vendor or Purchaser or their respective solicitors on Closing. Money may be tendered by bank draft or cheque certified by a chartered bank or trust company.

8.9 Residency of Vendor

The Purchaser shall be credited towards the Purchase Price with the amount, if any, which it shall be necessary for the Purchaser to pay to the Minister of National Revenue in order to satisfy the Purchaser's liability in respect of tax payable by the Vendor under the non-residency provisions of the Income Tax Act by reason of the sale of the Property. The Purchaser shall not claim such credit if the Vendor delivers on Closing the prescribed certificate or a statutory declaration by an officer of the Vendor having knowledge that the Vendor is not then a non-resident of Canada.

8.10 Notice

Any notice, demand or other communication (in this Section, a "**Notice**") Required or permitted to be given or made under this Agreement shall in be in writing and shall be sufficiently given or made if:

- (a) Delivered in person during normal business hours of the recipient on a Business Day and left with a receptionist or other responsible employee of the recipient at the relevant address set forth below;
- (b) Except during any period of actual or imminent interruption of postal services due to strike, lockout or other cause, sent by registered mail; or
- (c) Sent by facsimile transmission, charges prepaid and receipt confirmed; to the Vendor :

Mississippi Valley Conservation Authority
10970 Highway 7, Carleton Place, Ontario K7C 3P1
Attention: Sally McIntyre, General Manager
Fax: 613-253-0122

With a copy to:
Soloway Wright LLP
700-427 Laurier Avenue W, Ottawa, ON K1R 7Y2
Attention: Sybil Johnson-Abbott

And to the Purchaser at:

County of Lanark
99 Christie Lake Rd, Perth, ON K7H 3C6
Attention: Kurt Greaves, CAO
Fax: 613-267-2964

With a copy to:
Anderson Foss Professional Corporation
10 Market Square, Perth ON, K7H 1V7
Attention: Mary Foss
Fax: 613-267-2741

Each notice sent in accordance with this Section shall be deemed to have been received:

- (d) At the time it was delivered;
- (e) At the beginning of business on the third Business Day after it was mailed (excluding each day on which there is any interruption of postal services due to strike, lockout or other cause);
- (f) One hour after it was sent by facsimile transmission, or at the start of business on the first Business Day thereafter if the day on which it was sent by facsimile transmission was not a Business Day.

Addresses for notice may be changed by giving notice in accordance with this section.

8.11 Solicitors as Agents and Tender

Any notice, approval, waiver, agreement, instrument, document or communication permitted, required or contemplated in this Agreement may be given or delivered and accepted or received by the Purchaser's Solicitors on behalf of the Purchaser and by the Vendor's Solicitors on behalf of the Vendor and any tender of documents may be made upon the Vendor's Solicitors and the Purchaser's Solicitors, as the case may be.

The Vendor and the Purchaser acknowledge that the Teraview Electronic Registration System ("**TERS**") is operative in the land registry office in which title documents to the Property is registered and agree that the following provisions shall govern the Closing, namely:

- (a) Each of the Purchaser and the Vendor shall be obliged to retain a solicitor who is both an authorized TERS user and in good standing with the Law Society of Ontario, and who are hereby authorized by the parties hereto to enter into a document registration agreement in the form adopted by the Joint LSUC-CBAO Committee on Electronic Registration of Title Documents on July 5, 2002 or any successor version thereto (hereinafter referred to as the "**Document**")

- Registration Agreement**”), together with the additional requirement that the registering solicitor shall also be obliged to provide the non-registering solicitor with a copy of the registration report printed by TERS upon the registration of the electronic documents, as evidence of the registration thereof, within one (1) Business Day of the Closing Date. It is understood and agreed that the Document Registration Agreement shall outline or establish the procedures and timing for completing the Transaction electronically, and shall be executed by both the Vendor’s Solicitors and the Purchaser’s Solicitors and exchanged by courier or fax between said solicitors (such that each solicitor has a photocopy of faxed copy of the Document Registration Agreement duly executed by both solicitors) by no later than five (5) days before the Closing Date;
- (b) The delivery and exchange of documents and monies respecting the Property and the release thereof to the Vendor and Purchaser, as the case may be:
- i. May not occur contemporaneously with the registration of the transfer/deed with respect to the Property (and other registrable documentation); and
 - ii. Shall be governed by the Document Registration Agreement, pursuant to which the solicitor receiving any documents or funds will be required to hold same in escrow, and will not be entitled to release same except in strict accordance with the provisions of the Document Registration Agreement.
- (c) Notwithstanding anything contained in this Agreement or in the Document Registration Agreement to the contrary, it is expressly understood and agreed by the parties hereto that an effective tender shall be deemed to have been validly made by either party (in this Section called the **“Tendering Party”**) upon the other party (in this paragraph called the **“Receiving Party”**) when the solicitor for the Tendering Party has:
- i. Delivered all applicable closing documents, keys and funds to the Receiving Party’s solicitor in accordance with the provisions of the Document Registration Agreement;
 - ii. Advised the solicitor for the Receiving Party, in writing, that the Tendering Party is ready, willing and able to complete the Transaction in accordance with the terms and provisions of this Agreement; and
 - iii. Has completed all steps required by TERS in order to complete the Transaction that can be performed or undertaken by the Tendering Party’s solicitor without the cooperation or participation of the Receiving Party’s solicitor, and specifically when the Tendering Party’s solicitor has electronically “signed” the

transfer/deed of land and (any other registrable documentation) for completeness and granted “access” to the Receiving Party’s solicitor (but without the Tendering Party’s solicitor releasing same for registration by the Receiving Party’s solicitor);

Without the necessity of personally attending upon the Receiving Party or the Receiving Party’s solicitor with the aforementioned documents or funds, and without any requirement to have an independent witness evidencing the forgoing.

8.12 Counterparts and Facsimile Transmission

This Agreement may be executed in any number of counterparts and by facsimile or digitally reproduced signature delivered by e-mail or otherwise. Each executed counterpart shall be deemed to be an original; all executed counterparts taken together shall constitute one agreement. An executed counterpart of the Agreement may be transmitted by facsimile machine or e-mail and the transmitted copy may be executed and/or amended by the receiving party and transmitted to the other party in the same manner. Transmission of a counterpart of the Agreement shall constitute notice of the execution or amendments shown thereon; execution or other amendment of a transmitted counterpart shall be as binding as execution or amendment of an original counterpart.

8.13 Time for Acceptance

The Purchaser agrees that this Offer shall be irrevocable by it until 5:00 p.m. Perth time on the day which is 10 Business Days after the date hereof, after which time, if not accepted, this Offer shall be null and void.

DATED this _____ day of _____, 2024.

The Corporation of the County of Lanark

Per:

*

Kurt Greaves, C.A.O.

*

Steve Fournier, Warden

We have authority to bind the corporation

The Corporation of the County of Renfrew

Per:

*

Craig Kelley, C.A.O./Clerk

*

Peter Emon, Warden

We have authority to bind the corporation

The Corporation of the County of Frontenac

Per:

*

Kelly Pender, C.A.O.

*

Frances Smith, Warden

We have authority to bind the corporation

The undersigned hereby accepts the above offer on the terms and conditions set forth therein.

DATED this _____ day of _____, 2024.

Mississippi Valley Conservation Authority

Per:

*

Sally McIntyre, General Manager

I have authority to bind the corporation

**Schedule “A”
List of Properties**

County of Lanark:

All in the Township of Lavant, and being:

1. Part Lots 6, 7 & 8, Concession 12, designated as Part 1 on Plan 32300;
2. Part Lots 8, 9 & 10, Concessions 11 & 12, designated as Part 2 on Plan 32300;
3. Part Lots 11, 12 & 13, Concession 11, designated as Part 3 on Plan 32300;
4. Part Lots 13, 14 & 15, Concession 10, designated as Part 4 on Plan 32300;
5. Part Lot 15, Concession 9, designated as Part 5 on Plan 32300;
6. Part Lot 15, Concession 8, designated as Part 6 on Plan 32300;
7. Part Lot 16, Concession 8, designated as Part 7 on Plan 32300;
8. Part Lot 16 & 17, Concession 7, designated as Part 8 on Plan 32300;
9. Part Lot 17, Concession 6, designated as Part 9 on Plan 32300;
10. Part Lot 18, Concession 6, designated as Part 10 on Plan 32300;
11. Part Lot 19, Concession 6, designated as Part 11 on Plan 32300;
12. Part Lot 19 & 20, Concession 6, designated as Part 12 on Plan 32300;
13. Part Lot 21, Concession 5, designated as Part 13 on Plan 32300;
14. Part Lot 22, Concession 5, designated as Part 14 on Plan 32300;
15. Part Lot 22, Concession 4, designated as Part 15 on Plan 32300;
16. Part Lot 22, Concession 4, designated as Part 16 on Plan 32300;
17. Part Lot 22, Concession 4, designated as Part 17 on Plan 32300;
18. Part Lot 22, Concession 4, designated as Part 18 on Plan 32300;
19. Part Lot 23, Concession 4, designated as Part 19 on Plan 32300;
20. Part Lots 23, 24, 25, 26, & 27, Concession 3, designated as Part 20 on Plan 32300;
21. Part Lot 27, Concession 2, designated as Part 21 on Plan 32300;

Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

County of Frontenac:

All in the Township of Palmerston, and being:

1. Part Lot 16, Concession 10, designated as Part 1 on Plan 226104;
2. Part Lots 16 and 17, Concession 9, designated as Part 2 on Plan 226104;
3. Part Lot 18, Concession 9, designated as Part 3 on Plan 226104;
4. Part Lot 19, Concession 9, designated as Part 4 on Plan 226104;
5. Part Lot 19, Concession 10, designated as Part 5 on Plan 226104;
6. Part Lot 19, Concession 10, designated as Part 6 on Plan 226104;
7. Part Lot 20, Concession 10, designated as Part 7 on Plan 226104;
8. Part Lot 21, Concession 10, designated as Part 8 on Plan 226104;
9. Part Lot 21, Concession 11, designated as Part 9 on Plan 226104;
10. Part Lot 22, Concession 11, designated as Part 10 on Plan 226104;
11. Part Lot 22, Concession 11, designated as Part 11 on Plan 226104;
12. Part Lot 23, Concession 11, designated as Part 12 on Plan 226104;
13. Part Lot 24, Concession 11, designated as Part 13 on Plan 226104;
14. Part Lot 25, Concession 11, designated as Part 14 on Plan 226104;

15. Part Lot 26, Concession 11, designated as Part 15 on Plan 226104;
Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

County of Renfrew:

All in the Township of Blythfield and being:

1. Part Lot 1, Concession 2, designated as Part 1 on Plan 125990;
2. Part Lot 2, Concession 2, designated as Part 2 on Plan 125990;
3. Part Lot 3, Concession 2, designated as Part 3 on Plan 125990;
4. Part Lot 3, Concession 2, designated as Part 4 on Plan 125990;
5. Part Lot 4, Concession 2, designated as Part 5 on Plan 125990;
6. Part Lot 4 and 5, Concession 2, designated as Part 6 on Plan 125990;
7. Part Lot 6, Concession 2, designated as Part 7 on Plan 125990;
8. Part Lot 7, Concession 2, designated as Part 8 on Plan 125990;
9. Part Lot 8, Concession 2, designated as Part 9 on Plan 125990;
10. Part Lot 9, Concession 2, designated as Part 10 on Plan 125990;
11. Part Lot 10, Concession 2, designated as Part 11 on Plan 125990;
12. Part Lot 11, Concessions 1 and 2, designated as Part 12 on Plan 125990;
13. Part Lot 11, Concession 1, designated as Part 13 on Plan 125990;
14. Part Lot 14 and 15, Concession 12, designated as Part 21 on Plan 125990, save and except Part 2 on Plan 49R-13019;

Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

Schedule "B"
Permitted Encumbrances and Actual or Possible Claims

1. Any utility easement current registered against the Property.
2. Any reservations for mines or minerals contained in the original Crown Patent.

Schedule "C" Lease

LEASE AGREEMENT between:

1. Mississippi Valley Conservation Authority
(**"the Landlord"**)
10970 Highway 7, Carleton Place, Ontario K7C 3P1
Fax: (613) 253-0122
Email: smcintyre@mvc.on.ca
2. The Corporation of the County of Lanark, and The Corporation of the County of Renfrew
(collectively **"the Tenant"**)
c/o County of Lanark, 99 Christie Lake Road, Perth, Ontario K7H 3C6 (Attn: Kurt Greaves)
Fax: (613) 267-2793
E-Mail: kgreaves@lanarkcounty.ca

BACKGROUND:

1. The Landlord, as Vendor, and the Tenant, as Purchaser, have entered into an Agreement of Purchase and Sale (the **"Purchase Agreement"**) for the sale by the Landlord to the Tenant (the **"Transaction"**) of the Property set out in Schedule "A" and being more particularly known as the K & P Trail (the **"Leased Premises"**).
2. The Transaction will close at a future date or dates as contemplated by the Purchase Agreement.
3. The Tenant wishes to lease the Leased Premises.
4. The Landlord and Tenant have agreed that the Tenant may take possession of the Property prior to the closing of the Transaction upon the parties entering into a lease of the Leased Premises.
5. All capitalized terms used but not defined herein shall have the meanings ascribed to them in the Purchase Agreement.

AGREEMENT:

In consideration of the rents reserve and covenants and agreements herein the parties agree as follows:

1. The Landlord, being the registered owner or entitled to become the registered owner of the Leased Premises, hereby leases to the Tenant the Leased Premises.
2. The term of the Lease shall commence **at the end of the Inspection Period** and end on the Closing Date (the **"Term"**). It being understood by all Parties that certain parts of the Leased Premises will be conveyed to the Tenant during the Term in accordance with the Purchase

Agreement and the Tenant will continue to lease the balance of the Leased Premises until such time as all of the Leased Premises have been conveyed to the Tenant.

3. During the Term of the Lease, the rent shall be Ten (\$10.00) Dollars per year payable in advance on the first day of each lease year during the Term with the first payment to be made on the Acceptance Date.
4. In addition to rent, the Tenant shall be responsible for and shall pay all realty taxes levied against the Leased Premises.
5. In the event the Purchase Agreement is terminated, the notice of termination delivered pursuant to the Purchase Agreement shall constitute notice of termination under this Lease.
6. Subject to paragraph 7, in the event the Purchase Agreement has not been completed within five (5) years of the Closing Date for Stage 3 then this Lease may be terminated at any time after the five (5) year date, by either party giving one (1) year written notice of termination to either party. Subject to paragraph 11, in the event of termination under this paragraph, there shall be no liability to such other party for damages or compensation by reason of such termination.
7. In the event the Purchase Agreement is not, or cannot be, completed for any reason, the Landlord and Tenant shall enter into a Lease of the Property on terms satisfactory to both parties. In the event the Landlord and Tenant cannot agree on the terms, then this Lease may be terminated by either party giving one (1) year written notice of termination to either party, at any time following notification by either party that this the Purchase Agreement cannot be completed. Subject to paragraph 11, in the event of termination under this paragraph there shall be no liability to either part for damages or compensation by reason of such termination.
8. The Tenant hereby covenants with the Landlord as follows:
 - a. To pay the rent hereby reserved in the manner and on the days specified herein;
 - b. To continue to use and occupy the Leased Premises in a lawful manner, solely for the purpose of maintaining and upgrading a recreational trail (the "Trail") on the Leased Premises and for members of the public to enter onto and use the Trail for those purposes to which it is currently being used, including but not limited to motorized access to cottage properties, snowmobiling, walking, hiking and cycling
 - c. Not to store goods of an explosive, dangerous or inflammable nature or character in or upon the Leased Premises without the prior written consent of the Landlord;
 - d. To permit the Landlord and its agents at all reasonable times to enter and view the state of repair of the Leased Premises and promptly repair and maintain them in accordance with reasonable notice to do so given by the Landlord or its agents;
 - e. Not to assign this Lease or sublet the Leased Premises without the written consent of the Landlord, which consent may be unreasonably denied;
 - f. Not to make any alterations or additions to the Leased Premises without the prior written consent of the Landlord;
 - g. To maintain the Leased Premises throughout the Term in a neat and clean condition

and shall be entitled to place waste baskets on the Leased Premises for waste pickup and, where necessary, to enter to remove litter;

- h. On termination of the Lease, the Tenant may remove tenant fixtures provided there is no damage to the Leased Premises and the Tenant shall leave the Leased Premises in a reasonable condition;
- i. Not to do or permit to be done anything on the Leased Premises which may make void or voidable any insurance upon the Leased Premises.

Notwithstanding paragraph e. above, the Landlord acknowledges and agrees that the Tenant may enter into a sublease or licence agreement with any insured group (ie. OFSC, OFATV, etc.) without the prior written consent of the Landlord.

- 9. The Tenant acknowledges that the Landlord has permitted motorized vehicles to be used by members of the public on the Leased Premises and the Tenant hereby covenants that it will allow the continued use of motorized vehicles by the public during its tenancy, provided the use complies with the Tenant's By-Laws.
- 10. The Landlord hereby permits the Tenant to install signage as may be necessary for risk management and notice purposes in accordance with the *Trespass to Property Act*, R.S.O. 1990, c. T.21 and to place benches and other removable structures which are appropriate to the use of the Leased Premises as part of the Trail.
- 11. The Tenant shall be permitted, with the consent of the Landlord, to lay down aggregate, repair or replaces bridges or culverts on the Leased Premises (the "**Improvements**") to allow for the safe use of the Leased Premises by persons and motor vehicles, as determined by the Tenant in its sole and absolute discretion. In the event the Purchase Agreement or this Lease is terminated through no fault of the Tenant, the Landlord shall reimburse the Tenant for all costs the Tenant has incurred for any Improvements (including material, labour, HST, etc.) on the Leased Premises.
- 12. It is understood and agreed that portions of the Leased Premises may consist of roadway or rights-of-way used by third parties for the purpose of gaining access to adjoining land and the Tenant agrees that such roadways or rights-of-way may be used for such purpose jointly with the Tenant. The Landlord hereby confers the right and authority and imposes the obligation upon the Tenant to ensure that such usage by the Tenant is reasonable at all times and that the Tenant shall not use such roadways or rights-of-way for storage or parking but that same shall be kept clear at all times for vehicular traffic. The Landlord and Tenant agree that neither the Landlord nor the Tenant shall be responsible for the removal of snow from such roadways or rights-of-way.
- 13. It is further understood that a portion of the Leased Premises may be subject to the existence or may later become subject to the existence of easements for power, telephone or telegraph lines or easements for drains, sewers, pipes and subsurface structures or any other type of easement and the Tenant agrees to allow any and all personnel to enter upon the Leased Premises for the purpose of repairing and maintaining such power, telephone or telegraph liens, drains, sewers, pipes and subsurface structures or for the purpose of doing those things

which may arise from the grant of any easement which burdens the Leased Premises.

14. The Landlord hereby covenants with the Tenant to permit the Tenant, as long as it pays the rent and complies with his covenants, to use the Leased Premises without interference from the Landlord or those claiming under it.
15. The Tenant shall not suffer or permit any construction lien or similar lien to be filed or registered against the Leased Premises. If such lien shall at any time be filed or registered, the Tenant shall procure its discharge within twenty (20) days after the lien has come to the attention of the Tenant or the Landlord, provided however, that if the Tenant desires to contest in good faith the amount or validity of the lien and shall have so notified the Landlord and if the Tenant has deposited with the Landlord or has paid into Court to the credit of any lien action, the amount of the lien claimed plus a reasonable amount for costs, then the Tenant may defer payment of such lien claim for a period of time sufficient to enable the Tenant to contest the claim with due diligence, provided always that neither the Leased Premises nor the Tenant's leasehold interest shall thereby become liable to forfeiture or sale.

The Landlord may, in its sole discretion, discharge any lien filed or registered at any time against the Leased Premises and any amount paid by the Landlord in so doing, together with all reasonable costs and expenses incurred by Landlord, including its legal fees, shall be paid by the Tenant to the Landlord on demand by the Landlord.

16. The Parties acknowledge and agree that either the Landlord or the Tenant, or their respective solicitors, may register on title a notice of this Lease.
17. In the event that Harmonized Sales Tax (HST) is payable on the rent or any other amounts payable by the Tenants, then HST shall be in addition.
18. The Tenant shall maintain insurance to the reasonable satisfaction of the Landlord and shall annually deliver proof of such insurance. The insurance shall name the Landlord as an additional insured. Minimum insurance requirements are:
 - a. Comprehensive general liability and property damage insurance, including but not limited to bodily injury, death and property damage, personal injury liability, tenant's legal liability and contractual liability coverage with respect to the Leased Premises and the operation of the Tenant and any other person on the Leased Premises and by the Tenant and any other person performing work on behalf of the Tenant and those for whom the Tenant is in law responsible in any other part of the Leased Premises. Such policies written on a comprehensive basis with coverage for any one occurrence or claim of not less than \$5,000,000.00 or such higher limits as the Landlord may reasonably require from time to time.
 - i. Landlord to be added as an additional insured; and
 - ii. A cross liability clause which shall have the effect of insuring each person, firm or corporation named in the policy as an insured in the same manner and to the same extent as if a separate policy had been issued to them
 - b. Any other form of insurance, in such amounts and against such risks, as the

Landlord may from time to time reasonably require.

19. The Tenant covenants to keep the Landlord indemnified against all claims, and demands whatsoever by any person, whether in respect of damage to person or property, arising out of or occasioned by the maintenance, use or occupancy of the Leased Premises or the subletting or assignment of same or any part thereof. And the Tenant further covenants to indemnify the Landlord with respect to any encumbrance on or damage to the Leased Premises occasioned by or arising from the act, default, or negligence of the Tenant, its elected officials, officers, agents, servants, employees, contractors, customers, invitees or licensees and the Tenant agrees that the foregoing indemnity shall survive the termination of this Lease notwithstanding any provision of this Lease to the contrary.
20. It is understood and agreed that the Leased Premises are being leased to the Tenant "as is". The Tenant confirms that it has satisfied itself as to the condition of the Leased Premises and their fitness for the use intended. The Tenant acknowledges that it has inspected the Leased Premises and conducted an independent investigation of current and past uses of the Leased Premises and that the Tenant has not relied on any representations by the Landlord concerning any condition of the Leased Premises, environmental or otherwise. The Landlord makes no representations or warranties whatsoever regarding the fitness of the Leased Premises for any particular use.
21. Notwithstanding paragraph 20 herein, to the best of the Landlord's knowledge and belief, there is no presence upon or under such Leased Premises or any surrounding or neighbouring lands of, or the leakage of or likely leakage or emission from or onto the Leased Premises of, any toxic, hazardous, dangerous or potentially dangerous substance or condition.

Miscellaneous Provisions:

22. The Background recitals are hereby incorporated into and form part of this Agreement, including all defined terms referenced therein.
23. The headings in this Agreement are for convenience only and do not constitute part of the terms of this Agreement.
24. Execution of this Agreement and all subsequent notices, correspondence and documentation may be by way of facsimile transmission directed to the parties at the fax numbers listed on page 1 of this Agreement (if any) or by email to the email addresses listed on page 1 of this Agreement (if any).

Alternatively, any notice to the parties given pursuant to any provision of this Agreement may be given by personal delivery or by prepaid registered post addressed to the parties at their respective addresses on page 1 of this agreement.

If notice is given by prepaid registered post, it shall be deemed given seven days after the date of mailing.

A party may change his fax number, email address or postal address by notice to the other party at any time provided the other party has acknowledged the change or the party giving the notice has confirmation that the notice was received.

25. The words importing the singular number only shall include the plural, and vice versa, and words importing the masculine gender shall include the feminine gender, and words importing persons shall include firms and corporations and vice versa.
26. The invalidity or unenforceability of any provision of this Agreement will not affect the validity or enforceability of any other provision and any invalid provision will be severable.
27. Each party acknowledges that each of them personally and by their solicitors have contributed to the preparation of this Lease and that each has approved the last draft before settling it in final form. Each party affirms that the Lease is to be construed as if the parties were joint authors and is not to be construed against one party as if that party or that party's solicitor were the sole or major author of the Lease.
28. Except as otherwise provided, this Lease shall endure to the benefit of and be binding upon the heirs, executors, administrators, successors and assigns respectively of each of the Parties hereto. All obligations of the Tenant shall be joint and several obligations.
29. This Lease may be executed in one or more counterparts, each of which shall constitute an original and all of which take together shall constitute the same agreement.
30. The date of this Lease is the date on which the last Party executes this Lease. The date of commencement of the Lease is as stated on page 1.

IN WITNESS WHEREOF the Parties hereto have hereunto affixed their hands and seals.

The Corporation of the County of Lanark
Per:

* _____ Date: _____
Kurt Greaves, C.A.O.

* _____ Date: _____
Steve Fournier, Warden

We have authority to bind the corporation

The Corporation of the County of Renfrew
Per:

* _____ Date: _____
Craig Kelley, C.A.O./Clerk

* _____ Date: _____
Peter Emon, Warden

We have authority to bind the corporation

Mississippi Valley Conservation Authority
Per:

* _____ Date: _____
Sally McIntyre, General Manager

I have authority to bind the corporation

Schedule "A"
Leased Premises

County of Lanark:

All in the Township of Lavant, and being:

22. Part Lots 6, 7 & 8, Concession 12, designated as Part 1 on Plan 32300;
23. Part Lots 8, 9 & 10, Concessions 11 & 12, designated as Part 2 on Plan 32300;
24. Part Lots 11, 12 & 13, Concession 11, designated as Part 3 on Plan 32300;
25. Part Lots 13, 14 & 15, Concession 10, designated as Part 4 on Plan 32300;
26. Part Lot 15, Concession 9, designated as Part 5 on Plan 32300;
27. Part Lot 15, Concession 8, designated as Part 6 on Plan 32300;
28. Part Lot 16, Concession 8, designated as Part 7 on Plan 32300;
29. Part Lot 16 & 17, Concession 7, designated as Part 8 on Plan 32300;
30. Part Lot 17, Concession 6, designated as Part 9 on Plan 32300;
31. Part Lot 18, Concession 6, designated as Part 10 on Plan 32300;
32. Part Lot 19, Concession 6, designated as Part 11 on Plan 32300;
33. Part Lot 19 & 20, Concession 6, designated as Part 12 on Plan 32300;
34. Part Lot 21, Concession 5, designated as Part 13 on Plan 32300;
35. Part Lot 22, Concession 5, designated as Part 14 on Plan 32300;
36. Part Lot 22, Concession 4, designated as Part 15 on Plan 32300;
37. Part Lot 22, Concession 4, designated as Part 16 on Plan 32300;
38. Part Lot 22, Concession 4, designated as Part 17 on Plan 32300;
39. Part Lot 22, Concession 4, designated as Part 18 on Plan 32300;
40. Part Lot 23, Concession 4, designated as Part 19 on Plan 32300;
41. Part Lots 23, 24, 25, 26, & 27, Concession 3, designated as Part 20 on Plan 32300;
42. Part Lot 27, Concession 2, designated as Part 21 on Plan 32300;

Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

County of Frontenac:

All in the Township of Palmerston, and being:

16. Part Lot 16, Concession 10, designated as Part 1 on Plan 226104;
17. Part Lots 16 and 17, Concession 9, designated as Part 2 on Plan 226104;
18. Part Lot 18, Concession 9, designated as Part 3 on Plan 226104;
19. Part Lot 19, Concession 9, designated as Part 4 on Plan 226104;
20. Part Lot 19, Concession 10, designated as Part 5 on Plan 226104;
21. Part Lot 19, Concession 10, designated as Part 6 on Plan 226104;
22. Part Lot 20, Concession 10, designated as Part 7 on Plan 226104;
23. Part Lot 21, Concession 10, designated as Part 8 on Plan 226104;
24. Part Lot 21, Concession 11, designated as Part 9 on Plan 226104;
25. Part Lot 22, Concession 11, designated as Part 10 on Plan 226104;
26. Part Lot 22, Concession 11, designated as Part 11 on Plan 226104;
27. Part Lot 23, Concession 11, designated as Part 12 on Plan 226104;
28. Part Lot 24, Concession 11, designated as Part 13 on Plan 226104;
29. Part Lot 25, Concession 11, designated as Part 14 on Plan 226104;

30. Part Lot 26, Concession 11, designated as Part 15 on Plan 226104;
Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

County of Renfrew:

All in the Township of Blythfield and being:

15. Part Lot 1, Concession 2, designated as Part 1 on Plan 125990;
16. Part Lot 2, Concession 2, designated as Part 2 on Plan 125990;
17. Part Lot 3, Concession 2, designated as Part 3 on Plan 125990;
18. Part Lot 3, Concession 2, designated as Part 4 on Plan 125990;
19. Part Lot 4, Concession 2, designated as Part 5 on Plan 125990;
20. Part Lot 4 and 5, Concession 2, designated as Part 6 on Plan 125990;
21. Part Lot 6, Concession 2, designated as Part 7 on Plan 125990;
22. Part Lot 7, Concession 2, designated as Part 8 on Plan 125990;
23. Part Lot 8, Concession 2, designated as Part 9 on Plan 125990;
24. Part Lot 9, Concession 2, designated as Part 10 on Plan 125990;
25. Part Lot 10, Concession 2, designated as Part 11 on Plan 125990;
26. Part Lot 11, Concessions 1 and 2, designated as Part 12 on Plan 125990;
27. Part Lot 11, Concession 1, designated as Part 13 on Plan 125990;
28. Part Lot 14 and 15, Concession 12, designated as Part 21 on Plan 125990, save and except Part 2 on Plan 49R-13019;

Reserving and excepting any mines, ores, metals, coal, slate, mineral oils, gas or other minerals in or under the said lands.

COUNTY OF RENFREW

BY-LAW NUMBER

**A BY-LAW FOR THE EXECUTION OF A PROFESSIONAL SERVICES AGREEMENT FOR
CONTRACT PWC-2024-53 FOR THE ENGINEERING SERVICES FOR RECONSTRUCTION OF
COUNTY STRUCTURE B053 (CONSTANT CREEK BRIDGE)
TOWNSHIP OF GREATER MADAWASKA**

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 request for proposals were requested for the engineering services for the reconstruction of County Structure B053 (Constant Creek Bridge), located on Ferguson Lake Road, approximately 5.3km north of County Road 508 (Calabogie Road), Township of Greater Madawaska under Contract PWC-2024-53;

AND WHEREAS the proposal submitted by Planmac Engineering Incorporated, Mississauga, Ontario, to provide design services, 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 award of Contract No. PWC-2024-53 for the engineering services for the reconstruction of County Structure B053 (Constant Creek Bridge), located on Ferguson Lake Road, approximately 5.3km north of County Road 508 (Calabogie Road), Township of Greater Madawaska in the amount of \$196,831, 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 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 128-24

**A BY-LAW FOR THE EXECUTION OF A PROFESSIONAL SERVICES AGREEMENT FOR
CONTRACT PWC-2024-53 FOR THE ENGINEERING SERVICES FOR RECONSTRUCTION OF
COUNTY STRUCTURE B053 (CONSTANT CREEK BRIDGE)
TOWNSHIP OF GREATER MADAWASKA**

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 request for proposals were requested for the engineering services for the reconstruction of County Structure B053 (Constant Creek Bridge), located on Ferguson Lake Road, approximately 5.3km north of County Road 508 (Calabogie Road), Township of Greater Madawaska under Contract PWC-2024-53;

AND WHEREAS the proposal submitted by Planmac Engineering Incorporated, Mississauga, Ontario, to provide design services, 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 award of Contract No. PWC-2024-53 for the engineering services for the reconstruction of County Structure B053 (Constant Creek Bridge), located on Ferguson Lake Road, approximately 5.3km north of County Road 508 (Calabogie Road), Township of Greater Madawaska in the amount of \$196,831, 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 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

COUNTY OF RENFREW

BY-LAW NUMBER 129-24

**A BY-LAW FOR THE EXECUTION OF A MEMORANDUM OF UNDERSTANDING
WITH THE TOWNSHIPS OF LAURENTIAN VALLEY AND WHITEWATER REGION
FOR THE SALE OF FORMER CN RAIL PROPERTY**

WHEREAS Section 20(1) of the *Municipal Act, 2001, S.O., 2001 as amended*, provides that a municipality may enter into an agreement with one or more municipalities or local bodies, as defined in Section 19, or a combination of both to jointly provide, for their joint benefit, any matter which all of them have the power to provide within their own boundaries;

AND WHEREAS the County of Renfrew deems it appropriate and in the public interest to enter into a Memorandum of Understanding with the Townships of Laurentian Valley and Whitewater Region for the sale of certain properties formerly owned by CN Rail and currently owned by the Townships of Laurentian Valley and Whitewater Region for the purpose of creating a recreational trail;

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

1. THAT the Council of the Corporation of the County of Renfrew enter into a Memorandum of Understanding with the Townships of Laurentian Valley and Whitewater Region or the sale of certain properties formerly owned by CN Rail currently owned by the Townships of Laurentian Valley and Whitewater Region for the purpose of creating a recreational trail.
2. THAT the Warden and Clerk be empowered to do and execute all things, papers and documents necessary to the execution of the said agreement.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 25th day of September, 2024

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

Memorandum of Understanding

This Memorandum of Understanding ("MOU") is entered into on September 25, 2024 by and between the Townships of Whitewater Region ("Whitewater Region") and Laurentian Valley ("Laurentian Valley") (collectively referred to as "Townships") and the County of Renfrew ("County").

Background:

The Townships, as owners of certain properties formerly owned by CN Rail ("CN Lands"), desire to sell these properties to the County as shown on Schedule A attached hereto and forming a part of this MOU, under the following terms and conditions:

Sale of Properties:

1. The Townships agree to sell the properties listed in Schedule A to the County for nominal consideration of \$1.00 each.
2. The County agrees to accept the transfer of the properties.
3. The Townships shall continue to assume all existing environmental liabilities associated with the including those resulting from maintenance works prior to the date of transfer. Future environmental liabilities, such as those resulting from improvements or modifications made after transfer, by the County, shall be borne by the County
4. The Townships may conduct a comprehensive environmental assessment of the trail to distinguish between future environmental liabilities arising from improvements or modifications made by the County of Renfrew, as the Township will continue to assume responsibility for existing environmental liabilities associated with the properties. The County will work collaboratively with the Townships to retain the experts and will be provided the findings of the report, at the cost of the Townships.
5. If, in the future, the County should consider a change in issue or sale/ the transfer of the subject properties, the Townships shall be offered back the lands located within their boundaries first at a nominal consideration of \$1.00 each.

Use of Properties:

1. The County agrees that the properties will be used as a recreational trail open to the public. Changes in use, or additional uses, including uses secondary to this primary purpose, shall require Consultation with the Townships.

Maintenance and Construction Support:

1. The County agrees to be responsible for keeping the trail safe and maintained, including monitoring the trail to ensure ongoing safety and maintenance standards are met.
2. The Townships agree to pay the County an upset limit amount of ten thousand dollars (\$10,000.00) each per year for maintenance of the transferred properties. The

County agrees to match the contribution by both Townships annually. (ie \$20,000.00).

3. The maintenance payments will be made annually for a period of five (5) years from the date of transfer.
4. The County shall provide an estimated cost of maintenance activities planned in the first quarter of each year in the form of an itemized Work Plan to the Townships. A summary of actual costs incurred for the year shall be provided by the County in the fourth quarter of the year to the Townships. If the actual costs incurred should be less than Forty thousand dollars (\$40,000.00), the Townships shall only be invoiced for 25% of the actual costs incurred, not the ten thousand dollars (\$10,000.00) identified above.
5. If a grant application for Capital investment on the transferred properties should be successful, the Townships may elect to pay the balance owing of all remaining years of maintenance support upfront to be included in the overall Capital project on the transferred lands. For example, if four (4) years remain in annual payments, forty thousand dollars (\$40,000.00) each may be transferred to be included in the Capital project on the transferred lands.

Township of Whitewater Region:

[Signature] [Printed Name] [Title] [Date]

Township of Laurentian Valley:

[Signature] [Printed Name] [Title] [Date]

County of Renfrew:

Peter Emon, Warden

Craig Kelley, CAO/Deputy Clerk

September 25, 2024

Schedule A - Properties

[List of properties being transferred]

Memorandum of Understanding

This Memorandum of Understanding ("MOU") is entered into on [Date], by and between the Townships of Whitewater Region ("Whitewater Region") and Laurentian Valley ("Laurentian Valley") (collectively referred to as "Townships") and the County of Renfrew ("County").

Background:

The Townships, as owners of certain properties formerly owned by CN Rail ("CN Lands"), desire to sell these properties to the County as shown on Schedule A attached hereto and forming a part of this MOU, under the following terms and conditions:

Sale of Properties:

1. The Townships agree to sell the properties listed in Schedule A to the County for nominal consideration of \$1.00 each.
2. The County agrees to accept the transfer of the properties.
3. The Townships will continue to assume all existing environmental liabilities associated with the properties.
4. If, in the future, the County should consider sale or transfer of the subject properties, the Townships shall be offered the lands located within their boundaries first.

Maintenance and Construction Support:

1. The Townships agree to pay the County an upset limit amount of ten thousand dollars (\$10,000.00) each per year for maintenance of the transferred properties.
2. The maintenance payments will be made annually for a period of five (5) years from the date of transfer.
3. The County shall provide an estimated cost of maintenance activities planned in the first quarter of each year in the form of an itemized Work Plan to the Townships. A summary of actual costs incurred for the year shall be provided by the County in the fourth quarter of the year to the Townships. If the actual costs incurred should be less than thirty thousand dollars (\$30,000.00), the Townships shall only be invoiced for 33.3% of the actual costs incurred, not the ten thousand dollars (\$10,000.00) identified above.
4. If a grant application for Capital investment on the transferred properties should be successful, the Townships may elect to pay the balance owing of all remaining years of maintenance support upfront to be included in the overall Capital project on the transferred lands. For example, if four (4) years remain in annual payments for maintenance, forty thousand dollars (\$40,000.00) each may be transferred to be included in the Capital project on the transferred lands.

Township of Whitewater Region:

[Signature] [Printed Name] [Title] [Date]

Township of Laurentian Valley:

[Signature] [Printed Name] [Title] [Date]

County of Renfrew:

[Signature] [Printed Name] [Title] [Date]

Schedule A - Properties

[List of properties being transferred]

COUNTY OF RENFREW

BY-LAW NUMBER 130-24

**A BY-LAW TO ENTER INTO A ROAD ACCESS AGREEMENT ON
COUNTY ROAD 37 (MURPHY ROAD) WITH 2833868 ONTARIO INC.**

WHEREAS under Section 11(3) of the *Municipal Act, 2001, S.O. 2001, as amended*, a municipality may pass by-laws respecting highways under its jurisdiction;

AND WHEREAS under Section 35 of the Act, a municipality may pass by-laws restricting access to a highway under its jurisdiction by an owner of land abutting that highway;

AND WHEREAS Renfrew County Road 37 (Murphy Road) is under the jurisdiction of the Council of the Corporation of the County of Renfrew;

AND WHEREAS it is necessary to control access to lands described as Part of Lot 18, Concession 7, being Parts 2, 3, 4 and 5 on Reference Plan 49R-20775, in the geographic Township of Petawawa, Town of Petawawa, County of Renfrew;

AND WHEREAS the above described lands are currently held under the title of 2833868 Ontario Inc.;

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

1. THAT the Council of the Corporation of the County of Renfrew enter into a Road Access Agreement with 2833868 Ontario. Inc., as described in Schedule 'A' attached to this By-law for the purpose of controlling access to County Road 37 (Murphy Road).
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.

READ a first time this 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

SCHEDULE 'A'

ROAD ACCESS AGREEMENT

THIS ROAD ACCESS AGREEMENT made as of the ___ day of ____, 2024.

BETWEEN:

2833868 Ontario Inc.
17 Brandon Avenue
Pembroke, ON
K8A 6W5
(hereinafter called the "Owner")

OF THE FIRST PART

- and -

THE CORPORATION OF THE COUNTY OF RENFREW
County Administration Building
9 International Drive,
Pembroke, ON K8A 6W5
(hereinafter collectively called the "County")

OF THE SECOND PART

WITNESSES THAT WHEREAS:

1. Under its File Nos. B22/23(1) and B22/23(2) the County of Renfrew Land Division Committee granted provisional consents to the creation of two new lots from the Owner's land more particularly described in Schedule "A" annexed hereto (hereinafter called the "Owner's" Land), in the case of the said lots together with a right-of-way in, over, along and upon Parts 4 and 5, Plan 49R-20775 for purposes of ingress and egress to and from the said lots; and
2. It is a condition of the said provisional consents that the parties enter into this Road Access Agreement; and
3. 2833868 Ontario Inc. is owner of Parts 4 and 5, Plan 49R-20775. The owner intends that this agreement satisfy the requirement.

4. Section 53(2) of the *Planning Act*, R.S.O. 1990, c. P.13 as amended, affords to the council of a municipality the same powers with respect to a consent with respect to the approval of a plan of subdivision under Section 51 (25) of the said Act; and
5. The County deems it expedient and in the public interest that this Road Access Agreement be entered into.

NOW THEREFORE in consideration of the sum of One Dollar (\$1.00) of lawful money of Canada now paid by each party to the other, the receipt and sufficiency whereof is hereby by each of them respectively acknowledged, and further in consideration of the covenants hereinafter set forth, the parties hereto agree as follows:

1. The following Schedules are annexed hereto and form part of this Agreement:
 - “A” - Legal Description of the Owner’s Land;
 - “B” - Legal Description of the New Lots; and
 - “C” - Description of Access Point (as hereinafter defined).
2. The parties acknowledge that the County of Renfrew Land Division Committee has granted provisional consents to the severance from the Owner’s Land of two lots, each having a frontage on County Road 37 (Murphy Road), which lots are more particularly described in Schedule “B” annexed hereto (hereinafter referred to as the “Lots”).
3. (a) The Owners acknowledge that the consents were granted only on the condition that road access to the Lots from County Road 37 be via a single entrance located along the frontage on that part of the Owner’s land more particularly described in Schedule “C” to this Agreement (hereinafter referred to as the “Access Point”).

(b) The Owners undertake and agree to apply in the prescribed form and to pay the prescribed fee and to obtain from the County an entrance in accordance with the permit, and the County hereby undertakes and agrees to issue an entrance permit allowing access to the lots by means of the entrance located at the Access Point upon presentation of the Owners’ application in prescribed form and payment of the prescribed fee.

4. The Owners acknowledge that the County does not now and will not or in the future ever agree to allow access to either of the Lots or issue an entrance permit with respect to either of the Lots except for the common entrance at the Access Point provided for in paragraph 3 of this Agreement.
5. The Owners hereby release and agree to indemnify and save harmless the County, its elected officials, its agents and employees, from any and all claims, costs, expenses and damages arising from the existence of the entrance at the Access Point, or as a result of the use of the said entrance extending from the said entrance to the Lots by the Owners, the survivor of them, their successors in title to any of the Lots or any other person, whether due to the inability of emergency vehicles to access any of the Lots or otherwise.
6. The Owners agree to pay to the County that amount which is equivalent to the total of all legal and planning fees and disbursements incurred by the County in connection with the review, authorization and execution of this Agreement.
7. This Agreement shall be registered at the expense of the Owners against the title to the Lots and shall run with the title to the Lots.
8. This Agreement shall enure to the benefit of the County and its successors and shall be binding upon the Owners, the survivors of the Owners, and their respective personal representatives, heirs, successors and assigns, including in particular their successors in title to the Lots.

SCHEDULE "A"

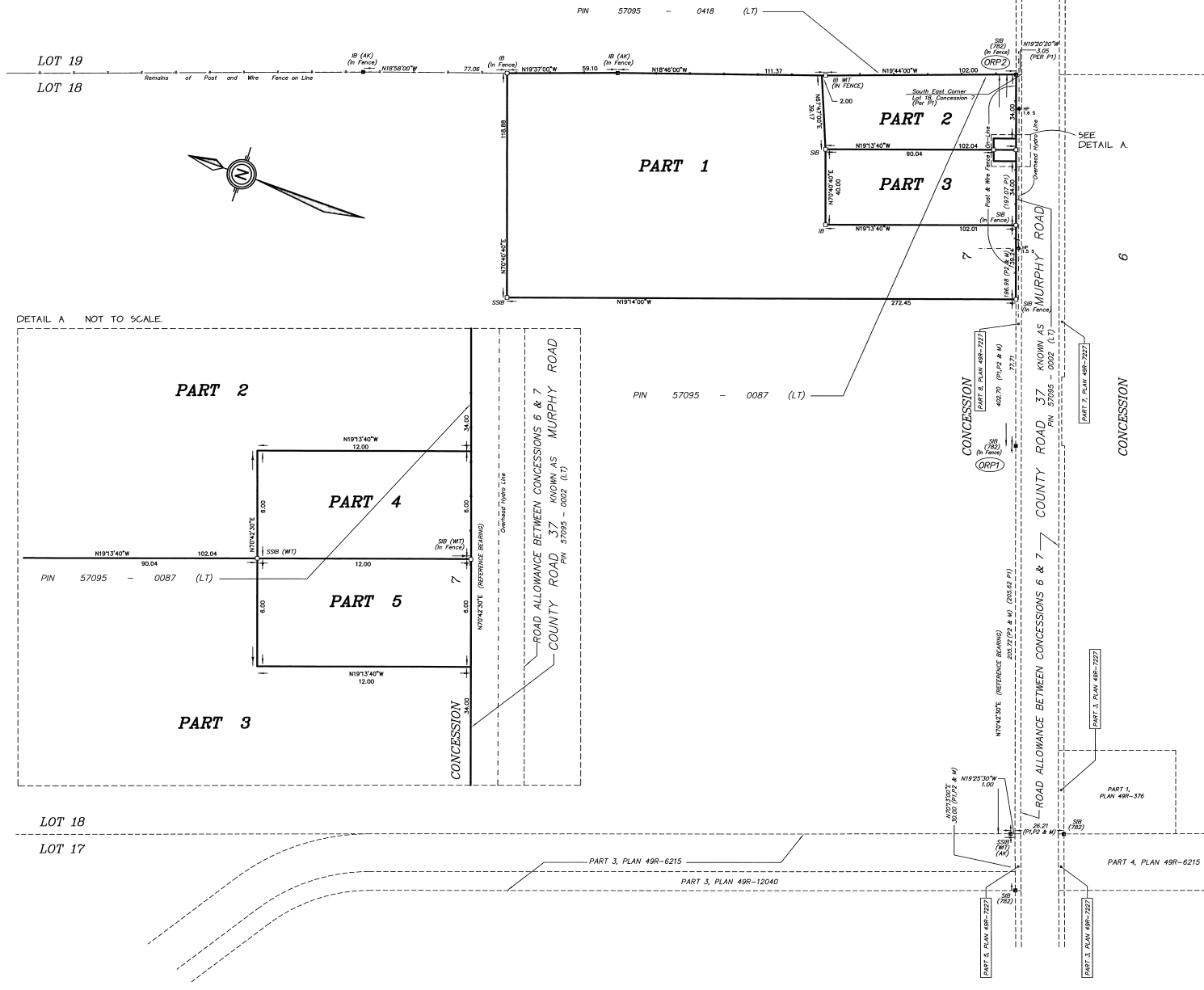
Owners' Land: Part of Lot 18, Concession 7, Geographic Township of Petawawa, Town of Petawawa, County of Renfrew [solicitor to insert PIN]

SCHEDULE "B"

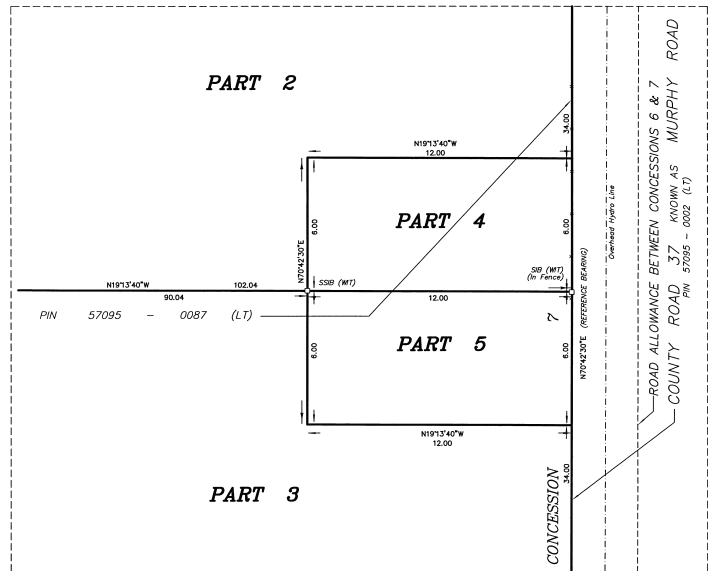
Lots: Parts 2 and 3, Plan 49R-20775

SCHEDULE "C"

Access Point: Parts 4 and 5, Plan 49R-20775



DETAIL A NOT TO SCALE



SCHEDULE			
PART	LOT	CONCESSION	FIN
1			243
2			640
3	PL 18	7	PL 57095-087 (LT)
4			607
5			607

PLAN 49R - 20775
 RECEIVED AND DEPOSITED
 September 12, 2024
 (date)

Representative for LAND REGISTRAR FOR THE LAND TITLES DIVISION OF RENFREW (No. 49)
 I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT
 DATE: SEPTEMBER 10, 2024
 Simon Kasprzak
 SIMON KASPRZAK

PLAN OF SURVEY
 OF PART OF
LOT 18
CONCESSION 7
 GEOGRAPHIC TOWNSHIP OF PETAWAWA
 TOWN OF PETAWAWA
 COUNTY OF RENFREW
 SCALE 1 : 1000
 ADAM KASPRZAK SURVEYING LTD.

BEARING NOTE:
 BEARINGS ARE UTM GRID DERIVED FROM SIMULTANEOUS GPS OBSERVATIONS ON MONUMENTS ORP1 AND ORP2, SHOWN HEREON, HAVING A GRID BEARING OF N70°42'30"E REFERRED TO THE CENTRAL MERIDIAN OF UTM ZONE 18 (75° WEST LONGITUDE) NAD83 (CSRS) (1997).
 FOR BEARING COMPARISONS, THE ASTROMETRIC BEARINGS ON UNDERLYING PLANS WERE ROTATED AS FOLLOWS:
 P1 2°13'30" CLOCKWISE

METRIC NOTE:
 DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048.

DISTANCE NOTE:
 DISTANCES SHOWN ON THIS PLAN ARE GROUND DISTANCES AND CAN BE CONVERTED TO GRID DISTANCES BY MULTIPLYING BY A CORRECTED SCALE FACTOR OF 0.99997.

MONUMENT NOTE:
 SSIB PLANTED DUE TO INSUFFICIENT OVERBURDEN, OR SUBSURFACE BEDROCK.

INTEGRATION DATA:

POINT ID	NORTHING	EASTING
ORP1	5 083 740.68	322 388.14
ORP2	5 083 805.84	322 574.01

COORDINATE VALUES TO RURAL ACCURACY PER SEC. 14 (2) OF O. REG. 219/10 AND CANNOT BE THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.

LEGEND

- IB - IRON BAR
- SB - STANDARD IRON BAR
- SSIB - SHORT STANDARD IRON BAR
- MB - MONUMENT SET
- WB - WOOD IRON BAR
- FENCE - FENCE
- WITNESS - WITNESS
- (782) - A.C. BOURNE, O.L.S.
- (AK) - ADAM KASPRZAK SURVEYING LTD.
- (M) - MEASURED
- (ED) - CHAIN-LINK FENCE
- (BF) - BOARD FENCE
- (WF) - WIRE FENCE
- (P1) - PLAN 49R-7227
- (P2) - UNREGISTERED PLAN OF SURVEY BY ADAM KASPRZAK SURVEYING LTD. COMPLETED JANUARY 24, 2003, REF. 22-5228.

SURVEYOR'S CERTIFICATE
 I CERTIFY THAT:
 1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEY ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
 2. THE SURVEY WAS COMPLETED ON SEPTEMBER 09, 2024.
 DATE: SEPTEMBER 10, 2024
 Simon Kasprzak
 SIMON KASPRZAK
 ONTARIO LAND SURVEYOR

THIS PLAN OF SURVEY RELATES TO AOLS PLAN SUBMISSION FORM NUMBER V - 53978
ADAM KASPRZAK SURVEYING LTD.
 ONTARIO LAND SURVEYORS
 432 PEMBRIDGE ST. W., P.O. BOX 402
 PEMBRIDGE ONTARIO K8A 6X7
 PHONE (607) 735-0784
 SCALE: 1 : 1000 REF: 23-5228
 FILE: 23-5228_L.dwg

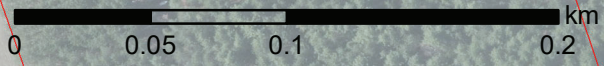
County Road 37 - Murphy Road Mutual Access Agreement



shared access location

37

MURPHY RD



September 25, 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. Renfrew County Virtual Triage and Assessment Centre Update

Renfrew County Virtual Triage and Assessment Centre (RC VTAC) opened a new Clinical Assessment Centre (CAC) on September 9, 2024, at the Petawawa Centennial Family Health Centre at 154 Civic Centre Road. It will be open every Monday from 8:30 a.m. to 12 noon and patients can make an appointment by calling RC VTAC. The Paramedic-Led clinic will offer respiratory/ear/nose/throat assessments, specialized injections, minor procedures such as structure removal, tick removal/Lyme disease management and a Paramedic Health Review for unattached patients.

Petawawa is the largest municipality in the County of Renfrew without a local hospital emergency department and now residents will be able to be assessed on-site by a Paramedic.

With the opening of the new Eganville Base, the team is also working on plans to open another Clinical Assessment Centre in Eganville in the coming months. RC VTAC services remain in demand as four more physicians have recently retired.

Statistics for the month of April, May, June, July for RC VTAC:

	# of medical reception triage encounters (inbound phone calls)	# of booked virtual visits booked with a RC VTAC physician	# of in person visits booked with a paramedic at a Clinical Assessment Centre across Renfrew County
April	5,833	3,535	232
May	5,636	3,591	212
June	5,433	3,447	190
July	6,079	3,733	184

Integrated Virtual Care (IVC) stats at three current locations: Petawawa Centennial Family Health Centre, West Champlain Family Health Team (Pembroke) and North Renfrew Family Health Team (Deep River).

2024	IVC # of permanently attached patients	# of new patients enrolled each month	# of completed appointments each month
April	6,212	36	1,621
May	6,438	256	1,967
June	6,446	21	1,841
July	6,414	5	1,985

2. **Models of Care Initiative**

The County of Renfrew Paramedic Service will be providing targeted training to all Paramedics to align with the Ministry of Health's new models of care standards. These standards introduce innovative healthcare approaches aimed at better addressing the needs of individuals with chronic conditions, optimizing workforce use, and enhancing the overall quality, cost, and efficiency of care.

This training will enable Paramedics to identify the most appropriate care pathway for each client and create individualized care plans in collaboration with community partners like Renfrew County's Virtual Triage Assessment Centre. This approach will ensure patients receive the right care at the right place and time.

This fall, we will implement four new "treat and refer" patient care models:

1. Palliative Care: assist Paramedics in providing in-home palliative care with guidance from the patient's palliative care team.
2. Low Acuity Disposition: facilitate collaboration with primary care providers, community support or Renfrew County's Virtual Triage and Assessment Centre.
3. Opioid Withdrawal: support Paramedics in treating patients suffering from precipitated withdrawal symptoms, after Naloxone administration.
4. Mental Health and Addictions: aid in providing acute support for patients with mental health and addiction issues.

Each model is tailored to specific patient populations, ensuring effective care planning and management based on individual care goals.

Additionally, the Community Paramedic Program has developed new referral pathways in line with these models.

- Chronic Disease and Frailty Management: focuses on supporting the most vulnerable patients through intensive involvement and care plan development.
- Care Plan Monitoring: assists healthcare providers with in-home and remote health monitoring to support ongoing patient care.
- Hospital/911 Diversion: this intervention-focused model aims to prevent unnecessary 911 calls and emergency department visits by utilizing the "treat and refer" pathways outlined in this document.
- Social and Health Inequalities: this population-focused model addresses community needs influenced by unique, patient-centred social determinants of health.

Financial Implications

The County of Renfrew will receive \$80,923.43 from the Ottawa Paramedic Service via Ontario Health to train all paramedics who will receive the eight-hour training on intervention-focused model of care aimed at preventing unnecessary 911 and emergency department visits through provision of treat and refer pathways training course.

3. 2024-25 Comprehensive Minor Capital Program

The Ministry of Long-Term Care recently announced up to \$101.3 million in 2024-25 under the Minor Capital Program. The funding may be used for the following initiatives:

- a. One-time funding of up to \$58,871,000 in Infection Prevention and Control (IPAC) to improve IPAC practices. As "A" bed classification, each of Bonnechere Manor and Miramichi Lodge will receive \$50,000 base, plus \$215 per bed.
 - Bonnechere Manor = \$88,700
 - Miramichi Lodge = \$85,690
- b. Up to \$34,406,500 in additional Long-Term Care (LTC) Minor Capital funding to maintain and extend the life of LTC homes. Eligible homes will receive a \$5,000 base allocation, plus a \$1.42 per diem amount for each eligible bed.
 - Bonnechere Manor = \$98,294
 - Miramichi Lodge = \$91,037
- c. Up to \$8,040,000 in Falls Prevention Equipment Fund as base funding targeted to help reduce the number of falls and fall-related injuries in LTC homes and promote increased mobility, enhanced safety, and quality of life for LTC residents. Under this component, entitlement is \$100 per eligible bed for every 12-month period for every licensed bed.
 - Bonnechere Manor = \$18,000
 - Miramichi Lodge = \$16,600

Of note, the former Infection Prevention and Control, Minor Capital, and Falls Prevention Equipment Fund programs are now combined into a new funding program called Comprehensive Minor Capital Fund.

RESOLUTIONS

4. Community Paramedic Reserve Transfer

RESOLUTION NO. H-CC-24-09-115

Moved by Chair

Seconded by Committee

THAT County Council approve the amounts of \$170,599.86 and \$121,078.08 be transferred to the Community Paramedic Reserve consistent with the provisions

outlined in the Transfer Payment Agreements (Community Paramedicine Long-Term Care and RC VTAC).

Background

For the program years ended March 31, 2024, both the Community Paramedicine Long-Term Care and RC VTAC operations initially ended the year reporting surpluses of \$170,599.86 and \$121,078.08 respectively. The Transfer Payment Agreements for these funds provide the ability for the County of Renfrew to charge administration fees and other indirect costs in order to maximize our utilization of this funding. Staff are recommending that the revenue generated by these administration fees be transferred to the Community Paramedic Reserve for future use.

5. **Registered Nurses' Association of Ontario International Affairs and Best Practice Guidelines Centre**

RESOLUTION NO. H-CC-24-09-118

Moved by Chair

Seconded by Committee

THAT County Council authorize the Warden and Chief Administrative Officer/Deputy-Clerk to sign an agreement with the Registered Nurses' Association of Ontario (RNAO) for Nursing Quality Indicators for Reporting and Evaluation (NQuIRE) Data System Usage Agreement for Non-Best Practice Spotlight Organizations; AND THAT the County of Renfrew Long-Term Care Homes, Bonnechere Manor and Miramichi Lodge, will monitor and evaluate the outcomes of the RNAO Best Practice Guidelines (BPG) and the RNAO Clinical Pathway License Agreement toward achieving improved resident care planning based on RNAO BPGs.

Background

The RNAO offered the opportunity for Bonnechere Manor and Miramichi Lodge to become Best Practice Spotlight Organizations (BPSO) in resident care planning.

The RNAO maintains the Nursing Quality Indicators for Reporting and Evaluation (NQuIRE) data system of de-identified quality indicators that are designed for BPSO to systematically implement, monitor and evaluate the outcomes of the RNAO Best Practice Guidelines (BPGs).

RNAO Clinical Pathways™ are based on RNAO's BPGs and are delivered by PointClickCare, promoting safe, standardized high-quality resident care and improved staff efficiency, leading to more direct hours of care. All of these factors are intended to support more resident, family and staff engagement while supporting legislative and regulatory compliance.

The NQuIRE data system, being a cloud-based application, was vetted through the County of Renfrew Request for Cloud Computing Application process.

6. **Business Case – Recreation Programmers, Bonnechere Manor and Miramichi Lodge**

RESOLUTION NO. H-CC-24-09-119

Moved by Chair

Seconded by Committee

THAT County Council approve two full-time complements (one each at Bonnechere Manor and Miramichi Lodge) designated as Recreation Programmer.

Background

Business Case is attached.

7. **Business Case – Physiotherapy Assistants, Bonnechere Manor and Miramichi Lodge**

RESOLUTION NO. H-CC-24-09-120

Moved by Chair

Seconded by Committee

THAT County Council approve the Physiotherapy Assistant staffing complement at Bonnechere Manor is increased by one full-time Physiotherapy Assistant (PTA) position, and staffing complement at Miramichi Lodge is increased by two full-time Physiotherapy Assistant (PTA) positions effective November 1, 2024.

Background

Business Case is attached.

8. **Business Case – Assistant Food Service Supervisor, Miramichi Lodge**

RESOLUTION NO. H-CC-24-09-121

Moved by Chair

Seconded by Committee

THAT County Council approve one additional full time staffing complement designated as Assistant Food Service Supervisor, Miramichi Lodge effective October 1, 2024.

Background

Business Case is attached.

9. **Business Case – Laundry Aide, Miramichi Lodge**

RESOLUTION NO. H-CC-24-09-122

Moved by Chair

Seconded by Committee

THAT County Council approve an additional 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge be approved effective October 1, 2024.

Background

Business Case is attached.

BY-LAWS

10. Stryker Canada Stretcher Purchase

RESOLUTION NO. H-CC-24-09-116

Moved by Chair

Seconded by Committee

THAT County Council authorize the purchase of five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services; AND THAT County Council adopt a By-law to execute the purchase.

Background

In April, the County of Renfrew was informed that the County would no longer be able to purchase power load units and power cots through Demers when we order and purchase vehicles. Stryker Canada has made the decision that all purchases must be directly through them. As a result, three systems that had been previously ordered through Demers on our 2023 ambulance orders have been cancelled and our Demers invoices updated accordingly. The purchase cost was \$285,586 per ambulance and this has been reduced to \$249,683. The whole modification is a reduction of \$107,709 (for three ambulances). We will now need to purchase these units directly through Stryker. All existing equipment is Stryker and replacements must be compatible with the fleet.

This purchase is within the guidelines for the County of Renfrew, Corporate Policy and Procedures GA-01, Procurement of Goods and Services:

Section 22.0 Non-Competitive Purchase, Section 22.1:

c) where purchases are being made from a vendor of record that is available to the Corporation.

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 have been in contact with our regional Stryker representative and have received quotes. The stretcher that we currently use, will soon be replaced with a new, more costly model and we have been assured prices and the availability of this model if orders are placed prior to October 1, 2024.

In light of this information, staff recommend proceeding with ordering the three power load units and power cots that were cancelled from the original order, as well as an additional two units to equip some of the other ambulance purchases on order (five in 2023 and four in 2024). The asset management plan shows that there are four 2014 and twelve 2015 power load units and power cots that are approaching the end of lifecycle and require consideration for replacement. Actual replacement will be based on hours of use, not age.

Orders will need to be completed prior to the October 1, 2024 deadline. We would not be receiving the items until 2025, when we begin receiving the ambulances ordered in 2023. Therefore, there is no effect on the current year budget, however the change will need to be reflected in the 2025 capital budget.

All of which is respectfully submitted.

Michael Donohue, Chair

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

**Registered Nurses' Association of Ontario
International Affairs & Best Practice Guidelines Centre**

NQUIRE DATA SYSTEM USAGE AGREEMENT FOR NON-BPSOs

This agreement is reserved for all organizations participating in the RNAO Clinical Pathways Program (defined below) who are NOT currently members of RNAO's Best Practice Spotlight Organization (BPSO) program (hereafter referred to as Non-BPSOs).

THIS AGREEMENT is made effective as of _____ ("**Effective Date**"), between the Registered Nurses' Association of Ontario ("**RNAO**") and County of Renfrew (the "**Organization**")

RECITALS:

- A. RNAO is a not-for-profit organization whose mandate, among other purposes, is to advance healthy public policy and develop and disseminate evidence-based practice guidelines.
- B. As set out in this agreement (the "Agreement"), the Organization is not a Best Practice Spotlight Organization (BPSO) but wishes to collect and submit de-identified data to NQUIRE as a participant in the RNAO-PointClickCare Initiative noting that the Organization balances the data submission requirements of this Agreement against the statutory obligations and operational priorities of the Organization as a health-care provider.
- C. RNAO maintains the Nursing Quality Indicators for Reporting and Evaluation (NQUIRE) data system to collect, analyze and report on nursing-sensitive indicators reflecting the structure, process and outcomes arising from implementation of the RNAO's Best Practice Guidelines (BPG).

NOW THEREFORE, in consideration of the exchange of good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each Party, the Parties agree to the following terms and conditions:

ARTICLE 1 INTERPRETATION

- 1.1. *Acknowledgment.* RNAO and the Organization acknowledge the accuracy of the Recitals.
- 1.2. *Definitions.* In this Agreement, including the recitals and in any amendments and in all schedules, the following terms will have the following meanings:
 - 1.2.1. "**BPG**" means RNAO Nursing Best Practice Guidelines listed in Schedule A to this Agreement as may be modified by RNAO and additional Best Practice Guidelines created by RNAO in the future which shall be deemed to form part of Schedule A upon their publication by RNAO;
 - 1.2.2. "**RNAO BPG Clinical Pathways**" means evidence-based knowledge translation tools created or modified by RNAO during the Term for use in the LTC sector.

- 1.2.3. **“RNAO Clinical Pathways License Agreement” (“EULA”)** means an agreement between RNAO and a Customer that permits Customer’s use of the RNAO Clinical Pathways and including any amendment, addendum or rider thereto.
- 1.2.4. **“BPSO”** means an organization that has a formal agreement with RNAO to implement, disseminate, monitor and evaluate the impact of BPGs on patients and organizational outcomes. These organizations are referred to as a “Best Practice Spotlight Organization” or “BPSO®”
- 1.2.5. **“Combined Data”** means aggregated, de-identified patient data compiled by the Organization in accordance with specifications for each of the BPGs made available by RNAO and data regarding the Organization’s organizational characteristics and nursing profiles of its functional units as submitted by the Organization to the NQuIRE Data System, and for greater certainty does not include the Organization Profile;
- 1.2.6. **“Comparative Report”** means a report provided by RNAO on the results of the Organization’s performance based on the Combined Data provided by the Organization in the NQuIRE database, as compared with similar combined data provided by other institutions comparable with the Organization at the unit, organizational, provincial, national, continental and/or international levels, including but not limited to trends as aggregated for all organizations participating in the RNAO-PointClickCare Initiative;
- 1.2.7. **“Confidential Information”** means information that is non-public, protected, confidential, privileged or proprietary in nature; however fixed, stored, expressed or embodied (and includes, without limitation, samples, prototypes, specimens and derivatives); during discussions, telephone calls, meetings, tests, demonstrations, correspondence or otherwise; or any part or portion thereof, irrespective of whether or not such information is specifically marked as confidential or identified as confidential at the time of disclosure, and including the Records and any other information submitted by the Organization and entered by its Registered Users into the NQuIRE Data System and all data and information provided in writing or transmitted electronically to the Organization by RNAO, including NQuIRE benchmarks, Comparative Reports, Internal Reports, programs, educational materials, definitions, and other codes or algorithms, but does not include any information that:
- 1.2.7.1. was rightfully in the possession of or known by, the Receiving Party without an obligation to maintain its confidentiality prior to receipt from the Disclosing Party;
 - 1.2.7.2. was or has become publicly available other than as a result of disclosure by the Receiving Party or its agents;
 - 1.2.7.3. after disclosure to the Receiving Party, was received from a third party who, to the Receiving Party’s knowledge, had a lawful right to disclose such information to the Receiving Party without any obligation to restrict its further use or disclosure; or

- 1.2.7.4. was independently developed by the Receiving Party without use of or reference to any Confidential Information of the Disclosing Party;
- 1.2.8. **“Disclosing Party”** means the Party disclosing Confidential Information pursuant to this Agreement;
- 1.2.9. **“Effective Date”** means the date identified on the first page of this Agreement;
- 1.2.10. **“Implementation Site”** means the unit/program/team/service/resident care home where the RNAO Clinical Pathways are implemented.
- 1.2.11. **“Internal Report”** means a report downloaded by the RNAO-PointClickCare Project Lead from the NQuIRE Data System for the Organization and disclosed only to the Organization analyzing the Organization’s Combined Data on a unit and organizational level, including but not limited to any trends within the Combined Data over time;
- 1.2.12. **“Name”** means the unique name assigned to the Organization by the RNAO-PointClickCare Project Lead on the NQuIRE Data System;
- 1.2.13. **“Non-BPSO”** means an organization that is not a “Best Practice Spotlight Organization” (“BPSO[®]”). This agreement is reserved for non-BPSO organizations that are participating in the RNAO-PointClickCare Initiative.
- 1.2.14. **“NQuIRE Data Entry Support”** acts as a support staff to the RNAO-PointClickCare Project Lead to access the data system for data entry only. This individual can be an RN staff or non-clinical support staff such as informatics or decision support person, etc. This individual can submit data for all implementation sites but cannot create or edit Implementation Site users or generate reports on behalf of the RNAO-PointClickCare Project Lead;
- 1.2.15. **“NQuIRE Data System”** means the Nursing Quality Indicators for Reporting and Evaluation data system established, operated and owned by RNAO and accessible on the website to collect information on quality indicators for nursing practice, client clinical outcomes and organizational structure relevant to the BPGs;
- 1.2.16. **“NQuIRE Report Generation Support”** means an individual who can access the data system for report generation only. This individual is typically a clinical, middle or senior manager that can generate reports on behalf of the RNAO-PointClickCare Project Lead but cannot create or edit Implementation Site users or submit data on behalf of the RNAO-PointClickCare Project Lead or NQuIRE Data Entry Support;
- 1.2.17. **“Organization Profile”** means the name and address of the Organization and other information that identifies the Organization;
- 1.2.18. **“Parties”** means RNAO, the Organization and any other person or group who may become a party to this Agreement in the future and **“Party”** means any one of them;

- 1.2.19. **“Personal Information”** means any “personal information” or “personal health information” as those or similar or comparable terms are defined in the Privacy Legislation, whether stored in a single data record or comprised of information in disparate data records, which, if combined, could be associated with an identifiable individual;
- 1.2.20. **“Privacy Legislation”** means the *Personal Health Information Protection Act* (Ontario), the *Personal Information Protection and Electronics Documents Act* (Canada), *Freedom of Information and Protection of Privacy Act* (Ontario), *Municipal Freedom of Information and Protection Privacy Act* (Ontario) and any other privacy legislation as may be applicable to the Organization in Canada;
- 1.2.21. **“Project Management Staff”** means RNAO staff assigned to the RNAO-PointClickCare Initiative or to the design, development, maintenance and direction of the NQuIRE Data System, analyse Combined Data and prepare Internal Reports and Comparative Reports;
- 1.2.22. **“Receiving Party”** means the Party receiving Confidential Information pursuant to this Agreement;
- 1.2.23. **“Records”** in the context of this Agreement shall mean the Combined Data and Profiles submitted by the Organization to RNAO in accordance with this Agreement in any format attributed to the term in the *Freedom of Information and Protection of Privacy Act* (Ontario);
- 1.2.24. **“Registered User”** means any person authorized by the Organization to access, and submit data on its behalf into the NQuIRE Data System accessible on the Website, including without limitation its employees, agents or consultants;
- 1.2.25. **“RNAO-PointClickCare Project Lead”** means an RN Staff, or authorized staff member, appointed in writing as the Organization’s contact person for RNAO, to be available and accessible to the RNAO as a single, consistent point of contact in respect of leading the Organization in fulfilling the requirements of this Agreement.
- 1.2.26. **“RN Staff”** means the staff of the Organization qualified as Registered Nurses;
- 1.2.27. **“RNAO Clinical Pathways Program”** means the program established by RNAO in partnership with PointClickCare to embed the RNAO Clinical Pathways within PointClickCare’s electronic medical record system to promote evidence-based person and family-centered care in Ontario’s long-term care homes.
- 1.2.28. **“RNAO Third Parties”** means subcontractors, independent researchers, researchers affiliated with teaching hospitals or academic institutions and/or parties outside Ontario used by RNAO; and
- 1.2.29. **“Web site”** means the web site, middleware, and database comprising the NQuIRE Data System and operated by RNAO.

- 1.3. *Interpretation Not Affected by Division, Headings, Index.* The division of this Agreement into articles, sections and paragraphs and the insertion of headings and any index provided are for convenience of reference only and will not affect the construction or interpretation of this Agreement.
- 1.4. *Gender and Number.* Unless the context otherwise requires, words importing the singular include the plural and vice versa and word importing gender include all genders.

ARTICLE 2 OWNERSHIP AND LICENCE

- 2.1 *RNAO Copyright.* Copyright in the BPGs, the Comparative Reports, the Internal Reports and the NQUIRE Data System vests exclusively in RNAO, subject to the license granted by RNAO to the Organization in Section 2.3.
- 2.2 *Organization Copyright.* Copyright in the Combined Data vests in the Organization, subject to the license granted by the Organization to RNAO in Section 2.4.
- 2.3 *RNAO Licence.* Subject to the terms of this Agreement, RNAO hereby grants to the Organization a limited non-transferable license to:
 - 2.3.1 use, copy and publish the Internal Reports for any purpose; and
 - 2.3.2 use the Comparative Reports solely for self-evaluation for purposes of performance and quality improvement, including improving nursing services, patient care, internal research and nurse satisfaction, and targeting internal nursing education needs, and compliance with external reporting requirements required by law.
- 2.4 *Organization Licence.* The Organization hereby grants to RNAO a royalty-free, world-wide licence to:
 - 2.4.1 use the Records or any part thereof to prepare the Internal Reports for the Organization;
 - 2.4.2 subject to section 4.1, use the Records to prepare the Comparative Reports provided that RNAO shall not, without the prior written consent of the Organization, identify the Organization as the source of its Combined Data;
 - 2.4.3 notwithstanding the election made by the Organization in section 4.1 or section 5.1, disclose the Combined Data for use by RNAO Third Parties, provided: (i) the Combined Data cannot be identified by RNAO Third Parties as data of the Organization; (ii) the RNAO Third Parties agree to the same restrictions and conditions that apply through this Agreement to RNAO with respect to the Combined Data, including confidentiality provisions in ARTICLE 4; or (iii) the Organization consents in writing before such disclosure if all or part of the Combined Data is a defined and limited data set which cannot be fully de-identified as originating from the Organization; and
 - 2.4.4 to otherwise use, process, analyze, reorganize, collate and disclose the Combined Data that is non-identified by RNAO or RNAO Third Parties and for organizations that wish to be identified, RNAO or RNAO Third Parties will receive prior written consent of the Organization.

- 2.5 *Permitted Use.* Following the termination of this Agreement for any reason the grant of rights to the Organization in subsection 2.3 to use the Comparative Reports and Internal Reports shall be limited to use that does not require access to the NQuIRE Data System; and
- 2.6 *Prohibited Use.* The Organization shall treat the Comparative Reports as Confidential Information in accordance with this Agreement, and shall require its Registered Users not to, publish any of the Comparative Reports for advertising, promotional, marketing or any other commercial purposes or for professional presentations and publications, without the express written permission of RNAO. General non-commercial public reference to the Organization's performance in any reports from RNAO such as "above the mean" or "in the top 10%" may be made with attribution to RNAO and the NQuIRE Data System, upon written approval of RNAO. Notwithstanding the foregoing, the Organization shall have the right to refer to this Agreement as appropriate in the conduct of its business and in any filings required with any governmental agency or as otherwise required by law.
- 2.7 *Independent Contractors.* The Organization acknowledges that, although it is cooperating with RNAO under the terms of this Agreement, the Organization is acting solely as independent contractor and not as employee, agent or partner of, or as part of a joint venture with, RNAO.
- 2.8 *Use of Name.* The Organization agrees to acknowledge RNAO, on any poster, presentation, publication, brochure, advertisement, promotion or similar document or for any marketing, public relations, advertising, display or other business purpose related to guideline monitoring and evaluation activities for which NQuIRE data is used.

ARTICLE 3 TERMS AND CONDITIONS OF USE

- 3.1. *Participation by the Organization.* Subject to the discretion of the Organization in balancing the requirements of this section against the statutory obligations and operational priorities of the Organization as a health-care provider, the Organization, through the RNAO-PointClickCare Project Lead, shall use reasonable efforts to:
- 3.1.1. collect Combined Data continuously and consistently in order to optimize the validity and reliability of the Combined Data, Comparative Reports and Internal Reports;
 - 3.1.2. identify stakeholders within the Organization and assign to them the responsibility for carrying out the continuous and consistent collection of Combined Data as required by this Agreement;
 - 3.1.3. continuously and consistently identify and submit accurate Combined Data to the NQuIRE Data System within the terms of the EULA;
 - 3.1.4. respond to queries for clarification and/or corrections from RNAO to the Combined Data within the reasonable requested timelines;
 - 3.1.5. adhere to the use obligations as set forth in ARTICLE 7; and
 - 3.1.6. provide RNAO with organization Profile.

- 3.2. *RNAO Obligations.* Provided the Organization participates as set out in section 3.1, RNAO shall:
- 3.2.1. subject to ARTICLE 7, provide access to the NQuIRE Data System to the Registered Users;
 - 3.2.2. provide Internal Reports to the Organization and the Registered Users through the Website;
 - 3.2.3. subject to ARTICLE 4, provide Comparative Reports to the Organization and Registered Users through the Website; and
 - 3.2.4. implement and maintain reasonable quality standards for data management in order to preserve data integrity and security on the NQuIRE Data System, including compliance with the Privacy Legislation.

ARTICLE 4 DATA REPORTING

- 4.1. *Participation.* The Organization may elect, by having its RNAO-PointClickCare Project Lead advise RNAO in writing on execution of this Agreement, not to include its Combined Data in the Comparative Reports and not to be compared with other health-care organizations geographically (e.g., provincially, regionally nationally, on a transcontinental basis, internationally, etc.) or similar types of health-care organizations.
- 4.2. *Effect of Non-Participation.* If the Organization elects not to be included in the Comparative Reports, then:
- 4.2.1. the Organization and its Registered Users shall only be permitted to have access to the Internal Reports;
 - 4.2.2. the Combined Data shall not be used as part of the Comparative Reports; and
 - 4.2.3. the Organization and the Registered Users shall not have access to any Comparative Reports.
- 4.3. *Election.* The Organization may elect, by having its RNAO-PointClickCare Project Lead advise RNAO in writing on execution of this Agreement, for its Organization Profile not to be disclosed to any RNAO Third Parties without the prior written consent of the Organization.
- 4.4. *Reservation of Right.* Subject to the Organization's election pursuant to section 4.1, RNAO reserves the right to determine whether or not any data submitted by the Organization shall be included in the Comparative Reports.

ARTICLE 5 CONFIDENTIALITY

- 5.1. *Confidentiality.* The Receiving Party may only disclose Confidential Information to its employees, agents and consultants who have a legitimate need to know the Confidential Information for the purposes of this Agreement and who are subject to a contractual duty of confidentiality no less onerous than that set out in this Agreement and are properly instructed to maintain the Confidential Information in confidence. The Receiving Party will keep Confidential Information confidential and secure, and will protect it from

unauthorized use or disclosure by using at least the same degree of care as the Receiving Party employs to avoid unauthorized use or disclosure of its own confidential information, but in no event less than reasonable care consistent with Privacy Legislation. If any unauthorized disclosure or loss of any Confidential Information occurs, the Receiving Party will notify the Disclosing Party within two (2) business days after the Receiving Party becomes aware of the unauthorized disclosure or loss and the Receiving Party will cooperate with the Disclosing Party and take all such actions as may be necessary or reasonably requested by the Disclosing Party to minimize the violation and any damage resulting from it.

- 5.2. *No Implied Rights.* Confidential Information shall remain the property of the Disclosing Party. Nothing contained in this section will be construed as obligating a party to disclose Confidential Information, or as granting to or conferring on the Receiving Party, expressly or by implication, any rights or license to Confidential Information other than as provided for in this Agreement.
- 5.3. *Compelled Disclosure.* If the Receiving Party is legally compelled to disclose any Confidential Information in a manner not otherwise permitted by this Agreement, the Receiving Party will:
- 5.3.1. promptly notify the Disclosing Party, describing the court order, or other similar process pursuant to which the Receiving Party is compelled to disclose the Confidential Information,
 - 5.3.2. provide the Disclosing Party with documentation thereof, and
 - 5.3.3. permit the Disclosing Party reasonable time to seek a protective order or other appropriate remedy to limit disclosure.
- 5.4. *Duration of Confidentiality Obligations.* Each Party's obligations under this section apply to Confidential Information, whether disclosed to the Receiving Party before or after the Effective Date, and will continue during the course of this Agreement and survive its termination for a period of seven (7) years.
- 5.5. *Anonymity.* Notwithstanding section 5.1 and the Organization's election under section 4.3, its Organization Profile may be disclosed by RNAO, provided however:
- 5.5.1. such disclosure will not include its Combined Data or identify the Organization as the source of its Combined Data, which shall remain confidential; and
 - 5.5.2. the Organization Profile would be used by RNAO only to recognize the Organization's commitment to quality, including recognition that may be in the form of direct recognition at meetings, speaking opportunities, publishing opportunities, access to marketing information about related products and services, referrals for other organizations interested in similar activities.
- 5.6. *Idem.* For further clarification, RNAO or its employees, consultants, representatives, agents and investigators or RNAO Third Parties shall not divulge any portion of the Records or the analysis thereof in any manner which reveals the Organization's identity or its affiliates to any party other than as provided for in this Agreement, as necessary to fulfill responsibilities for the functioning of the NQUIRE Data System, as required by law or court order, or with the express written consent of the Organization.

ARTICLE 6 TERMINATION

- 6.1. *Term and Termination.* The Parties agree that this Agreement is contingent upon the terms outlined in the EULA and shall only be terminated:
- 6.1.1. upon a Party providing the other Party with sixty (60) days' written notice of termination by fax, email or letter;
 - 6.1.2. by RNAO on written notice to the Organization effective at midnight (EST) thirty (30) days following delivery if:
 - 6.1.2.1. the Organization has a winding up or bankruptcy order made against it (other than for the purpose of a reconstruction or amalgamation not involving an insolvency of the Organization) or if a trustee, receiver or manager is appointed with authority over any of its assets or if it becomes unable to pay its debts as they come due or if the Organization enters into any arrangement or composition with or for the benefit of its creditors or if a resolution is passed for the voluntary winding up or dissolution of the Organization or if the Organization is dissolved or any analogous occurrence in any jurisdiction;
 - 6.1.2.2. the Organization, the RNAO-PointClickCare Project Lead or any of its Registered Users breaches the terms of this Agreement where, in the opinion of RNAO acting reasonably, the breach is capable of cure but has not been cured within 30 days of the written notice of the breach being delivered to the Organization; or
 - 6.1.2.3. The Organization purports to assign this Agreement or the rights of the Organization here under to another person without the prior written consent of RNAO; or
 - 6.1.3. by the Organization on written notice to RNAO effective at midnight (EST) thirty (30) days following delivery if:
 - 6.1.3.1. RNAO has a winding up or bankruptcy order made against it (other than for the purpose of a reconstruction or amalgamation not involving an insolvency of RNAO) or if a trustee, receiver or manager is appointed with authority over any of its assets or if it becomes unable to pay its debts as they come due or if RNAO enters into any arrangement or composition with or for the benefit of its creditors or if a resolution is passed for the voluntary winding up or dissolution of RNAO or if RNAO is dissolved or any analogous occurrence in any jurisdiction; or
 - 6.1.3.2. RNAO breaches the terms of this Agreement where, in the opinion of the Organization acting reasonably, the breach is capable of cure but has not been cured within 30 days of the written notice of the breach being delivered to RNAO.
- 6.2. *Consequences of Termination.* Upon termination of this Agreement:

- 6.2.1. all privileges and obligations of the Organization, the RNAO-PointClickCare Project Lead and its Registered Users in relation to the NQuIRE Data System set out in section 3.1, ARTICLE 4 and ARTICLE 7, including for clarification, access to the NQuIRE Data System, shall be terminated;
- 6.2.2. the obligations of the Parties under ARTICLE 5 and ARTICLE 8 shall continue in accordance with its terms;
- 6.2.3. all obligations of RNAO under section 3.2 shall terminate;
- 6.2.4. the licences and privileges provided by each Party to the other Party under ARTICLE 2 shall terminate except as specified in section 2.5; and

ARTICLE 7 DATA SYSTEM USE

- 7.1. *Data Privacy.* The Organization shall be responsible for its data collection and data integrity, including compliance with any requirements under the Privacy Legislation, prior to aggregation and de-identification of the data and submission into the NQuIRE Data System. For greater clarity, the Organization shall be responsible for the collection, use, accuracy and disclosure of any and all data collected, reviewed and submitted by its RNAO-PointClickCare Project Lead or any of its Registered Users on its behalf. RNAO agrees not to reverse engineer or decompile the Combined Data or take any other steps to re-identify or otherwise extract Personal Information from Combined Data.
- 7.2. *Database access.* Upon execution of this Agreement, RNAO shall:
 - 7.2.1. require the RNAO-PointClickCare Project Lead to enrol the Organization by selecting a Name;
 - 7.2.2. require the RNAO-PointClickCare Project Lead to select a unique username and password on the Website to access the NQuIRE Data System;
 - 7.2.3. require the RNAO-PointClickCare Project Lead to provide a list of the Registered Users who shall have access to the NQuIRE Data System; and
 - 7.2.4. upon receipt of information in section 7.2.3, allow the Registered Users to each select a unique username and password on the Website to access the NQuIRE Data System.
- 7.3. *Notification.* The Organization, through its RNAO-PointClickCare Project Lead shall, or shall require its Registered Users to, promptly notify RNAO to deactivate any username if the username or password associated with the username is suspected as being lost, stolen, compromised, or misused, or there is a staffing change relating to any Registered User or RNAO-PointClickCare Project Lead. The Organization is responsible for all use of the NQuIRE Data System by it or on its behalf, including use through its RNAO-PointClickCare Project Lead and/or Registered Users.

- 7.4. *Limitation.* RNAO may restrict the information that the Organization or its Registered Users may review, copy or otherwise access on the NQuIRE Data System. Notwithstanding, the Organization, through its RNAO-Project Lead, shall always have access to all of its own Records.

- 7.5. *RNAO Privacy.* The Combined Data received by RNAO shall not contain any Personal Information, whether in relation to the Organization's employees, contractors, consultants or any individual seen, admitted or treated as a patient in the Organization or otherwise.

- 7.6. *Security.* RNAO agrees to use the following reasonable and appropriate industry standard privacy and security safeguards in respect of Combined Data and the NQuIRE Data System:
 - 7.6.1. encryption;
 - 7.6.2. user authentication;
 - 7.6.3. role based access controls;
 - 7.6.4. disaster recovery;
 - 7.6.5. programmed back-up;
 - 7.6.6. malware protection; and
 - 7.6.7. secure firewall.

- 7.7. *Security Breach.* RNAO agrees to report to the Organization any use or disclosure of the Combined Data in the NQuIRE Data System which is not in compliance with this Agreement within two (2) business days of the date on which RNAO becomes aware of the use or disclosure. Notice of any use or disclosure which is potentially not in compliance with this Agreement shall be delivered to:

COUNTY OF RENFREW

RNAO-PointClickCare Project Lead: _____

Contact Information: _____

- 7.8. *NQuIRE Data System.* Subject to section 7.4, the Organization Profile in the NQuIRE Data System shall not be visible to anyone other than the RNAO-PointClickCare Project Lead, the Registered Users and Project Management Staff.

- 7.9. *FIPPA Records and Compliance.* RNAO and the Organization acknowledge and agree that the Privacy Legislation applies to and governs all Records and may require the disclosure of such Records to others. Furthermore, RNAO agrees:

- 7.9.1. to keep Records secure;
- 7.9.2. to provide Records to the Organization within seven (7) calendar days of being directed to do so by the Organization for any reason including an access request or privacy issue;
- 7.9.3. not to directly or indirectly collect, use, disclose or destroy any Personal Information provided inadvertently by the Organization as part of the Records, and return it to the Organization as soon as reasonably possible; and
- 7.9.4. the provisions of this paragraph shall prevail over any inconsistent provisions in this Agreement.

ARTICLE 8 LIABILITY AND INDEMNIFICATION

- 8.1. *Liability.* Subject to Section 8.4, RNAO and its respective directors, officers, employees and consultants, assume no liability to any person or the Organization under any circumstances and regardless of the reasons for:
 - 8.1.1. disclosure of any Records or Personal Information submitted by the Organization to the NQUIRE Data System or Comparative Data compiled by the RNAO;
 - 8.1.2. the termination or cancellation of the NQUIRE Data System; or
 - 8.1.3. any delay or service disruption in the Organization's ability to access the NQUIRE Data System.
- 8.2. *Limitation of Liability.* IN NO EVENT SHALL ANY PARTY, THEIR SUBSIDIARIES, AFFILIATES, AGENTS, OFFICERS, DIRECTORS OR EMPLOYEES BE LIABLE TO THE OTHER PARTY FOR ANY INCIDENTAL, INDIRECT, SPECIAL, PUNITIVE, AGGRAVATED, EXEMPLARY OR CONSEQUENTIAL DAMAGES IN CONNECTION WITH OR ARISING OUT OF THE PERFORMANCE OF THIS AGREEMENT OR BREACH OF THIS AGREEMENT OR PUBLICATION OF THE BPGS OR SERVICES DELIVERED UNDER THIS AGREEMENT, AND INCLUDING, BUT NOT LIMITED TO, LOST PROFITS OR REVENUES, PERSONAL INJURY, DAMAGE TO REAL OR PERSONAL PROPERTY, COSTS OF CAPITAL, COSTS OF SUBSTITUTE GOODS COSTS OF REPAIRS OR CLAIMS OF CUSTOMERS FOR SUCH DAMAGES.
- 8.3. *Organization Indemnity.* The Organization hereby agrees, during and after the Term, to indemnify and save RNAO and its elected officials, employees, officers, directors, agents, representatives and consultants (collectively, the "RNAO Indemnities") harmless from and against all liabilities, losses, suits, claims, demands, costs, fees, fines and actions of any kind or nature whatsoever (each a "Claim") to which the RNAO Indemnities shall or may become liable, or which the RNAO Indemnities may suffer by reason of any breach, violation or non-performance on the part of the Organization, or any of its agents, Registered Users, servants and/or employees, of any term or condition of this Agreement, including without limiting the general nature of the foregoing, any Claim directly or indirectly arising from the disclosure of Personal Information for any reason whatsoever, in the course of collecting, aggregating, de-identifying or submitting data to the NQUIRE Data System or otherwise by any Registered Users, servants and/or employees of the Organization, or any breach, violation or non-performance of the obligations of the Organization pursuant to ARTICLE 7, provided that such indemnity shall not extend to any Claim arising as a result of the negligence,

breach of this Agreement or willful misconduct by the RNAO Indemnities. The indemnification obligations in this section shall not be limited by or subject to the limitation of liability in section 8.2.

- 8.4. *RNAO Indemnity.* RNAO hereby agrees, during and after the Term, to indemnify and save the Organization and its employees, officers, directors, agents, representatives and consultants (collectively, the “**Organization Indemnities**”) harmless from and against all Claims to which the Organization Indemnities shall or may become liable, or which the Organization Indemnities may suffer by reason of any negligence or wilful misconduct, or breach, violation or non-performance on the part of RNAO, or any of its agents, servants and/or employees, of any term or condition of this Agreement, including without limiting the general nature of the foregoing, any Claim directly or indirectly arising from any breach, violation or non-performance of the obligations of RNAO pursuant to ARTICLE 7, provided that such indemnity shall not extend to any Claim arising as a result of the negligence, breach of this Agreement or willful misconduct by the Organization Indemnities. The indemnification obligations in this section shall not be limited by or subject to the limitation of liability in section 8.2.

ARTICLE 9 GENERAL

- 9.1. *Amendments.* RNAO shall deliver notice of any proposed change(s) to this Agreement (each an “Amendment”), which Amendment shall be valid and binding on the parties as if originally agreed upon as part of this Agreement if:
- 9.1.1. the Amendment is expressly approved in writing by the Organization and RNAO; or
 - 9.1.2. after 90 days following notice of the proposed Amendment by RNAO to the Organization in accordance with Section 9.6, the Organization continues to submit data to the NQuIRE Data System.
 - 9.1.3. If, subsequent to acceptance of an Amendment pursuant to Section 9.1.2, an Organization determines that the Amendment is for any reason is unacceptable, it may terminate this Agreement by written notice to RNAO citing the Amendment, and this Agreement shall be deemed to be terminated thirty (30) days after delivery of the notice.
- 9.2. *Most Favoured.* In the event that, subsequent to the Effective Date of this Agreement, RNAO enters into an agreement with a another Organization participating in the RNAO-PointClickCare Initiative that is unaffiliated with the Organization named in this Agreement in relation to the NQuIRE Data System, which is substantially in the form of this Agreement and which includes rights more favourable to the Organization named in that agreement than the rights granted to the Organization in this Agreement, RNAO shall forthwith provide notice to the Organization and the Organization shall be entitled to secure for itself such more favourable rights and this Agreement shall be deemed to be amended accordingly; provided, however, that in order to secure such more favourable rights, the Organization be provided with the new terms for review and agree to accept any less favourable terms and conditions which are included in such subsequent agreement and this Agreement shall be deemed to be amended accordingly.
- 9.3. *Assignment.* Customer may not assign this Agreement, or delegate its rights under this Agreement, without the written consent of RNAO, which may be withheld for any reason or for no reason at all, except that the Customer may assign the Agreement on completion of a sale or transfer of all or substantially all of the issued and outstanding shares of Customer or the assets of such Customer’s long-term care portfolio covered by

this Agreement. The party who acquires such shares or assets shall thereafter assume all of Customer's rights, obligations and liabilities under this Agreement and shall countersign a copy of this Agreement in its name (the "Amended Agreement") and RNAO shall countersign the Amended Agreement which shall be substituted for this Agreement.

- 9.4. *Compliance.* The Parties agree to comply with all applicable federal, provincial and local laws, regulations, ordinances and orders with respect to the performance of this Agreement.
- 9.5. *Governing Law.* This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada, as applicable, without regard to the principles of conflict of laws.
- 9.6. *Notices.* Except as otherwise stated in this Agreement, all notices and other communications from either Party to the other Party shall be in writing and sent by mail, fax or e-mail. Notices shall be deemed to have been properly given on the date deposited in the mail, if mailed; or on the date sent, if delivered by e-mail or fax. Notices should be to:

REGISTERED NURSES' ASSOCIATION OF ONTARIO

Attn: Doris Grinspun
CEO
Address: 500-4211 Yonge St.
Toronto, Ontario
M2P 2A9
E-mail: dgrinspun@rnao.ca

COUNTY OF RENFREW

Attn: _____ (RNAO-PointClickCare Project Lead)
 _____ (Job Title)
 Address:
 E-mail:

- 9.7. *Severability.* If any portion or term of this Agreement shall for any reason be held invalid, illegal, or otherwise unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other term or provision hereof, and this Agreement shall be construed as if such term or provision, to the extent the same shall have been held invalid, illegal, or unenforceable, had never been contained herein.
- 9.8. *Waiver.* No waiver of any term, provision, or condition of this Agreement, whether by conduct or otherwise, in any one or more instances shall be deemed to be or construed as a further or continuing waiver of any such term, provision, or condition, or of any other term, provision, or condition of this Agreement.
- 9.9. *Force Majeure.* Neither Party shall be liable to the other for failure to perform as required by this Agreement to the extent such failure to perform is due to circumstances reasonably beyond such party's control, such as labor disputes or disturbances of any kind, accidents, failure of any governmental approval required for full performance, civil disorders or commotions, acts of aggression, acts of God, energy or other conservation

measures, explosions, failure of utilities, mechanical breakdowns, material shortages, disease, acts of terror or other such occurrences.

- 9.10. *Survival.* The obligations set out under 2.1, 2.2, 2.4, 2.5, 2.6, 2.8, ARTICLE 5, 7.6, 7.7, 7.8, 7.9 and ARTICLE 8 of this Agreement shall survive the termination of this Agreement.
- 9.11. *Entire Agreement.* This Agreement constitutes the entire and only Agreement between the Organization and RNAO relating to the use of the NQuIRE Data System, and all prior negotiation, representations, agreements and understanding are superseded hereby. No agreements altering or supplementing the terms hereof may be made except by a written document signed by the Organization's duly authorized representatives.

IN WITNESS WHEREOF, the Parties accept and agree to be bound by the terms of the foregoing.

REGISTERED NURSES' ASSOCIATION OF ONTARIO

COUNTY OF RENFREW

Signature: _____

Signature: _____

Print Name: Dr. Doris Grinspun, RN, BScN, MSN, PhD,
LLD(hon), Dr(hc), DHC, DHC, FAAN, FCAN, O.ONT.

Print Name: _____

Print Title: Chief Executive Officer

Print Title: _____

Date: _____

Date: _____

I have authority to bind this company.

I have authority to bind this company.

SCHEDULE A

List of Best Practice Guidelines (BPGs)*

Clinical Best Practice Guidelines:

1. A Palliative Approach to Care in the Last 12 Months of Life, 2020
2. A Proactive Approach to Bladder and Bowel Management in Adults, Fourth Edition, 2021
 - Replaced *Promoting Continence Using Prompted Voiding, 2011* and *Prevention of Constipation in the Older Adult Population, 2011*
3. Adult Asthma Care Guidelines for Nurses: Promoting Control of Asthma, Second Edition, 2017
4. Assessment and Care of Adults at Risk for Suicidal Ideation and Behaviour, 2009
5. Assessment and Device Selection for Vascular Access, 2008
6. Assessment and Interventions for Perinatal Depression, Second Edition, 2018
 - Replaced *Interventions for Postpartum Depression, 2005*
7. Assessment and Management of Foot Ulcers for People with Diabetes, Second Edition, 2013
8. Assessment and Management of Pain, Third Edition, 2013
9. Assessment and Management of Pressure Injuries for the Interprofessional Team, Third Edition, 2016
 - Replaced *Assessment and Management of Stage I to IV Pressure Ulcers, 2007*
10. Assessment and Management of Venous Leg Ulcers, 2007
11. Care and Maintenance to Reduce Vascular Access Complications, 2008
12. Care Transitions, 2014
13. Crisis Intervention for Adults Using a Trauma-Informed Approach: Initial Four Weeks of Management, Third Edition, 2017
 - Replaced *Crisis Intervention, 2006*
14. Delirium, Dementia, and Depression in Older Adults: Assessment and Care, Second Edition, 2016
 - Replaced *Caregiving Strategies for Older Adults with Delirium, Dementia and Depression, 2010* and *Screening for Delirium, Dementia and Depression in Older Adults, Revised, 2010*
15. End-of-Life Care During the Last Days and Hours, 2011
16. Engaging Clients Who Use Substances, 2015
17. Enhancing Healthy Adolescent Development, Second Edition, 2010
18. Establishing Therapeutic Relationships, 2006
19. Facilitating Client Centred Learning, 2012
20. Implementing Supervised Injection Services, 2018

21. Initiation, Exclusivity, and Continuation of Breastfeeding for Newborns, Infants, and Young Children, Third Edition, 2018
 - Replaced *Breastfeeding Best Practice Guidelines for Nurses, 2007*
22. Integrating Tobacco Interventions into Daily Practice, Third Edition, 2017
 - Replaced *Integrating Smoking Cessation into Daily Nursing Practice, 2007*
23. Nursing Care of Dyspnea: The 6th Vital Sign in Individuals with Chronic Obstructive Pulmonary Disease (COPD), 2010
24. Oral Health: Supporting Adults who Require Assistance, Second Edition, 2020
 - Replaced *Oral Health: Nursing Assessment and Interventions, 2008*
25. Person-and Family-Centred Care, 2015
 - Replaced *Client Centred Care, Revised 2006*
26. Preventing and Addressing Abuse and Neglect of Older Adults: Person-Centred, Collaborative, System-Wide Approaches, 2014
27. Preventing Falls and Reducing Injury from Falls, Fourth Edition, 2017
 - Replaced *Prevention of Falls and Fall Injuries in the Older Adult, 2011*
28. Primary Prevention of Childhood Obesity, Second Edition, 2014
29. Promoting Asthma Control in Children, 2008
30. Promoting Safety: Alternative Approaches to Use of Restraints, 2012
31. Reducing Foot Complications for People with Diabetes, 2007
32. Risk Assessment and Prevention of Pressure Ulcers, 2011
33. Strategies to Support Self-Management in Chronic Conditions: Collaboration with Clients, 2010
34. Supporting Adults Who Anticipate or Live with an Ostomy, Second Edition, 2019
 - Replaced *Ostomy Care and Management, 2009*
35. Supporting and Strengthening Families Through Expected & Unexpected Life Events, 2006
36. Woman Abuse: Screening, Identification and Initial Response, 2012
37. Working with Families to Promote Safe Sleep for Infants 0-12 Months of Age, 2014

Healthy Work Environment BPGs:

38. Adopting eHealth Solutions: Implementation Strategies, 2017
39. Developing and Sustaining Interprofessional Health Care: Optimizing patients/clients, organizational, and system outcomes, 2013
40. Developing and Sustaining Nursing Leadership, Second Edition, 2013
41. Developing and Sustaining Safe, Effective Staffing and Workload Practices, Second Edition 2017

42. Embracing Cultural Diversity in Health Care: Developing Cultural Competence, 2007
43. Intra-professional Collaborative Practice among Nurses, Second Edition, 2016
44. Managing and Mitigating Conflict in Health-Care Teams, 2012
45. Practice Education in Nursing, 2016
46. Preventing Violence, Harassment and Bullying Against Health Workers, 2019
 - Replaced *Workplace Health, Safety and Well-Being of the Nurse*, 2008 and *Preventing and Managing Violence in the Workplace*, 2009
47. Preventing and Mitigating Nurse Fatigue in Health Care, 2011
48. Professionalism in Nursing, 2007

**RNAO reserves the right to change the above list.*

**Registered Nurses' Association of Ontario
International Affairs & Best Practice Guidelines Centre**

RNAO CLINICAL PATHWAY LICENSE AGREEMENT

THIS AGREEMENT is made effective as of _____ ("**Effective Date**"), between County of Renfrew ("**Customer**") and the Registered Nurses' Association of Ontario ("**RNAO**"), a non-share capital corporation incorporated pursuant to the laws of the Province of Ontario having its principal place of business at 500-4211 Yonge Street, Toronto, ON M2P 2A9

RECITALS

- A. RNAO is a not-for-profit Ontario corporation whose mandate, among other purposes, is to advance healthy public policy and develop, disseminate and support the uptake of evidence-based best practice guidelines (BPGs) by health organizations.
- B. RNAO is the owner of copyright in its digitized BPG Clinical Pathways, which, RNAO disseminates to all long-term care ("**LTC**") homes.
- C. RNAO has the right to license their BPG Clinical Pathways in effect on or after the date hereof, and as they may be amended, restated, supplemented or otherwise modified from time to time by RNAO.
- D. PointClickCare is engaged in, among other things, the business of developing and marketing electronic health record and related software solutions to care and service organizations in the LTC sector and has obtained the right from RNAO to incorporate the Licensed Products in its software solution that Customers subscribe to pursuant to Master Subscription Agreement and applicable addenda.

NOW THEREFORE, in consideration of the exchange of good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by each Party, the Parties agree as follows:

TERMS AND CONDITIONS

1. **Defined Terms.** In this Agreement, including the recitals and in any amendments and in all exhibits, the following terms will have the following meanings:

"Agreement" means this Agreement and all exhibits and instruments in amendment or confirmation of it;

"RNAO Clinical Pathways" means evidence-based knowledge translation tools created or modified by RNAO during the Term for use in the LTC sector;

"BPSO" means an organization that has a formal agreement with RNAO to implement, disseminate, monitor and evaluate the impact of BPGs on patients and organizational outcomes. These organizations are referred to as a "Best Practice Spotlight Organization" or "BPSO®".

"Change of Control" when used with reference to the relationship between a person and a corporation, means ownership or control, directly or indirectly, of more than fifty percent (50%) of the shares or other rights of the corporation entitled to vote in the election of directors;

"Licensed Products" means RNAO BPG Clinical Pathways created or modified by RNAO before or during the Term of this Agreement;

“RNAO Reputational Risk” means in relation to RNAO, the current or prospective risk to the reputation of RNAO arising from the adverse perception of the image of RNAO on the part of its members, the public and government and health care organizations in Canada and outside of Canada;

“Software” means the Nursing Advantage Canada Module provided by PointClickCare;

“Software Addendum” means the agreement between Customer and PointClickCare that permits Customer’s use of the Nursing Advantage Canada Module through PointClickCare’s electronic health record platform, which contains the Licensed Products including any amendment, addendum or rider thereto.

“Users” means individuals who are authorized by Customer to use and access the Software and who have been supplied user identifications and passwords by Customer. Users may include Customer’s employees, consultants, contractors, and agents, including qualified medical professionals, as determined and monitored by Customer.

“Vendor” means PointClickCare Technologies Inc.

2. **Customer’s Acknowledgments and Agreements.** In respect of the use of the Software and the Licensed Products, Customer understands, acknowledges, and agrees that:
- 2.1. RNAO grants to Customer a nonexclusive and nontransferable royalty-free license to use the Licensed Products embedded within the Software solely for the assessment and care of Customer’s residents. RNAO, as the sole and exclusive owner of the Licensed Products, reserves the right, at all times, to modify the Licensed Products. This license does not include the right to copy or distribute the text of the Licensed Products, except as may be necessary for your clinical and administrative purposes.
 - 2.2. RNAO shall retain all right, title and interest, including all intellectual property rights, in and to the Licensed Products, and the symbols, trademarks and service marks adopted by RNAO to identify the Licensed Products (the **“Trademarks”**). Customer shall not alter, remove, or destroy any Trademark or other proprietary markings placed on or in the Licensed Products.
 - 2.3. As a condition of using the Licensed Products, Customer agrees to implement the Licensed Products for the following topics over a three-year term using RNAO’s systematic approach noting that the foundational Licensed Products, which are displayed in bold font, must be implemented concurrently before any of the others: (i) **admission assessment**; (ii) **person- and family-centred care**; (iii) **delirium**; (iv) falls; (v) pain; (vi) pressure injuries; (vii) bowel and bladder continence; (viii) dementia and depression; and (ix) palliative care.
 - 2.4. In exchange for this royalty-free license to use the Licensed Products, Customer agrees to participate in RNAO’s Nursing Quality Indicators for Reporting and Evaluation® (NQuIRE®) data system (**“NQuIRE”**), which collects data on structure, process and outcome indicators to evaluate quality improvement goals established by Customer and RNAO. The minimum requirement for NQuIRE participation for the Term of this Agreement is to submit de-identified, aggregate data (**“Data”**) on a monthly, quarterly and annual basis for consistent units, teams, programs, or services, depending on the indicator. Baseline data submission is required for the process and outcome indicators for a period of 3-12 months (as available) prior to the initiation of implementation activities. Baseline data will support the completion of a gap analysis and allows Customer to monitor improvements.

- 2.5. This Software provides the necessary capabilities to collect, extract and submit such Data to RNAO's "NQuIRE" data system, post-implementation. Notwithstanding the foregoing, it is the Customer's sole responsibility, and not PointClickCare, to ensure timely submission of the Data to NQuIRE.
- 2.6. These Data shall be subject to all applicable Canadian laws and regulations relating to confidentiality and privacy and shall only be used for evaluation purposes. For greater certainty, the Data submitted by Customer to NQuIRE will not include any protected health information (also known as Personal Health Information, Health Information, or Personal Information [relating to the mental or physical health of individuals] in certain Canadian jurisdictions) of Customer's residents and Customer is solely responsible for submitting the Data to NQuIRE in accordance with: (i) The previously signed NQuIRE Data System Usage Agreement, if Customer is a BPSO; and (ii) the NQuIRE Data System Usage Agreement for Non-BPSOs which Customer agrees to sign, if the Customer is not a BPSO.
- 2.7. Customer will ensure the availability of one key contact individual ("**Project Lead**"), a regulated nursing staff member in a leadership role within Customer's long-term care home or corporation, to coordinate the implementation and evaluation activities. Customer's Project Lead is required to be available to work directly with RNAO's Implementation Coach ("**Implementation Coach**"). The Project Lead will require additional time beyond that spent with the Implementation Coach to lead the implementation activities and achieve the expected deliverables. Customer's Project Lead is also required to actively participate in regular project meetings, hosted by RNAO, to share knowledge and receive implementation guidance and support.
- 2.8. **Implementation Coach.** RNAO will assign an Implementation Coach to Customer throughout the Term of this Agreement. The Implementation Coaches' role will include working directly with Customer's Project Lead and project team, supporting the implementation, evaluation and sustainability of the Licensed Products through consultation, coaching, linking with resources, and referrals. The Implementation Coach will provide his/her services virtually through technology-enabled approaches to support and enhance Customer's Project Lead implementation and evaluation skills.
- 2.9. **Site visit.** RNAO shall conduct site visits as needed during the Term, at a mutually agreed upon time, to audit progress related to implementation, monitoring and evaluation activities (i.e., NQuIRE).
- 2.10. As a condition of using the Software, Customer accepts all risk (whether known or unknown) associated with usage by Customer's and User's in relation to the provision of clinical services and, Customer acknowledges that the Software is not a substitute for the Customer's current system of administering and safeguarding clinical services.
- 2.11. Customer acknowledges and agrees that Vendor is not a healthcare provider and does not provide medical advice and the Software is not a substitute for any long-term care home's current systems of administering and safeguarding clinical and/or medical treatment. Accordingly, with regard to any third party threatened or asserted claims or actions, including for personal injury, tort, medical malpractice, or for other acts, errors, or omissions in the delivery of medical care or medical information, or that otherwise arise out of or are in any way connected with Customer's or its affiliates access to or use of the Software for delivery of medical care, (a "**Medical Claim**"), Customer shall indemnify, hold harmless and defend RNAO and Vendor and their officers, directors, employees, agents, and subcontractors, from and against any such claims, including but not limited to Medical Claims, and against any and all losses, damages, expenses (including reasonable attorneys' and expert fees), claims, liabilities, suits, or actions resulting therefrom, whether or not such claims or Medical Claims are foreseeable as at the effective date hereof.
- 2.12. RNAO shall not, in any way, be deemed to be making any recommendations or otherwise participating in decisions regarding the care of Customer's residents. To the maximum extent permitted by law, RNAO shall

not be liable for any direct, indirect, incidental, consequential or punitive damages, however caused and regardless of the theory of liability, arising out of, or related to, claims by Customer's residents or the use of the Licensed Products by Customer or its Users for any purpose. RNAO makes no representations or warranties regarding the Software and shall not be liable to Customer or Customer's residents for any defects in the Software. If there are defects in the Software, Customer will rely exclusively and entirely on the rights and remedies, if any, in the agreement between Customer and Vendor.

3. Term and Termination.

3.1. **Term.** The term of this license shall begin on the Effective Date of this Agreement and remain in effect for three (3) years ("**Term**") unless terminated earlier pursuant to Section 3, paragraph 3.2 in this Agreement. Thereafter, this Agreement shall automatically renew for successive one (1) year periods (each a "**Renewal Term**") unless terminated earlier in accordance with Section 3, paragraph 3.2 in this Agreement.

3.2. **Termination.** Notwithstanding any other provisions in this Agreement, the Parties agree that this Agreement:

3.2.1. May be terminated by either party giving to the other party written notice of not less than three months during the Term;

3.2.2. May be terminated by RNAO if Customer:

3.2.2.1. Commits a breach of this Agreement and if the breach is not cured within thirty (30) days after receiving written notice from RNAO of the breach, including but not limited to the assignment of this Agreement;

3.2.2.2. becomes insolvent or petitions in bankruptcy, or files or has filed against it by any third-party request for any similar relief;

3.2.2.3. has a receiver appointed with respect to any of its assets or liquidation proceeding is commenced against Customer; or

3.2.2.4. enters into any arrangement or composition with or for the benefit of its creditors or if a resolution is passed for the voluntary winding up or dissolution of Customer or if Customer is dissolved.

3.2.3. May be terminated if the Software Addendum is terminated by PointClickCare.

3.3. **Consequences of Termination.** Upon termination of this Agreement under Section 3.2:

3.3.1. All Customer's privileges under this Agreement shall be withdrawn;

3.3.2. Customer will immediately stop new use of the Licensed Products. Notwithstanding the foregoing, the Parties acknowledge and agree that existing records that were created using the Licensed Products will be maintained by Vendor and Customer to ensure compliance with health record retention requirements pursuant to applicable legislations

3.3.3. Customer will be required to develop and implement a communication strategy to inform staff, Board members (as applicable) and other key stakeholders of the termination. The details of the communication strategy are to be provided to RNAO.

4. **Assignment.** Customer may not assign this Agreement, or delegate its rights under this Agreement, without the written consent of RNAO, which may be withheld for any reason or for no reason at all, except that the Customer may assign the Agreement on completion of a sale or transfer of all or substantially all of the issued and outstanding shares of Customer or the assets of such Customer's long-term care portfolio covered by this Agreement. The party who acquires such shares or assets shall thereafter assume all of Customer's rights, obligations and liabilities under this Agreement and shall countersign a copy of this Agreement in its name and the RNAO shall countersign the amended Agreement which shall be substituted for this Agreement.

- a. At least two (2) months in advance of any transaction implementing a Change of Control of Customer, RNAO shall be provided with written notice, which RNAO shall treat as Confidential Information, setting out:
 - 4.1.1. The name of the party or parties with whom Customer intends to enter into the transaction(s) effecting the Change of Control (the “*Intended Parties*”);
 - 4.1.2. The intended date the Change in Control will become effective;
 - 4.1.3. Such other details of the Change in Control transaction as are reasonable and necessary for RNAO to fully understand the identity and reputation of the Intended Parties and the effect on the RNAO Reputational Risk.
 - 4.1.4. In the event that RNAO, in its sole and absolute discretion, determines that the Change of Control is for any reason not in its interests, then it may terminate this Agreement on one (1) months’ notice in writing to Customer and assign the Agreement to another organization.
- 5. Disputes.** In the event of any disputes arising under or related to this Agreement and any transactions between the Parties, the Parties will attempt to resolve the dispute by good faith negotiations between the appropriate officers of each party. If such negotiations are unsuccessful, either Party may submit the dispute to arbitration under the Commercial Arbitration Rules of the International Centre for Dispute Resolution as then in effect. Unless otherwise agreed, arbitration proceedings shall be held in the offices of the ADR Institute of Ontario, Inc. in Toronto, Ontario, and will be conducted in English. The arbitrator(s) shall have authority to grant equitable relief, if appropriate, and may award costs, including reasonable legal fees, to the prevailing party. Judgment may be granted upon the award of the arbitrator(s) by any court having jurisdiction.
- 6. Miscellaneous.**
 - 6.1. Governing Law.** This Agreement shall be governed by, and construed in accordance with, the laws of the Province of Ontario.

Each Party to this Agreement irrevocably agrees to and submits to the exclusive jurisdiction of the courts of the Province of Ontario, Canada with respect to all claims, counterclaims, demands, causes of action, disputes, controversies, and other matters in question arising out of or relating to this Agreement, or the alleged breach, validity or enforceability of this Agreement, or in any way relating to the subject matter of this Agreement or the relationship between the Parties created by or as a result of this Agreement.
 - 6.2. Notices.** All notices and other communications pursuant to or regarding this Agreement shall be in writing and may be sent by certified mail, courier, or facsimile transmission. Notices sent by certified mail are effective five (5) working days after they are mailed. Notices sent by facsimile are effective the first working day after they are transmitted. Notices sent by courier are effective on the day they are delivered. Unless written notice to the contrary is received, all notices to you shall be sent to the address you registered with the Vendor. Notices to RNAO shall be sent to:

RNAO
500-4211 Yonge Street,
Toronto, ON
M2P 2A9
 - 6.3. Successors and Assigns.** This Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, legal representatives, successors, and assigns.
 - 6.4. Integration and Severability.** This Agreement embodies the entire agreement and understanding between the parties and supersedes all prior agreements and understandings relating to the subject matter hereof. In the event any one or more of the provisions of this Agreement shall be invalid, illegal, or unenforceable, the

validity, legality and enforceability of the remaining provisions of this Agreement shall not be in any way affected or impaired thereby.

- 6.5. **Modifications.** This Agreement may not be modified, changed, supplemented, or terminated, nor may any obligations hereunder be waived, except by written instrument signed by the party to be charged or by its agent duly authorized in writing or as otherwise expressly permitted herein. Any amendment, waiver or consent shall be effective only in the specific instance and for the specific purpose for which given.
- 6.6. The Customer's authorized representative below entering into this Agreement on behalf of the Customer represents and warrants that the execution and performance of this Agreement has been duly authorized by all necessary corporate action and that this Agreement constitutes the valid, binding, and enforceable obligations of such party in accordance with this Agreement.

REGISTERED NURSES' ASSOCIATION OF ONTARIO

COUNTY OF RENFREW

Signature: _____

Signature: _____

Print Name: Dr. Doris Grinspun, RN, BScN, MSN, PhD,
LLD(hon), Dr(hc), DHC, DHC, FAAN, FCAN, O.ONT.

Print Name: _____

Print Title: Chief Executive Officer

Print Title: _____

Date: _____

Date: _____

I have authority to bind this company.

I have authority to bind this company.



Business Case – Staffing Report

Date: September 10, 2024

Department: Long Term Care

Report Prepared by: Mike Blackmore, DLTC

Proposal	<p>The addition of one full-time (FT) Recreation Programmer in each of the County of Renfrew’s Long-Term Care Homes is proposed in support of enhanced quality of care programs and ongoing compliance with applicable regulation such as the Fixing Long-Term Care Act, 2021.</p>
Position Union <input checked="" type="checkbox"/> Non-Union <input type="checkbox"/>	<p>Recreation Programmer position is a unionized position under CUPE Local 1508, Bonnechere Manor and CUPE Local 3586, Miramichi Lodge.</p>
Summary <ul style="list-style-type: none"> • Background • Discussion 	<p>Background</p> <p>This initiative is in support of two desired key outcomes. Firstly, to support the required level of therapeutic recreation programming and 1:1 psychosocial support to the current and future residents in each County of Renfrew Long-Term Care Homes. Recreation programmers expertly create and deliver a wide variety of recreation programs and special events, each designed to increase residents’ quality of life while decreasing the prevalence of social isolation and depression, two performance indicators measured by Health Quality Ontario. Secondly, the promotion of successful recruitment and retention of qualified staff through schedule improvements achieved by optimizing the full-time to part-time ratio.</p> <p>Discussion</p> <p>Recruitment and retention of part-time recreation programmers has proven to be a major challenge in recent years. The past few years of provincially mandated staffing increases and subsequent funding has primarily focused on direct care. At the same time, the emphasis on person centred and social models of care have ascended as the expected norm for care delivery. The recreation programmer plays a pivotal role toward growing and maintaining an environment that is supportive of a social engagement and a person centred approach to care. To this end, enhancements to the recreation department staffing complement are long overdue. Fortunately, we are afforded this opportunity to bolster our recreation programmer complement as a key resource in our endeavour to epitomize person centred care.</p>

<p>Summary Continued</p> <ul style="list-style-type: none"> Discussion 	<p>Ministry funding supports the enhancement to resident quality of care as identified in the Fixing Long-Term Care Act, 2021 and Regulation 246/22. The addition of one additional full time recreation programmer per Home will assist greatly with ensuring that our homes embrace a person centred care approach through the planning and delivery of therapeutic activities and provision of resources necessary to navigate individualized complex resident needs as required.</p>																
<p>Recommendation</p>	<p>THAT the Health Committee recommend to County Council the approval of two (2) full-time complement (one each at Bonnechere Manor and Miramichi Lodge) designated as Recreation Programmer AND FURTHER THAT the Finance and Administration Committee be so advised.</p>																
<p>Financial Considerations</p>	<table border="1" data-bbox="674 573 1898 808"> <thead> <tr> <th>Home</th> <th>Hours</th> <th>Salary</th> <th>Benefits</th> </tr> </thead> <tbody> <tr> <td>Bonnechere Manor</td> <td>2,080</td> <td>\$ 43,975</td> <td>\$ 7,300</td> </tr> <tr> <td>Miramichi Lodge</td> <td>2,080</td> <td>\$ 43,209</td> <td>\$ 8,815</td> </tr> <tr> <td>Total</td> <td>4,160</td> <td>\$ 87,184</td> <td>\$16,115</td> </tr> </tbody> </table> <p>Projection includes the financial liability consistent with the budget: sick, vacation and stat days. Total cost per year of \$103,299.</p>	Home	Hours	Salary	Benefits	Bonnechere Manor	2,080	\$ 43,975	\$ 7,300	Miramichi Lodge	2,080	\$ 43,209	\$ 8,815	Total	4,160	\$ 87,184	\$16,115
Home	Hours	Salary	Benefits														
Bonnechere Manor	2,080	\$ 43,975	\$ 7,300														
Miramichi Lodge	2,080	\$ 43,209	\$ 8,815														
Total	4,160	\$ 87,184	\$16,115														



Business Case – Staffing Report

Date: September 10, 2024

Department: Long-Term Care

Report Prepared by: Mike Blackmore, DLTC

Proposal	<p>At Bonnechere Manor, the addition of one (1) full-time Physiotherapy Assistant (PTA) with a reduction of regular part-time regular hours. At Miramichi Lodge, the addition of two (2) full-time Physiotherapy Assistants with a reduction of part-time regular hours.</p>
Positions Union <input checked="" type="checkbox"/> Non-Union <input type="checkbox"/>	<p>Physiotherapy Assistant (PTA) position is an unionize position under CUPE Local 1508 and CUPE Local 3586</p>
Summary <ul style="list-style-type: none"> • Background • Discussion 	<p>Background</p> <p>This initiative is intended to optimize full time to part time staffing ratios for the Physiotherapy Assistant (PTA) complement at Bonnechere Manor and Miramichi Lodge in support of enhanced care delivery and improved recruitment and retention of staff.</p> <p>The PTA position plays a critical role in ensuring residents remain active and promote independence as part of the Home’s interdisciplinary team. Delivering a variety of one-to-one physiotherapy programs and small group exercise programs PTAs enhance residents’ quality of life through maintenance of function and mobility. PTAs ensure residents have the proper mobility equipment to ambulate safely and the equipment needed to mitigate their risk of falls.</p>

Discussion

Recruitment efforts for a part-time PTA have been difficult with very few interested or qualified candidates applying to previous postings.

At Bonnechere Manor the implementation of a three full-time PTA model will allow for a lead in each resident home area. These additional roles will contribute to the minutes of care from Allied Health Professionals, enhancing the care and services provided to our residents.

At Miramichi Lodge there are currently vacant part-time positions that remain unfilled. This presents an opportune time to create full-time positions consistent with the Provincial Long-Term Care Staffing Plan. By converting the part-time hours into full-time PTA positions and aligning to the Bonnechere Manor model, the residents would benefit with consistent treatments, programming and overall service. Staff will also be better positioned to build stronger person-centred relationships aligning with the Butterfly Approach.

Recommendation

THAT the Health Committee recommend to County Council that the Physiotherapy Assistant staffing complement at Bonnechere Manor is increased by one (1) full-time Physiotherapy Assistant (PTA) positions, and staffing complement at Miramichi Lodge is increased by two (2) full-time Physiotherapy Assistant (PTA) positions effective November 1, 2024. AND FURTHER THAT the Finance and Administration Committee be so advised.

Financial Considerations

Home	Complement	Hours	Salary	Benefits
Bonnechere Manor	1 FT	2,080	\$ 41,273	\$ 6,851
Miramichi Lodge	2 FT	4,160	\$ 107,536	\$ 17,851
Miramichi Lodge	(2 PT)	(1,560)	(48,732)	(10,929)
Total		4,680	\$ 100,077	\$ 13,773

This includes the financial liability consistent with the budget: sick, vacation and stat days. Total cost per year of \$ 113,850.



**Business Case – Staffing
Report**

Date: September 10, 2024
Department: LTC – Miramichi Lodge
Report Prepared by: Mike Blackmore, DLTC

Proposal

The addition of a full time (FT) Assistant Food Service Supervisor to create one full time complement at each home: Bonnechere Manor and Miramichi Lodge.

Position

Union

Non-Union

The Assistant Food Service Supervisor positions are non union classified under Group 6.

Summary

- **Background**
- **Discussion**

Background

The Assistant Food Service Supervisor (AFSS) plays a critical role in Continuous Quality Improvement and optimal pleasurable dining experience for the home toward enhancing resident quality of life. As an integral member of the Home’s interdisciplinary team, the AFSS completes a wide range of duties to ensure food services department compliance with the Fixing Long Term Care Act, 2021 and Ontario Public Health Inspection. In support of the Food Services Supervisor (FSS), the AFFS also plays a pivotal role in the execution of designated Home strategic and operational initiatives. In addition to assuming department lead in the absence the FSS, tasks such as menu production, quality audits and support to resident council contribute toward enhanced resident satisfaction and operational efficiencies.

Discussion

The ministry sets the standard minimum weekly hours for a Nutrition Manager (Food Service Supervisor and Assistant Food Service Supervisor) and is based on the number of residents per home. Currently the one full time complement (AFSS, Bonnechere Manor) supports both homes with two days per week at Miramichi Lodge and three days at Bonnechere Manor. This weekly sharing the one AFSS for both homes has become a challenge in maintaining the minimum regulatory requirements. Converting the current part-time complement of AFSS for each home to one full-time AFSS for each home would enhance food quality oversight and the ability to operationalize best practices initiatives such as the Butterfly program and utilization Meal Suite software to assist with implementing and maintaining digital dining.

Recommendation	That the Health Committee recommend to County Council the approval of one additional full time staffing complement designated as Assistant Food Service Supervisor, Miramichi Lodge effective October 1, 2024 AND FURTHER THAT the Finance and Administration Committee be so advised.								
Financial Considerations	<table border="1" data-bbox="573 365 1810 483"> <thead> <tr> <th data-bbox="573 365 1050 423">Home</th> <th data-bbox="1050 365 1236 423">Hours</th> <th data-bbox="1236 365 1522 423">Salary</th> <th data-bbox="1522 365 1810 423">Benefits</th> </tr> </thead> <tbody> <tr> <td data-bbox="573 423 1050 483">Miramichi Lodge</td> <td data-bbox="1050 423 1236 483">1820</td> <td data-bbox="1236 423 1522 483">\$ 83,340</td> <td data-bbox="1522 423 1810 483">\$ 22,797</td> </tr> </tbody> </table> <p data-bbox="470 505 1444 574">Non union classified under Group 06 total cost per year of \$ 106,137. Budgets to be aligned between the homes accordingly.</p>	Home	Hours	Salary	Benefits	Miramichi Lodge	1820	\$ 83,340	\$ 22,797
Home	Hours	Salary	Benefits						
Miramichi Lodge	1820	\$ 83,340	\$ 22,797						



Business Case – Staffing Report

Date: September 10, 2024

Department: LTC – Miramichi Lodge

Report Prepared by: Mike Blackmore, DLTC

Proposal	Addition of 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge.
Position Union <input checked="" type="checkbox"/> Non-Union <input type="checkbox"/>	Laundry Aide position is an unionize position under CUPE Local 3586
Summary <ul style="list-style-type: none"> • Background • Discussion 	<p>Background</p> <p>The Laundry Aide position supports the Home to ensure all residents have available clean and tidy clothing and linen. The COVID-19 pandemic realized significant enhancements to infection prevention and control (IPAC) practices affecting all departments including Laundry. During the pandemic, the additional Laundry Aide hours necessary to facilitate Infection Prevention and Control (IPAC) measures were covered by special COVID-19 funding.</p> <p>The addition of 624 Laundry Aide hours at Miramichi Lodge is requested to enable effective continuation of enhanced IPAC measures that endure post pandemic. Additionally, realizing these additional hours more closely aligns the Miramichi Lodge to the Bonnechere Manor laundry department staffing complement.</p> <p>Discussion</p> <p>The implementation of the additional hours will be assigned to existing and experienced part time staff who are familiar with desired key outcomes.</p>
Recommendation	<p>THAT the Health Committee recommend to County Council that approval of an additional 624 hours per year of part-time Laundry Aide hours at Miramichi Lodge be approved effective October 1, 2024 AND FURTHER THAT the Finance and Administration Committee be so advised.</p>

Financial Considerations

Laundry Aide is a union position funded under LTC - Level of Care Other Accommodation. Total cost \$21,024.

Status	Hours	Salary	Benefits
Part Time	624	\$ 17,908	\$ 3,116

COUNTY OF RENFREW

BY-LAW NUMBER 127-24

**A BY-LAW AUTHORIZING AN AGREEMENT BETWEEN THE COUNTY OF RENFREW
AND STRYKER CANADA, FOR THE PURCHASE OF FIVE POWER-LOAD STRETCHERS
AND FIVE POWER-PRO COTS**

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

AND WHEREAS the County of Renfrew deems it desirable to purchase five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services.

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

1. THAT the Council of the County of Renfrew approve the purchase of five Power-LOAD stretchers and five Power-PRO cots, from Stryker Canada for a net cost of \$327,116.63, under the non-competitive purchase criteria in Policy GA-01, Procurement of Goods and Services.
2. THAT the Warden and Clerk are hereby empowered to do and execute all things, papers, and documents necessary to the execution of this By-law.
3. THAT this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

September 25, 2024

To the Council of the Corporation
of the County of Renfrew

Members of County Council:

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

INFORMATION

1. Online Property Tax Analysis (OPTA) Reports

Attached are the OPTA charts, which are provided annually to Council after all municipalities have confirmed their tax rates. These reports confirm the tax rates and ratios, levy, and notional increases in property taxes by municipality for 2024. The charts are as follows:

- a) 2024 Tax Rate Summary – This summary identifies the 2024 general use tax rates for municipalities within Renfrew County.
- b) 2024 Taxable and PIL Levy by Levy Type – This summary was created by multiplying the 2024 general use tax rates by the 2024 assessment totals on the 2023 return roll, excluding any “special area rates” (i.e. street lights etc.).
- c) 2024 Levy Summary Report – This summary identifies the real budget impact on ratepayers in each municipality based on the tax rates adopted by each municipal council. OPTA multiplies the adopted general tax rates by the Current Value Assessment (CVA) totals in each property class and then calculates the estimated taxation after applying the correct tax ratios. It calculates the levy change from 2023 to 2024 and then subtracts the Weighted CVA Growth percentage to arrive at the “net budget impact” percentage for each municipality.

2. County of Renfrew - Central Scheduling Update

At the May session of County Council, Resolution No. FA-CC-24-05-63 authorized the use of up to \$40,000 from the Provision for Unallocated Funds budget to study the possibility of central scheduling. With that approval, staff have taken the following steps:

- A Steering Committee comprised of staff representatives from across the Corporation has been formed and met monthly during the summer to work through the numerous issues involved in this undertaking.
- The Perry Group has been engaged as an Information Technology Consultant/ Business Analyst to assist with a needs assessment and develop a Request for Proposal (RFP).
- Members of the Steering Committee have met with our peers (Pembroke Regional Hospital, United Counties of Leeds and Grenville, the City of Thunder Bay, the

Ottawa Hospital) to explore the lessons learned from the implementation of their scheduling systems, as well as gain an understanding of the industry best practices.

The Steering Committee, while acknowledging this is a major undertaking requiring a lot of work and change management, is cautiously optimistic. The project seems viable and can bring real efficiencies and improvements to all staff at the County of Renfrew. In order to meet the target goal of providing a fully costed business case as part of the 2025 budget, several tasks must now be undertaken, which may become noticed by the public, and we would like Council to be aware:

- An RFP will be publicly issued in November in order to secure firm pricing for software and implementation costs.
- A newly designed and scored position of Lead Scheduler will be added to the pay grid so that, upon approval of the business case in the 2025 budget, there is a minimal delay to the onboarding of this crucial position.

3. Finance Division Staff Update

With the recent staff changes in the Finance Division, the Manager of Finance/Treasurer was requested to re-evaluate all positions in the Division and provide up to date job descriptions, as per Corporate Policy B-04 Classification Review System. The Manager of Finance/Treasurer worked with the staff in each position to prepare a revised job description for Human Resources to conduct a job evaluation. As a result, the following changes are recommended:

- Payroll Administrator (1FT) be reclassified from Group 6 to Group 7;
- Accounting Technician (3FT) be reclassified from Group 6 to
 - One Senior Financial Analyst at Group 8 (1FT);
 - One Financial Analyst at Group 7 (1FT); and
 - and One Senior Account Clerk at Group 5 (1FT).

	Change in Staffing	Change in Hours	Change in Salary	Change in Benefits
Payroll Administrator	-	-	\$7,655	\$1,570
Accounting Technician	(3 FT)	(5,460)	(\$249,991)	(\$77,859)
Senior Financial Analyst	1 FT	1,820	\$101,130	\$29,606
Financial Analyst	1 FT	1,820	\$90,986	\$27,523
Senior Accounting Clerk	1 FT	1,820	\$75,829	\$24,415
Total	-	-	\$25,609	\$5,255

The total cost for these changes is \$30,864 per year. These changes are contained within the revised Employment By-law #1.

4. Employee Recognition

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 is the bulletin announcing the round of winners and nominees of the County’s Employee Recognition Program for the period of April to June, 2024. Congratulations to all of the winners and nominees and a big thank you to all of those who made nominations! Nominations for the Q3 Employee Recognition Program can be made until September 30th, 2024.

DELEGATED AUTHORITY APPROVALS

5. The following is a summary of items to date approved under By-law 98-24, Delegated Authority By-law. The applicable By-law was provided to the associated Committee.

BY-LAW/ RESOLUTION	DATE	DESCRIPTION	DELEGATED AUTHORITY BY-LAW REFERENCE	COMMITTEE
118-24 D OP-C-24-08-92 D	August 28, 2024	PWC-2024-44 - Base Aggregate Supply & Delivery - Algonquin Trail Do-All Construction and Bonnechere Excavating for a total amount of \$333,440 plus applicable taxes	2.1 - Tender Award Contained within Approved Budget	Operations Committee
124-24 D CS-C-24-09-53 D	September 3, 2024	Ontario Transfer Payment Agreement - 2024 Child Care, EarlyON and CWELCC Revised Schedule	Section 5.2 - Agreements -	Community Services Committee

125-24 D H-C-24-09-111 D	September 6, 2024	Ministry of Health Dedicated Offload Nurses Program Agreement - One-time Funding of \$214,032 for the 2024/25 funding year	Section 4.2 - Agreements - Financial	Health Committee
126-24 D H-C-24-09-112 D	September 6, 2024	Agreement between City of Ottawa- Ottawa Paramedic Service and Renfrew County Paramedic Service for SMART Transporation Training – Expires Dec. 31, 2024	Section 4.1 - Agreements - Financial	Health Committee

RESOLUTIONS

6. County of Renfrew Procedure By-law

RESOLUTION NO. FA-CC-24-09-99

Moved by Chair

Seconded by Committee

THAT County Council direct the Warden to convene a Special meeting of County Council with the single agenda item being the review of the proposed draft Procedure By-law in the Fall of 2024.

Background

Every municipality in the Province of Ontario must have a procedure by-law. The procedure by-law governs the way that Council and board/committee meetings run. The by-law includes rules for how municipal meetings are called, who is involved, where they happen, and how they proceed. This by-law also guides residents' interactions with Council, the conduct of Council, and the way the municipality communicates about meetings.

To ensure that the County of Renfrew best supports the good governance of the municipality and aligns with Provincial legislation, the Clerk and Chief Administrative Officer/Deputy Clerk are updating the County's current procedure by-law, including a proposed committee of the whole meeting structure. The current by-law has been in place since 2010 and, while there have been several amendments since then, there has not been a singular, fulsome review of the by-law in its entirety since that time.

At the August 28, 2024 Striking Committee meeting, the following resolution was adopted:

Committee Structure Review

RESOLUTION NO. SC-CC-24-08-09

Moved by Chair

Seconded by Committee

THAT staff be directed to review the Committee and meeting structure for the County of Renfrew and provide a report to the Finance and Administration Committee.

Attached is the proposed draft procedure by-law. The Chief Administrative Officer/Deputy Clerk and the Clerk provided a presentation on the proposed new committee and meeting structure and draft Procedure By-law to our meeting.

Committee overviewed the presented draft Procedure By-law and indicated that this is a foundational document similar to the Strategic Plan, the Asset Management Plan and Long Term Financial Plan that requires a detailed overview and discussion with all of County Council.

7. **2025 Budget Target**

RESOLUTION NO. FA-CC-24-09-103

Moved by Chair

Seconded by Committee

THAT County Council approve the 2025 Budget Guidelines with a 3.25% annual levy target increase.

Background

Similar to the prior year, staff are preparing a budget that will present a baseline costing (cost of continuing with current service levels), possible reductions required to meet a council target, and then costing for potential enhancements to the current level of service. Staff feel that a Council target of 3.25% will present an appropriate challenge that will enable meaningful conversations about possible reductions while not forcing unnecessarily difficult contingency planning. The revised Long Term Financial Plan (V3, May 2024) does not specify a levy target, but rather specifies a target contribution to capital reserves, with a number of adjustments to be made based on current conditions.

Attached is the 2025 budget schedule. This schedule provides a summary of the budget development process here at the County of Renfrew, culminating in a two-day budget workshop in 2025.

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

RESOLUTION NO. FA-CC-24-09-105

Moved by Chair

Seconded by Committee

THAT County Council repeal Resolution FA-CC-23-08-73 and replace with:

THAT County Council approve that the County of Renfrew's non-union salary grid be adjusted annually based on the June 12-month average of the Consumer Price Index (CPI) for Ontario (all items) as determined by Statistics Canada; AND THAT the adjustment will be effective for Pay Period #1 each year; AND FURTHER THAT a revised Employment By-law #1 be brought forward to a future session of County Council.

Background

At the August Finance and Administration Committee meeting, a desire to have a more detailed discussion about non-union staff wage increases was expressed.

- Currently, non-union compensation is updated according to Resolution No. FA-CC-23-08-73 (August 2023): THAT County Council approve that the County of Renfrew's non-union salary grid be adjusted annually based on the June 12 month average of the Consumer Price Index (CPI) for Ontario (all items) as determined by Statistics Canada; AND THAT the adjustment will be effective for Pay Period #1 each year; AND FURTHER THAT this adjustment will not be lower than any increase negotiated with any union collective agreement; AND FURTHER THAT a revised Employment By-law #1 be brought forward to a future session of County Council. This would result in a non-union increase of 3.25%, as:
 - The 12 month average CPI, Ontario all items, ending in June 2024 is 3.08%.
 - The Miramichi Lodge, Bonnechere Manor, and Paramedic Services CUPE agreements all have 3.25% increases for the 2025 year.
 - Ontario Nursing Association (ONA) and Renfrew County Housing Corporation CUPE agreements are expired (March 2022 and Dec 2023, respectively) and are in negotiations.
- The change from 3.25% to 3.08% is estimated to reduce total compensation costs by \$42,139 in the 2025 budget. However, many non-union staff are funded or cost shared to different degrees, which makes it difficult to identify the net effect of this change.

2025 Baseline Budget Staffing (as of August 2024) Assuming a 3.25% Non-Union Increase

	<u>Hours</u>	<u>Salary \$</u>	<u>Benefit \$</u>	<u>Hours %</u>	<u>Salary %</u>	<u>Benefit %</u>
Non-union	450,993	21,887,314	6,236,360	28%	32%	32%
CUPE PS	306,214	15,825,099	6,334,626	19%	23%	33%
CUPE ML	378,796	13,041,524	2,625,685	23%	19%	14%
CUPE BM	410,494	12,768,421	3,083,305	25%	19%	16%
CUPE RCHC	51,560	1,580,566	443,686	3%	2%	2%
ONA	40,577	2,427,568	525,417	2%	4%	3%
	<u>1,638,634</u>	<u>67,530,492</u>	<u>19,249,079</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

Committee overviewed the original Council resolution and determined that non-union salary adjustments should not be tied to any union agreements.

BY-LAWS

9. Employment By-law #1

RESOLUTION NO. FA-CC-24-09-107

Moved by Chair

Seconded by Committee

THAT County Council approve the following changes to Employment By-law #1 effective October 1, 2024:

- a) Change to the Student Wage from \$15.60 to \$16.20 (for students under 18) and from \$16.55 to \$17.20 (for students 18 and over) as outlined in Schedule "A";
- b) Renaming of Ontario Works Agent to Ontario Works Caseworker in Group 6;
- c) Removal of the Accounting Technician position in Group 6;
- d) Addition of a Senior Accounting Clerk position in Group 5, a Financial Analyst position in Group 7 and a Senior Financial Analyst Position in Group 8;
- e) Reclassification of the Payroll Administrator from Group 6 to 7;
- f) Reclassification and renaming of Client Programs Supervisor in Group 7 to Resident/Client Outreach Programs Supervisor in Group 8;

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

Background

- a) Minimum wage is increasing in Ontario effective October 1, 2024 with Student Wage increasing from \$15.60 to \$16.20 (for students under 18) and from \$16.55 to \$17.20 (for students 18 and over).
- b) As part of a housekeeping exercise, naming conventions are being updated to reflect the work being done by the Ontario Works staff, specifically that of the Ontario Works Caseworker as a result of human services integration efforts.
- c) In line with Corporate Policy B-04 Classification Review System, the following reclassification results occurred impacting the Finance Division:
 - The addition of a Senior Accounting Clerk position in Group 5, the removal of the Accounting Technician position in Group 6, the reclassification of the Payroll

Administrator from Group 6 to 7, the addition of a Financial Analyst position in Group 7 and the addition of a Senior Financial Analyst position in Group 8.

- d) In line with Corporate Policy B-04 Classification Review System, the reclassification of the Client Programs Supervisors at both Long-Term Care Homes occurred, reclassifying the position from Group 7 to Group 8, as well as a name change to Resident/Client Outreach Programs Supervisor to reflect the role.

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

RESOLUTION NO. FA-CC-24-09-108

Moved by Chair

Seconded by Committee

THAT County Council approve the following amended Corporate Policy:

- a) Policy A-14 Retirement and Early Retirement (amended);

AND 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

A-14 Retirement and Early Retirement

This policy has been updated with additional language to outline the method by which retirement gifts will be provided to retiring employees of the County of Renfrew. This method is being adopted to streamline the retirement process.

All of which is respectfully submitted.

Jennifer Murphy, Chair

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

2024 Tax Rates Summary

Using Actual rates on August 12, 2024 11:30AM EST.

	Residential	New Multi-residential	Multi-residential	Commercial					Industrial			Large Industrial		Landfills	Pipelines	Farm	Managed Forests	
	Occupied	Occupied	Occupied	Occupied	Excess Land	Vacant Land	On-Farm Bus. 1	On-Farm Bus. 2	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Occupied	Occupied	Occupied	Occupied	
Tax Ratios	1.000000	1.000000	1.943600	1.814700					2.466904			2.722000		1.189066	1.332800	0.250000	0.250000	
Education- Retained				0.01250000	0.01250000	0.01250000			0.01250000	0.01250000	0.01250000	0.01250000	0.01250000	0.00980000	0.00980000			
Education	0.00153000	0.00153000	0.00153000	0.00880000	0.00880000	0.00880000	0.00220000	0.00220000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00880000	0.00038250	0.00038250	
Renfrew Co, 4700	0.00412365	0.00412365	0.00801473	0.00748319	0.00748319	0.00748319	0.00748319	0.00748319	0.01017266	0.01017266	0.01017266	0.01122458	0.01122458	0.00490330	0.00549600	0.00103091	0.00103091	
McNab/Braeside Township, 4701	0.00697564	0.00697564	0.01355785	0.01265869	0.01265869	0.01265869	0.01265869	0.01265869	0.01720823	0.01720823	0.01720823	0.01898769	0.01898769	0.00829450	0.00929713	0.00174391	0.00174391	
Arnprior Town, 4702	0.00936076	0.00936076	0.01819358	0.01698697	0.01698697	0.01698697	0.01698697	0.01698697	0.02309210	0.02309210	0.02309210	0.02547999	0.02547999	0.01113056	0.01247602	0.00234019	0.00234019	
Greater Madawaska Township, 4706	0.00482605	0.00482605	0.00937991	0.00875782	0.00875782	0.00875782	0.00875782	0.00875782	0.01190539	0.01190539	0.01190539	0.01313650	0.01313650	0.00573849	0.00643215	0.00120651	0.00120651	
Brudenell, Lyndoch and Raglan Township, 4719	0.00610289	0.00610289	0.01186158	0.01107491	0.01107491	0.01107491	0.01107491	0.01107491	0.01505524	0.01505524	0.01505524	0.01661207	0.01661207	0.00725674	0.00813393	0.00152572	0.00152572	
Madawaska Valley Township, 4726	0.00565232	0.00565232	0.01098584	0.01025726	0.01025726	0.01025726	0.01025726	0.01025726	0.01394373	0.01394373	0.01394373	0.01572493	0.01572493	0.00672098	0.00753341	0.00141308	0.00141308	
Killaloe, Hagarty & Richards Township, 4731	0.00831962	0.00831962	0.01617000	0.01509761	0.01509761	0.01509761	0.01509761	0.01509761	0.02052369	0.02052369	0.02052369	0.02264601	0.02264601	0.00989258	0.01108839	0.00207990	0.00207990	
Bonnechere Valley Township, 4738	0.00731719	0.00731719	0.01422169	0.01327850	0.01327850	0.01327850	0.01327850	0.01327850	0.01805081	0.01805081	0.01805081	0.01991739	0.01991739	0.00870062	0.00975235	0.00182930	0.00182930	
Admaston/Bromley Township, 4742	0.00910171	0.00910171	0.01769008	0.01651687	0.01651687	0.01651687	0.01651687	0.01651687	0.02245304	0.02245304	0.02245304	0.02477485	0.02477485	0.01082253	0.01213076	0.00227543	0.00227543	
Horton Township, 4746	0.00603129	0.00603129	0.01172242	0.01094499	0.01094499	0.01094499	0.01094498	0.01094498	0.01487862	0.01487862	0.01487862	0.01641717	0.01641717	0.00717161	0.00803851	0.00150782	0.00150782	
Renfrew Town, 4748	0.01230738	0.01230738	0.02392062	0.02233420	0.02233420	0.02233420	0.02233420	0.02233420	0.03036112	0.03036112	0.03036112	0.03350069	0.03350069	0.01463429	0.01640328	0.00307685	0.00307685	
Whitewater Region Township, 4758	0.00732832	0.00732832	0.01424333	0.01329871	0.01329871	0.01329871	0.01329871	0.01329871	0.01807827	0.01807827	0.01807827	0.01994770	0.01994770	0.00871386	0.00976719	0.00183208	0.00183208	
Laurentian Valley Township, 4766	0.00498202	0.00498202	0.00968305	0.00904087	0.00904087	0.00904087	0.00904087	0.00904087	0.01229017	0.01229017	0.01229017	0.01356106	0.01356106	0.00592395	0.00664004	0.00124551	0.00124551	
North Algona Wilberforce Township, 4769	0.00726319	0.00726319	0.01411674	0.01318052	0.01318052	0.01318052	0.01318051	0.01318051	0.01791760	0.01791760	0.01791760	0.01977040	0.01977040	0.00863642	0.00968038	0.00181580	0.00181580	
Petawawa Town, 4779	0.00489317	0.00489317	0.00951037	0.00887964	0.00887964	0.00887964	0.00887964	0.00887964	0.01207099	0.01207099	0.01207099	0.01331921	0.01331921	0.00581830	0.00652162	0.00122329	0.00122329	
Laurentian Hills Town, 4792	0.00742021	0.00742021	0.01442192	0.01346546	0.01346546	0.01346546	0.01346546	0.01346546	0.01830495	0.01830495	0.01830495	0.02019781	0.02019781	0.00882312	0.00988966	0.00185505	0.00185505	
Deep River Town, 4796	0.01139369	0.01139369	0.02214478	0.02067613	0.02067613	0.02067613	0.02067613	0.02067613	0.02810714	0.02810714	0.02810714	0.03101362	0.03101362	0.01354785	0.01518551	0.00284842	0.00284842	
Head, Clara & Maria Township, 4798	0.00208325	0.00208325	0.00404900	0.00378047	0.00378047	0.00378047	0.00378047	0.00378047	0.00513918	0.00513918	0.00513918	0.00567061	0.00567061	0.00247712	0.00277656	0.00052081	0.00052081	

2024 Taxable and PIL Levy from 2024 Freeze by Levy Type

Using Actual rates on August 12, 2024 11:29AM EST.

	Residential	New Multi-residential	Multi-residential	Commercial					Industrial			Large Industrial		Landfills	Pipelines	Farm	Managed Forests	Total
	Occupied	Occupied	Occupied	Occupied	Excess Land	Vacant Land	On-Farm Bus. 1	On-Farm Bus. 2	Occupied	Excess Land	Vacant Land	Occupied	Excess Land	Occupied	Occupied	Occupied	Occupied	
Renfrew Co, 4700	43,848,690	205,815	1,315,133	7,866,082	50,772	159,328	1,664	374	365,292	10,088	20,273	762,292	4,585	2,110	2,079,219	657,470	53,894	57,403,081
Education	16,228,157	76,364	251,057	10,633,598	59,855	188,217	489	110	321,201	8,773	17,887	769,309	3,595	4,218	3,329,172	243,943	19,997	32,155,941
McNab/Braeside Township, 4701	6,685,573	0	14,087	175,357	216	586	0	0	41,178	771	6,987	0	0	923	297,015	109,384	6,545	7,338,622
Amprior Town, 4702	9,438,308	140,758	669,132	1,539,913	6,337	67,274	0	0	138,282	2,598	15,760	138,479	1,590	0	34,821	1,577	0	12,194,827
Greater Madawaska Township, 4706	4,138,458	0	0	134,801	762	2,868	0	0	1,766	0	0	0	0	168	0	7,611	8,517	4,294,951
Brudenell, Lyndoch and Raglan Township, 4719	1,404,401	0	9,039	76,751	1,494	71	0	0	14,972	802	0	0	0	23	0	27,876	5,851	1,541,279
Madawaska Valley Township, 4726	4,309,410	0	26,399	378,310	146	6,377	0	0	52,352	936	2,640	0	0	56	0	5,465	5,937	4,788,027
Killaloe, Hagarty & Richards Township, 4731	3,061,652	0	18,046	151,342	0	2,615	0	0	4,649	0	0	0	0	60	0	19,170	4,804	3,262,338
Bonnechere Valley Township, 4738	3,644,201	0	51,008	212,731	1,323	2,549	0	0	37,331	934	0	0	0	48	0	66,098	12,520	4,028,743
Admaston/Bromley Township, 4742	2,576,682	0	0	88,487	0	0	950	0	24,263	285	0	0	0	48	346,940	368,124	5,919	3,411,697
Horton Township, 4746	2,383,173	0	17,091	145,525	329	1,056	0	0	35,404	963	0	0	0	93	245,665	43,885	3,175	2,876,358
Renfrew Town, 4748	7,410,842	285,716	672,849	2,587,882	33,005	69,455	0	0	149,826	1,685	10,663	57,815	1,313	1,581	38,449	1,404	163	11,322,649
Whitewater Region Township, 4758	5,975,859	0	32,916	480,177	1,524	6,500	262	0	37,579	2,159	1,649	103,150	732	169	180,058	366,959	5,302	7,194,996
Laurentian Valley Township, 4766	5,187,217	0	18,872	999,712	17,200	12,292	825	452	30,866	299	2,861	124,516	3,664	645	335,349	92,696	4,287	6,831,752
North Algona Wilberforce Township, 4769	3,349,044	0	0	152,559	716	149	54	0	46,396	108	0	0	0	38	0	59,439	13,324	3,621,826
Petawawa Town, 4779	7,703,064	27,964	745,232	3,879,435	17,171	78,367	0	0	29,524	910	482	0	0	0	252,145	1,597	3,277	12,739,169
Laurentian Hills Town, 4792	2,468,236	0	7,687	370,208	1,710	11,967	671	0	33,976	2,122	0	0	0	0	644,242	853	4,980	3,546,651
Deep River Town, 4796	4,362,807	67,723	125,452	1,670,444	8,664	10,917	0	0	7,786	0	0	1,439,007	0	119	32,543	0	415	7,725,876
Head, Clara & Maria Township, 4798	130,081	0	0	88,668	0	2,480	0	0	939	968	0	0	0	0	297,603	0	173	520,911

Taxable and PIL Levy From Returned Roll

Municipality	Levy 2024	Levy 2023	Levy Change (\$)	Levy Change (%)	Weighted CVA Growth	Notional Levy Increase
ADMASTON/BROMLEY	\$3,411,697	\$2,745,001	\$666,696	24.29%	1.43%	22.86%
ARNPRIOR	\$12,194,827	\$11,297,992	\$896,835	7.94%	5.33%	2.61%
BONNECHERE VALLEY	\$4,028,743	\$3,763,223	\$265,520	7.06%	1.16%	5.90%
BRUDENELL, LYNDOKH RAGLAN	\$1,541,279	\$1,473,118	\$68,160	4.63%	0.94%	3.69%
DEEP RIVER	\$7,725,876	\$7,031,047	\$694,828	9.88%	3.90%	5.98%
GREATER MADAWASKA	\$4,294,951	\$3,912,032	\$382,919	9.79%	2.44%	7.35%
HEAD, CLARA & MARIA	\$520,911	\$520,070	\$841	0.16%	0.16%	0.00%
HORTON	\$2,876,358	\$2,684,006	\$192,352	7.17%	1.85%	5.32%
KILLALOE, HAGARTY & RICHARDS	\$3,262,338	\$2,754,353	\$507,985	18.44%	1.23%	17.21%
LAURENTIAN HILLS	\$3,546,651	\$3,531,708	\$14,943	0.42%	0.42%	0.00%
LAURENTIAN VALLEY	\$6,831,752	\$6,273,963	\$557,790	8.89%	0.73%	8.16%
MADAWASKA VALLEY	\$4,788,027	\$4,578,344	\$209,684	4.58%	1.48%	3.10%
McNAB/BRAESIDE	\$7,338,622	\$6,971,024	\$367,598	5.27%	2.20%	3.08%
NORTH ALGONA WILBERFORCE	\$3,621,826	\$3,458,558	\$163,268	4.72%	1.67%	3.05%
PETAWAWA	\$12,739,169	\$11,064,685	\$1,674,484	15.13%	7.60%	7.54%
RENFREW	\$11,322,649	\$9,875,455	\$1,447,194	14.65%	0.74%	13.91%
RENFREW COUNTY	\$57,403,081	\$52,893,934	\$4,509,147	8.52%	3.06%	5.46%
WHITEWATER REGION	\$7,194,996	\$6,772,857	\$422,139	6.23%	2.92%	3.31%

Employee Recognition Results

April to June - 2024

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 April through June of 2024.

Winners:

Honesty & Integrity – Alana Zadow

Alana is a Junior Planner/Land Division Secretary-Treasurer for the Department of Development & Property. Alana was nominated in all 5 categories with their Honesty & Integrity standing out. Alana has been in their position for over 18 years with the County. Alana consistently demonstrates patience and clarity when explaining complex rules related to severances and land titles, making the process much more accessible for those she assists.

Professionalism – Chantel Bulmer

Chantel is a Registered Practical Nurse with Bonnechere Manor. Chantel was nominated in all 5 categories with their Professionalism standing out. Chantel is a dedicated nurse that consistently assumes additional responsibilities on a daily basis to uphold the welfare of the residents. Chantel demonstrates professionalism in all her interactions with an emphasis on the individual needs of each resident.

Client Service Orientation – David Doner

David is a Sign Shop Fabricator for the Department of Public Works & Engineering. David was nominated in 2 of the 5 categories with their Client Service Orientation standing out. David recently assisted with the Warden's Golf Tournament and prepared all the signs for the event. David went above and beyond helping the team to provide high quality signage to withstand the weather which is reusable for future events on top of his normal duties.

Focus on Results – Darryl McLoughlin

Darryl is a Primary Care Paramedic for the Department of Emergency Services. Darryl was nominated in all 5 categories with Focus on Results standing out. Darryl is a veteran of the Paramedic Service with over 35 years of service. Darryl's dedication to his patients, co-workers and community is unmatched

and is truly appreciated by everyone that he interacts with. Darryl ensures to stay current on medical directives and pathology to ensure that he is treating his patients effectively.

Teamwork – Lori Murdock

Lori is an Ontario Works Agent for the Department of Community Services. Lori was nominated in all 5 categories with their Teamwork standing out. Lori goes above and beyond to demonstrate excellent service to her clients and any of the team’s clients within the department. Lori is a great colleague who offers extra assistance when co-workers are away and is a great resource to collaborate with on particularly challenging cases.

Teamwork – Bernadette Plummer

Bernadette is a Human Resources Coordinator for the Department of Corporate Services. Bernadette was nominated in 2 of the 5 categories with their Teamwork standing out. Bernadette is always willing to help and work towards solutions. She provides sound, honest opinions and advice and holds a high value on integrity and a focus on results by being consistent in her approach and application of industry standards, policies and best practices.

Nominated Employees:

Angela Yahnke	Chris Day	Kody Koepsel
Brenda Watson	Geraldine Neuman	Krystal Thom
Brianna Gardner	Glenn Villeneuve	Lisa Strack
Calvin Mcilwrath	Jayde Turgeon	Tanya Regier
Cheryl Edwards	Jessica Johnston	Wendy Hebert
Christine Gervais	Kayla Burton	
Chanelle Fortin	Kelsey MacKinnon	

We thank all nominators for nominating these employees this quarter. Please continue to nominate your colleagues for July to September. Nomination forms are available on the County Website, Staff Intranet or from Human Resources.



Jason Davis, Bruce Howarth, Alana Zadow, and Craig Kelley



Craig Kelley, Chantal Bulmer, and Dean Quade



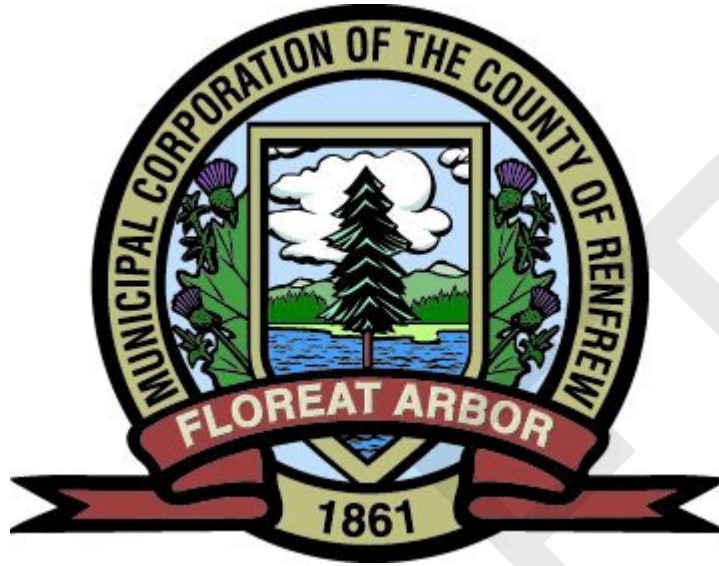
Bernadette Plummer, Amber Hultink, Darryl McLoughlin, Kerri-Lynn McGrath, Craig Kelley and Greg Belmore



April Muldoon, Lori Murdock, and Margo Smith



Greg Belmore, Bernadette Plummer, and Craig Kelley



THE CORPORATION OF
THE COUNTY OF RENFREW

BY-LAW NUMBER 24-xx

**A BY-LAW TO GOVERN THE
PROCEEDINGS OF THE COUNCIL
AND COMMITTEES OF
THE COUNTY OF RENFREW**

2024

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DRAFT

COUNTY OF RENFREW**BY-LAW NUMBER****A BY-LAW TO GOVERN THE PROCEEDINGS OF THE
COUNCIL AND COMMITTEES OF THE COUNTY OF RENFREW**

WHEREAS pursuant to Section 238 (2) of the *Municipal Act, 2001, S.O., 2001 c.25, as amended* every Council shall pass a procedure by-law for governing the calling, place and proceedings of meetings;

WHEREAS pursuant to Section 238 (2.1) of the *Municipal Act, 2001, S.O., 2001 c.25 as amended* states that the procedure by-law shall provide for public notice of meetings;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the County of Renfrew enacts as follows:

SECTION 1 – INTERPRETATION**1.1 General**

- a) The rules and regulations contained in this By-law shall be observed in all proceedings of Council to which they apply and shall be the rules and regulations for the order and dispatch of business at meetings of Council and its Committees.
- b) Committees may not pass a motion to suspend the rules of this By-law.
- c) Subject to the right of appeal, the Chair shall be responsible for interpreting the rules of procedure under this By-law with the advice and assistance of the Clerk.
- d) The Clerk or the Clerk's designate shall be secretary of Council and Committees of Council.
- e) Where procedural matters of Council or Committees of Council are not governed by the *Municipal Act, Municipal Conflict of Interest Act* or provisions of this By-law, Robert's Rules of Order most recent edition shall apply.
- f) The Clerk shall, during regular office hours, on request of any Member of Council, furnish them with a paper or electronic copy or copies of any paper or electronic document in their possession as Clerk of which Council has taken cognizance.
- g) When any matter is referred from one meeting to the next, the Clerk shall take cognizance of the same and lay the same before Council at the next meeting.

- h) The Clerk or an employee of the County designated by the Chief Administrative Officer will be the Recording Secretary of the Committee.

SECTION 2 – DEFINITIONS

“Acting Warden” means, the most recent Past Warden who is a member of Council. If none, it means the Councillor with the longest continuous service.

“Ad Hoc” Committee means a special purpose Committee that may be of limited duration, created by Council through the Striking By-law to inquire and report on a particular matter or concern, and which dissolves as directed by Council. Ad Hoc Committees may include non-elected Members.

“Agenda” means the written Order of Business.

“By-Law” means the legislative intent behind the requirement: that powers of Council be exercised by by-law is to ensure due deliberation by Councils of all important policy matters through the more formal procedure prescribed for the enactment of a by-law: *Ottawa (City) v. Letourneau* (2005), 2005 Carswell Ont 224 (S.C.J.).

“Chair” means the Member who presides at a Council, Committee of the Whole, Steering or Sub-Committee meeting. The term Chair and Presiding Officer may be used interchangeably throughout this By-law.

“Chief Administrative Officer” means the Chief Administrative Officer (CAO) or designate duly appointed by the Council as prescribed in Section 229 of the *Municipal Act*.

“Clerk” means the Clerk of the Corporation of the County of Renfrew as appointed by by-law.

“Close Debate (Call the Question)” means a motion requiring that debate be closed and the vote on the motion be taken immediately.

“Closed Meeting (In-Camera)” means a meeting or part of a meeting closed to the public as prescribed in Section 239 of the *Municipal Act*.

“Committee” means any Committee of the Whole, Steering or Sub-Committee unless otherwise stated.

“Committee of the Whole Meeting (COTW)” means a Committee comprised of all Members of Council.

“Committee Recommendation” means a resolution passed by a Committee of the Whole during a meeting which is subject to approval by Council at the next County Council meeting.

“Communications” shall include, but is not limited to, letters, memos, notices, emails, faxes, petitions, brochures, newspaper/magazine articles, etc.

“Community Events” shall be deemed any event that requests the presence of the Warden. These may include but are not limited to opening ceremonies, fund raisers/charity events, community celebrations and local fairs.

“Confidential Item” shall include the following:

- i. any matter marked “confidential”;
- ii. any matter or item of a confidential nature which has not been lawfully published, disclosed or provided to the public by the County, or introduced, received or made available to the public at a public meeting or information session;
- iii. a record of any matter in respect of which a meeting or part of a meeting may or shall be closed to the public pursuant to the *Municipal Act* or under this By-law;
- iv. any matter which could form the subject matter of an exemption from disclosure or a prohibition against disclosure, pursuant to the provisions of the *Municipal Freedom of Information and Protection of Privacy Act*; and
- v. any matter which the County is prohibited from disclosing pursuant to any contract, legislation or other lawful authority.

“Confirmatory By-law” means a By-law passed prior to adjournment of every Council meeting to confirm by By-law the resolutions and actions of Council taken at that meeting.

“Consent Reports” may include any Committee of the Whole reports that are deemed to be of an administrative nature and/or being received as information and/or do not require action or direction.

“Council” means the Municipal Council of the Corporation of the County of Renfrew in accordance with the County of Renfrew Council Composition By-law in effect.

“Council Meeting(s)” shall include Regular and Special Meetings of the Council of the Corporation of the County of Renfrew.

“Councillor” means a person elected or lawfully appointed to County Council by a resolution of a Local Municipal Council in accordance with the County of Renfrew Council Composition By-law in effect.

“County” means the Corporation of the County of Renfrew.

“Debate” means discussion on the merits of the question/motion and whether the proposed action should or should not be taken.

“Delegation” means a person or group of persons who are not Members of Council or County Staff who have requested and are permitted to address Council or Committee, individually or on behalf of a group, on a matter on the Agenda for that meeting in accordance with the provisions of this By-law.

“Department Head” means the person or designate in charge of a County department.

“Deputy Warden” means the member of Council appointed, by By-law or resolution, to attend ceremonial functions or events in the absence of the Warden.

“Electronic Meeting” means a meeting called and held in full or in part via electronic means (including, but not limited to, audio teleconference, video teleconference, or another means as determined by the CAO or Clerk, and with or without in person attendance.

“Emergency” means a matter which if not dealt with may have serious ramifications, including but not limited to, the inability to address or influence the matter at a later date.

“Emergency Management Act” means the *Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E. 9, as amended.*

“Ex-Officio” means the Warden who by virtue of office shall be a member of all Committees and shall have the same rights and privileges as other Members of the respective Committee.

“Hybrid Meeting” means a meeting where some Members of Council participate electronically and a quorum of Members is present.

“Lame Duck Council” means that Council has certain limitations in the year of an election.

“Local Board Member” as defined in Section 1 of the *Municipal Act.*

“Majority Vote” means, except as otherwise expressly provided in this By-law, a simple majority of the votes cast (i.e. more than 50% of the Members present) except in the case of a recorded vote. In the case of a recorded vote, a majority is determined in accordance with the County’s Weighted Vote By-law in effect, and a majority in such case shall be a simple majority, except as otherwise expressly provided in this By-law, of the total of the weighted votes cast with respect to the matter being voted upon. “Majority of Council” or “Majority of Committee”, as the case may be, means more than 50% of the Members present, except as otherwise expressly provided in this By-law.

“Matter” shall include any record, communication, report, presentation, item, document or information, or the contents, or any part thereof, as the context permits.

“Meeting” means any regular, special, or other meeting of Council or Committee where a quorum of Members is present and Members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of Council or Committee.

“Meeting Schedule” shall be deemed the Council/Committee Schedule containing the dates of Council and Committee of the Whole meeting dates, including other reserved dates confirmed each year by resolution of Council.

“Member” means a Member of Council and includes the Presiding Officer. “County Councillor” shall have a corresponding meaning.

“Minutes” means a record of what was done at a meeting, without note or comment.

“Main Motion” means a motion whose introduction brings business before the Committee.

“Motion” means a recommendation to resolve and effect a decision.

“Municipal Act” means the *Municipal Act, 2001, S.O. 2001, c.25, as amended* from time to time.

“New/Other Business” means business that is not currently listed on the Agenda that is of an emergency, time sensitive, congratulatory or condolence nature.

“Notice of Meeting” shall be deemed to be received as set out in this By-law.

“Order of Business” means the sequence of business under consideration at a meeting.

“Past Warden” means a previous Warden, who is a member of County Council.

“Pecuniary Interest” means a direct or indirect pecuniary (monetary) interest within the meaning of the *Municipal Conflict of Interest Act, R.S.O. 1990, Chapter M. 50, as amended*.

“Point of Order” means any alleged breach of the rules or irregularity in the proceedings of a meeting.

“Point of Privilege” means a statement calling attention to a matter where the integrity of an individual (personal) or the entire Council is perceived to be in question.

“Presentation” means the occurrence when, staff, an individual or group have been invited to present information to Council or Committee.

“Presiding Officer” means the Warden, Acting Warden or Committee Chair(s) or in the absence of the Presiding Officer, the Member of Council chosen by a majority vote to act as Presiding Officer for the purpose of presiding over a meeting until the arrival of the Presiding Officer. The term Presiding Officer and Chair may be used interchangeably throughout this By-law.

“Public Information Session” shall be deemed a meeting held for the purpose of presenting proposals and issues, educating and informing and/or receiving input.

“Public Meeting (Statutory)” shall be deemed a meeting held for the purpose required under an Act or Regulation.

“Quorum” subject to any other applicable statutory provisions, is:

- i. in the case of Council, a majority of Council Members; and
- ii. in the case of a Committee, a majority of Committee Members.
- iii. The Presiding Officer, if present, is a Member to be included in determining a quorum.

“Recess” means a break from a meeting.

“Recorded Vote” means the recording of the names and votes of every Member voting on any matter or question.

“Resolution” means a formal determination made by Council or a Committee on the basis of a motion, duly placed before a regularly constituted Council or Committee meeting for debate and decision, and duly passed.

“Rules” or “Rules of Procedure” means the rules and regulations provided in this By-law.

“Significant Weather Event” means an approaching or occurring weather hazard with the potential to pose a significant danger to users of the highways within a municipality (as defined in Ontario Regulation 239/02).

“Special Enquiry” includes a request for detailed investigative, statistical or technical information or study.

“Special Meeting” means a meeting other than a regularly scheduled meeting called pursuant to the *Municipal Act* or the provisions of this By-law.

“Standing Committee” means a Committee of Council constituted to perform a continuing function and which has a continuous existence. For the purpose of this By-law the Committee of the Whole is deemed to be a Standing Committee.

“Steering Committee” includes any Steering Committee or task force established by Council and approved through a resolution of Council which goes out of existence as soon as it has completed a specified task.

“Striking Committee” shall be deemed a Committee of Council for the purpose of preparing recommendations for appointments to Boards and Commissions, Steering and Sub-Committees and other duties as approved by Council.

“Sub-Committee” includes any Sub-Committee established by Council and approved through a resolution of Council which has a continuing existence.

“Summer Recess” shall be deemed to be the month of July each year where no Committee of the Whole or Council meetings are held unless a Special Meeting is called via petition or majority of Council.

“Time Sensitive” means a matter in which delaying a decision could negatively impact the Corporation. Shall also mean information that is only relevant or applicable for a specific period of time.

“Two-thirds Vote” means the affirmative vote of at least two-thirds of the Members present and eligible to vote.

“Warden” means the Member of Council duly elected as the Warden by the Council and by virtue of their office acts as Head of Council, Ex-Officio and Presiding Officer.

“Weighted Vote” means the number of votes allocated to each Council Member in accordance with the Weighted Vote By-law in effect, as amended.

“Working Group” includes any group established by Council which has either a continuous existence or which goes out of existence as soon as the specified task is completed. The membership of the group shall be comprised of staff, County Council Members and lay Members when necessary. The membership of a working group shall consist of less than 50% County Council and/or Local Board Members (a minimum of 2 Members of Council).

SECTION 3 – COUNCIL

3.1 Role of the Warden

The Warden shall:

- a) act as Presiding Officer at all meetings of Council;
- b) provide leadership to Council;
- c) represent the County at Community Events (official functions);
- d) carry out the duties of the Head of Council under applicable By-laws or Acts;
- e) apply the Code of Conduct in effect in order to mediate disputes of Council, Committees or Councillors;
- f) represent the County at the Eastern Ontario Wardens’ Caucus; and
- g) act as the Corporate spokesperson for Council by formally communicating information related to events, emergencies, decisions and resolutions of Council, a Board or Committee, as the case may be.

3.2 Role of Council Members (Including Alternates)

In accordance with the *Municipal Act*, Members shall:

- a) represent the public and consider the well-being and interests of the municipality;
- b) develop and evaluate the policies and programs of the municipality;
- c) determine services the municipality provides;
- d) ensure the administrative practices and procedures are in place to implement the decisions of Council;
- e) maintain the financial integrity of the municipality;
- f) carry out the duties of Council under applicable By-laws or Acts;
- g) come prepared to every meeting by having read all the material supplied, including Agendas and confidential reports, to facilitate discussion;
- h) respect and adhere to the policies and procedures set by Council and will under no circumstances take it upon themselves, individually to circumvent established policies and procedures;
- i) not criticize any decision of Council except for the purpose of moving that a question be reconsidered;
- j) consult with Department Heads on matters of operational concerns and complaints;
- k) not have the authority to direct Department Heads or staff;
- l) direct general questions or comments to the appropriate department; and
- m) dress in business attire for all Council meetings and may dress in business casual attire for all other meetings.

SECTION 4 – MEETINGS

4.1 First Meeting (Inaugural) - Municipal Election Year

The Inaugural Meeting of County Council after a municipal election shall be considered Council's First meeting. The Inaugural Meeting will be held on the last Wednesday in November commencing at 9:30 a.m. The purpose of the meeting is to swear in Council-elect and for conducting the elections for Warden for a two (2) year term and the Striking Committee.

4.2 First Meeting (Inaugural) Agenda - Order of Proceedings

The content of the Agenda of the Inaugural Meeting and its proceedings shall include:

- a) Call to Order by Clerk
- b) Land Acknowledgment
- c) Acknowledgement of Municipal Clerks' Certificates
- d) Oath of Office from Members of County Council
- e) Roll Call
- f) Introduction of CAO
- g) Procedure for Nomination of County Warden
- h) Procedure for the Election of County Warden/Acclamation
- i) Warden Election Results
- j) Oath of Office of Newly Elected/Acclaimed Warden
- k) Warden's Address
- l) Greetings from Dignitaries
- m) Report from Striking Committee
- n) Warden's Invitation for Deputy Warden Candidates
- o) Confirming By-law
- p) Adjournment

4.3 First Meeting - Non-election Year

The First meeting of County Council in Year Three shall be held on the first Wednesday of December beginning at 9:30 a.m. The purpose of the meeting is to conduct the elections for Warden for a two (2) year term and the Striking Committee for a two (2) year term.

4.4 First Meeting Agenda - Non-election Year - Order of Proceedings

The content of the Agenda of the first meeting (Year Three) and its proceedings shall include:

- a) Call to Order by Clerk
- b) Land Acknowledgment
- c) Roll Call
- d) Introduction of CAO
- e) Procedure for Nomination of County Warden
- f) Procedure for the Election of County Warden/Acclamation
- g) Warden Election Results
- h) Oath of Office of Newly Elected/Acclaimed Warden
- i) Warden's Address
- j) Greetings from Dignitaries

- k) Report from Striking Committee
- l) Warden's Invitation for Deputy Warden Candidates
- m) Confirming By-law
- n) Adjournment

4.5 Place of Meeting

All the meetings of Council will be held in the Council Chamber of the County Administration Building, 9 International Drive, Pembroke, Ontario or at such place as the Warden, Clerk, and Chief Administrative Officer may from time to time determine, or by electronic participation, or by hybrid (a combination of in-person and electronic participation) . Applicable meetings of Council will be broadcast, where possible, through live streaming, and will be made available on the County's YouTube page.

A Committee may determine from time to time to hold a meeting at different location or time, as established by Council resolution.

4.6 Date and Time

All Regular Meetings of County Council shall be held on the second and fourth Wednesday of every month at the hour of 9:30 a.m., or as otherwise scheduled due to Statutory Holidays, as outlined in the annual Council and Committee Calendar. During the fourth quarter of each calendar year, the Clerk shall prepare a report to Council identifying the following year's meeting dates to be adopted by Council and posted on the County's website.

4.7 Cancellation of Meeting

The Clerk, with the approval of the Warden, may cancel a meeting of Council when, in their opinion, there is sufficient cause to do so.

4.8 Notice of Regular Council Meeting

No notice shall be given of any Regular Council meeting unless the day of the meeting is other than provided for in Section 4.6 or as adopted by Council. The Agenda shall be considered as adequate notice of Regular, Special or Emergency Meetings.

4.9 Exceptions to Regular Meeting Schedule

- a) Exceptions to regular meeting schedule will be upon resolution of Council.
- b) **Summer recess** - There shall be no Regular meeting held in the month of July. Meetings of a time sensitive matter may be at the call of the Chair, if required.
- c) **December meetings of even-numbered years** - The first Regular Meeting in December of the First and Third Year shall be held two Wednesday's following the First (Inaugural) Meeting.

4.10 Special Meetings - Warden

In addition to Regular Meetings, the Warden may at any time summon a Special Meeting of Council by giving direction to the Clerk stating the date, time and purpose of the Special Meeting.

4.11 Special Meetings - Members of Council

Upon request by the majority of the Members, the Clerk shall summon a Special Meeting for the purpose and at the date and time mentioned in the petition.

4.12 Notice of Special Meeting

The Clerk shall give all Members notice of a Special Meeting of Council at least forty-eight (48) hours before the time appointed for such meeting.

4.13 Delivery Notice of Special Meeting

Notice may be given to Members by delivering a notice personally by leaving such notice at their residence or place of business, or by electronic mail, or by telephone, or by other electronic.

4.14 Nature of Business

The written or verbal notice to be given shall indicate the nature of the business to be considered at the Special Meeting and, the date, time and place.

4.15 No Other Business

No business other than that stated in the notice shall be considered at the Special Meeting.

4.16 Posting of Public Notice of Special Meeting

Posting of all public notices will be accomplished by posting on the County's official website with a minimum of twenty-four (24) hours' notice.

4.17 Emergency Meeting

Notwithstanding any other provision of this By-law, an Emergency Meeting may be held, without written notice, to deal with an emergency or extraordinary situation, provided that an attempt has been made by the Clerk, or designate, to notify the Members about the meeting as soon as possible and in the most expedient manner available. The only business to be dealt with at an Emergency Meeting shall be business dealing directly with the emergency or extraordinary situation.

4.18 Meetings Open to Public

Meetings of the Council and its Committees shall be open to the public with the exception of those meetings as provided within this By-law and as provided for under Section 239 of the *Municipal Act*.

4.19 Closed to Public - Meeting Subject Matters

A meeting or part of a meeting of the Council or Committees may be Closed to the public if the subject matter being considered is:

- a) The security of the property of the municipality or local board;
- b) Personal matters about an identifiable individual, including municipal or local board employees;
- c) A proposed or pending acquisition or disposition of land by the municipal or local board;

- d) Labour relations or employee negotiations;
- e) Litigation or potential litigation, including matters before administrative tribunals, affecting the municipal or local board;
- f) Advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- g) A matter in respect of which a council, board, committee or other body may hold a Closed Meeting under another Act;
- h) Information explicitly supplied in confidence to the municipal or local board by Canada, a province or territory or a Crown agency of any of them;
- i) A trade secret or scientific, technical, commercial, financial or labour relations , supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization;
- j) A trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- k) 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 municipal or local board. 2001, c. 25, s. 239 (2); 2017, c. 10, Sched. 1, s. 26.

Other criteria

- l) A request under the *Municipal Freedom of Information and Protection of Privacy Act*, if the council, board, commission, or other body is the head of an institution for the purposes of that Act; or
- m) An ongoing investigation respecting the municipality, a local board or a municipally controlled corporation by the Ombudsman appointed under the *Ombudsman Act*, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1).

Educational or training sessions

- n) A meeting of a council or local board or of a committee of either of them may be Closed to the public if the following conditions are both satisfied:
 - i) the meeting is held for the purpose of educating or training the Members.
 - ii) at the meeting, no Member shall discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee.

4.20 Closed Resolution

Prior to holding a meeting which is closed to the public, Council or the Committee shall pass a resolution stating the purpose of the holding of the Closed Meeting and including the general nature of the matter to be considered at the Closed Meeting.

4.21 Vote in Closed

No vote may be taken except on a procedural matter or for giving of directions or instruction to officers, employees or agents of the County or persons retained by or

under contract with the County, on a matter that can be discussed in Closed Session set out in this By-law and the *Municipal Act*.

4.22 Rise from Closed Session

Upon rising from Closed Session, Council shall bring forward any matter to be voted on in Open Session that did not fall under the exceptions in Section 239 of the *Municipal Act*.

4.23 Closed to Public (Education and Training)

In the case of a meeting under, Closed to Public - Meeting Subject Matters, "Education or Training Sessions", the fact of the holding of the Closed Meeting, the general nature of its subject matter and that it is to be closed under that section shall be declared within the Resolution required under "Education or Training Sessions".

4.24 Confidential Matters

Members are to ensure that confidential matters disclosed to them during meetings closed to the public, are kept confidential. All deliberations while in Closed Session shall remain confidential unless otherwise agreed upon by the majority vote of Council. Only the final results of the deliberations may be made public when such disclosure is authorized by Council. Any Member, who contravenes the confidentiality clause, may be subject, by majority vote of the Council, to penalties in accordance to the County's adopted the Council Code of Conduct in effect. The obligation to keep information confidential applies even if the Member ceases to be a Member.

4.25 Enquiries Regarding Closed Meetings

No Member shall release or make public any information considered at a Closed Meeting or discuss the content of such a meeting with persons other than Members or relevant staff members.

4.26 Workshops, Orientation and Information Sessions with Outside Participants

Workshops and information sessions are informal and broad discussions among a quorum or non-quorum of Members with the assistance of staff and, as appropriate, with guests or attendee participation beyond the Members of County Council. Sessions of this nature are for the purpose of educating or training the Members and to seek Council insight and feedback. At no time shall a workshop or information session materially advance the business or decision-making of the Council or Committee.

4.27 Electronic Participation - Quorum and Voting

Members of Council, Local Boards and Committees may participate electronically in Open and Closed Regular and Special Meetings, may be counted for purposes of quorum and shall be permitted to vote.

SECTION 5 – DUTIES

5.1 Preparation by Members

Members of Council shall make every effort to come prepared to Council meetings by having reviewed all the material supplied, including Agendas and reports, to facilitate

discussion and the determination of action at the meeting. Whenever possible, the Members shall make appropriate inquiries to administration staff when seeking clarification of material provided.

5.2 Leave Meeting

Whenever possible, Members shall provide the Clerk with notice prior to the commencement of the Council Meeting of their intent to leave the meeting early.

5.3 Report Requests

All requests for substantive reports from Members of the administration shall be by Council resolution, which shall identify the appropriate Department or Director and objectives of the report.

5.4 Interference

No Members(s) shall have the authority to direct or interfere with the performance of any work by administration of the County. All inquiries shall be directed through the office of the Chief Administrative Officer.

5.5 Order

The Warden or Committee Chair shall preside over the conduct of meetings, including the preservation of good order and decorum, ruling on points of order and deciding all questions relating to the orderly procedure of the meeting, subject to an appeal to the Council or Committee, as the case may be and to enforce the Rules of Procedure.

5.6 Speakers

The Warden or Committee Chair shall recognize any Member of Council or Committee (as the case may be) who wishes to speak and determines the order of the speakers.

5.7 Motions

The Warden or Committee Chair shall receive and submit in the proper manner, all motions presented by the Members and to put to vote all questions, which are duly moved, and to announce the result.

5.8 Warden/Committee Chair - Motion and Debate

The Warden or Committee Chair may speak and/or vote on any question, but if they wish to make a motion, they shall first leave the Chair by designating the Vice-Chair to Chair the meeting. Should the Vice-Chair be absent, another Member shall be designated to act in their stead until such time as the motion(s) and any amending motion to the main question has been decided upon and after which they shall resume the Chair.

5.9 Restrain Member

It shall be the duty of the Warden or Committee Chair to restrain the Members, within the rules and procedures when engaged in debate.

5.10 Authentication

It shall be the duty of the Warden or Committee Chair to authenticate, by signature when necessary, all By-laws, resolutions and minutes approved by the Council.

SECTION 6 – CONDUCT DURING MEETINGS**6.1 Sovereign - Royal Family**

No Member shall speak disrespectfully of the reigning Sovereign or of any of the Royal Family or of the Governor General, the Lieutenant Governor or any Provincial representative or any Members of the Senate, the House of Commons of Canada or the Legislative Assembly of the Province of Ontario.

6.2 Members of Council - County Administration

No Member shall speak disrespectfully, nor shall they use offensive words in or against Members of the Council or any Member thereof including employees of the County of Renfrew.

6.3 Decisions of Council

No Member shall criticize any decision of the Council except for the purpose of moving that the question be reconsidered. Members may indicate the manner in which they voted and the reasons why.

6.4 Breach of Rules

Members shall refrain from harmful conduct to the County or its purposes. No Member shall breach the rules of the Council, or a decision of the Chair or of the Council as a whole on questions of order or practice, or upon the interpretation of the rules of Council and its rules of procedure. In the case where a Member persists in any such breach after having been called to order by the Chair, the Chair may order that such Member leave their seat for the duration in which the meeting is being held; but if the Member apologizes, they shall be permitted, by vote of the Council to retake their seat.

6.5 Disorder of Meeting

It shall be the duty of the Chair to adjourn the meeting without the question being put or to suspend or recess the sitting for a time to be named if considered necessary because of grave disorder arising in the meeting.

6.6 Power to Expel

The Warden or other Presiding Officer may expel any person for improper conduct at a meeting.

6.7 Discriminatory

No Member shall speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, ethnic origin, citizenship, creed, gender, sexual orientation/identification, age, colour, marital status, family status or disability.

6.8 Respect to the Chair

Any person, while attending a meeting in session and who must withdraw themselves from the Council Chamber, shall not do so without first turning towards the Chair as they withdraw and bow in such a manner that any person in attendance may know their intention is to withdraw from the Council Chamber.

6.9 Food within the Chamber

There shall be no food permitted within the Council Chamber while a meeting is in session.

6.10 Recording of Meetings

Members of the public, including accredited and other representatives of any news media, may use cameras, recording equipment, television cameras, and any other devices of a mechanical, electronic, or similar nature to transcribe or record Open Session proceedings of Council and Committees. These devices may not be used in such a way as to obstruct or disrupt the proceedings of the meeting.

At such time that Council deems appropriate, all Council meetings will be recorded by County staff and live streamed, with the exclusion of Closed Session meetings. Recordings of meetings shall not be used or considered as meeting minutes.

6.11 Public Participation at Meetings

An attendee shall not participate in a Meeting unless listed on the Agenda as a Delegation or Presentation and shall be subject to the rules and procedures of this By-law.

- a) No person, except a Member of Council or an authorized employee of the County, shall be allowed to come on the Council floor during a Council meeting without permission of the Presiding Officer.
- b) No person except a Member of Council or an authorized employee of the County shall, before or during a Council meeting, place on the desks of Members or otherwise distribute any material unless such person is so acting with the approval of the Clerk.

6.12 Meeting Conduct

No person shall:

- a) disturb a meeting by any disruptive or distracting conduct, including private conversations among Members or Attendees at a meeting;
- b) use profane or offensive words or insulting expressions;
- c) disobey the rules of procedure;
- d) rise from their seat or make any noise or disturbance while a vote is being taken;
- e) speak until they have been recognized by the Chair; and
- f) display signs, place cards, applaud, heckle or engage in telephone or other conversation or any behavior which may be considered disruptive.

6.13 Cell Phone and Electronic Devices

All cell phones and electronic devices not required for conducting a meeting shall be either turned off or otherwise set so as not to emit any audible sound during a meeting.

SECTION 7 – RULES OF DEBATE

7.1 Addressing the Chair

Any Member, previous to speaking on any motion, shall indicate their desire to speak by raised hand and shall not speak until recognized by the Chair.

7.2 Order of Speaking

When two or more Members signify their desire to speak, the Presiding Officer shall recognize the Member who, in their opinion, signified first and next recognize the other Member(s).

7.3 Speaking Through the Chair

The Chair shall recognize the Members in the order they indicate their desire to speak; be acknowledged by the Chair; and shall address all questions, "Through the Chair".

7.4 Interruption

When a Member is speaking, no Member shall pass between the speaker and the Chair or interrupt the speaker except to raise a question of privilege, appeal the decision of the Chair or raise a Point Of Order.

7.5 Point of Order - Inform Members

It shall be the duty of the Chair to inform the Members on any Point of Order.

7.6 Subject of Debate

No Member shall speak on any subject other than the subject that is currently being debated.

7.7 Motion Read

Any Member may require a motion under discussion to be read at any time during the debate but not so as to interrupt a Member while speaking.

7.8 Time Limit

No Member of Council shall speak more than twice to the main question and no longer than five (5) minutes on any question, except in explanation of a material part of the debate, which may have been misunderstood, but they may not introduce new matter. A right of reply may be allowed to a Member who has made a substantive motion to Council, and no Member shall speak to the same question or in reply, without permission of Council.

7.9 Question on Motion

A Member may concisely ask a question through the Chair only for the purpose of obtaining information relating to the motion under discussion.

7.10 Question Integrity of Employees

A Member, while asking questions through the Chair, shall at no time, put into question the municipal employee's personal or professional integrity.

7.11 Motion Seconded Before Debate

All motions shall be seconded before being debated and voted on.

SECTION 8 – QUORUM

8.1 Call to Order - Quorum Present

As soon after the hour fixed for holding the meeting of the Council, as there is a quorum present, the Chair shall call the Meeting to order.

8.2 Quorum

A majority of the Members elected shall constitute a quorum.

8.3 Non-Quorum Time Limit

If there should be no quorum present within fifteen (15) minutes after the time fixed for holding the meeting of the Council, the Chair shall call the roll and the Clerk shall take down the names of the Members present.

8.4 Permitted Motions Without Quorum

Should there be no quorum at a duly called meeting, **one** of the following three motions can be legally called:

- a) **Motion to Adjourn** - By calling this motion, all matters listed on the Agenda shall be brought forward at the next regularly scheduled meeting.
- b) **Motion to Recess** - The Chair may call for a recess and request that the Members missing be called to inquire as to their attendance.
- c) **Motion to Set the Time to which to Re-adjourn the Meeting** - The Chair may request to re-set the meeting to another date and time set before the next regular meeting to deal with matters listed on the Agenda.

There can be no other motion that would advance the business of the Council legally permitted.

8.5 Warden Absent

Where the Warden has not previously advised of an absence or lateness, and in the case of the Warden not attending within fifteen (15) minutes after the hour fixed for holding the meeting of the Council, and provided that a quorum is present, the Clerk shall call the meeting to order and shall call on the Immediate Past Warden, who is a Member of County Council and who shall preside until the arrival of the Warden. When presiding, the Immediate Past Warden shall have the same authority as the Warden while presiding the meeting.

8.6 Past Warden Also Absent

Should the Immediate Past Warden not be a Member of County Council; the Clerk shall call the meeting to order, and the Members shall appoint a Chair amongst themselves

to preside until the arrival of the Warden. The selected Chair shall have the same authority as the Warden while presiding the meeting.

8.7 Remedy for Lack of Quorum - Municipal Conflict of Interest Act

Where the number of Members who, by reason of the provisions of the *Municipal Conflict of Interest Act*, are disabled from participating in a meeting is such that at that meeting the remaining Members are not of sufficient number to constitute a quorum, then despite any other general or special Act, the remaining number of Members shall be deemed to constitute a quorum, provided that such a number is not less than two (2).

SECTION 9 – MINUTES

9.1 Contents Recorded by Clerk

The Clerk shall prepare and cause the minutes to be taken of each meeting of Council and which shall include:

- a) The place, date and time of the meeting;
- b) The name of the Presiding Officer or Officers and the record of the attendance of the Members;
- c) Members who enter after the commencement of a meeting or leave prior to adjournment, the time shall be so noted in the minutes;
- d) To record, without note or comment, all resolutions, decisions and other proceedings of the Council;
- e) To record all publicly declared conflict of interests made by Members and identify that the Member has recused themselves from discussion or vote on the declared matter, when the subject matter is brought up for debate;
- f) If required by any Members present at a vote, to record the name and vote of every Member voting on any matter or question.

9.2 Minutes - Closed Session Meeting

Minutes of Closed Meetings shall be adopted after rising from Closed Session with a resolution in Open Session. The contents of the minutes shall not be disclosed but shall include the following:

- a) the time and place of the meeting;
- b) those Members in attendance and the Presiding Officer/Chair;
- c) disclosures of pecuniary interest, if any, but not the general nature thereof; and
- d) directions given to officers, employees or agents of the County or persons retained by or under contract with the County.

SECTION 10 – ORDER OF BUSINESS – AGENDA

10.1 Agenda - Content

Agendas for Regular Council meetings shall be generally formatted by the Clerk under the following headings but modifications to the order of business may be affected by the Clerk without an amendment to this By-law.

The business of the Council, for a regular meeting shall in all cases, be taken up in the following order, once the Chair has brought the meeting to order, unless otherwise decided by a majority vote of the Members present.

10.2 Regular Council Agenda

The Clerk shall prepare an Agenda under the following headings for the use of Members at Regular Council meetings:

- a) Call to Order
- b) Welcome and Land Acknowledgement
- c) Moment of Silent Reflection
- d) National Anthem
- e) Roll Call
- f) Adoption of Agenda
- g) Disclosure of Pecuniary Interest
- h) Adoption of the Minutes of the Previous County Council Session
- i) Warden's Address
- j) Delegations and Presentations
- k) Correspondence
- l) Committee Reports
- m) Consent Items
- n) Staff Reports - Direction
- o) Written/Verbal Reports from Representatives Appointed to External Boards
- p) Notice of Motions
- q) Member's Written Motions
- r) Announcements
- s) New Business
- t) Closed Meeting
- u) Rise from Closed Session
- v) Matters Arising from Closed Session
- w) By-laws
- x) Confirmatory By-law
- y) Adjournment

10.3 Committee of the Whole Agenda

The Clerk, in consultation with the Chair, shall have prepared for the use of the Members at all meetings, an agenda as follows:

- a) Call to Order
- b) Welcome and Land Acknowledgement
- c) Disclosure of Pecuniary Interest and the General Nature Thereof
- d) Approval of Minutes
- e) Adoption of Agenda
- f) Presentations (estimated time per presenter)
- g) Questions of the Presentations from Council
- h) Communications
- i) Consent Reports
- j) Discussion Reports
- k) Deferred Reports

- l) Verbal Reports
- m) Confidential Reports
- n) New/Other Business
- o) Adjournment

10.4 Steering and Sub-Committee Meeting Agendas

The Clerk, in consultation with the Chair, shall have prepared for the use of the Members at Steering and Sub-Committee meetings, an agenda as follows:

- a) Call to Order
- b) Welcome and Land Acknowledgement
- c) Roll Call
- d) Disclosure of Pecuniary Interest and the General Nature Thereof
- e) Approval of Minutes
- f) Adoption of Agenda
- g) Business
- h) New/Other Business
- i) Next Meeting
- j) Adjournment

10.5 Delivery of Agenda

The Agenda shall be delivered electronically to each Member of Council by the Clerk's Office no later than 12:00 noon, five (5) calendar days prior to the scheduled Regular Council meeting and will be posted on the County website.

SECTION 11 – CALL TO ORDER

11.1 Quorum

Upon confirming that a quorum of Members are present and after the hour fixed for the holding of the meeting, the Warden shall call the meeting to order.

SECTION 12 – WELCOME AND LAND ACKNOWLEDGEMENT

- 11.1** The Council Meeting shall commence with a land acknowledgement statement read by the Chair. Acknowledging territory shows recognition of and respect for Aboriginal Peoples. It is recognition of their presence, both in the past and the present. Recognition and respect are essential elements of establishing healthy, reciprocal relations. These relationships are key to reconciliation, a process to which the County of Renfrew is committed.

SECTION 13 – MOMENT OF SILENT REFLECTION/SILENCE

- 13.1** The Chair shall ask Council to join in a moment of silent reflection. If required, a moment of silence will be observed in recognition of the passing of a current or former Member of County Council, the Crown, a Member of Parliament, or a Member of Provincial Parliament.

SECTION 14 – ADOPTION OF AGENDA

- 14.1** By majority vote, the Agenda shall be adopted by Members of Council as presented, modified or in its amended form.

SECTION 15 – DISCLOSURE OF INTEREST

15.1 Disclosing

All Members shall govern themselves at any meeting in accordance with the current legislation respecting any disclosure of interest they may have in accordance to the *Municipal Conflict of Interest Act*. It is further the responsibility of all Members to identify and publicly disclose any interest.

15.2 No Influencing

The Members shall disclose the interest including the general nature thereof, prior to any consideration of the matter and shall not take part (with the exceptions as noted under Section 5.2 (1) of the *Municipal Conflict of Interest Act*) in the discussion of or vote on any question in respect of the matter and shall not attempt in any way whether before, during or after the meeting to influence the voting on any such question.

15.3 Closed Session

Where the meeting is not open to the public, the Member shall immediately leave the meeting or the part of the meeting during which the matter is under consideration.

15.4 Absent from a Meeting

Where a Member is absent from a meeting, which includes a matter on which they have an interest, the Member shall disclose this interest at the next public meeting they attend.

15.5 Written Declaration

The declaration of interest shall be provided in a written statement to the Clerk or the Secretary of Committee or Local Board (as the case may be) and shall be recorded in the minutes of the meeting and where the meeting was open to the public, the general nature of such declaration.

15.6 Declaration - Record - Meeting Closed to the Public

Where the declaration of interest is made on a matter that is not open to the public, the Members shall provide in a written statement to the Clerk or the Secretary of Committee or Local Board (as the case may be), declare the interest, but not the general nature of that interest and shall be recorded in the minutes of the next meeting that is open to the public.

15.7 Maintaining a Registry

A Registry shall be kept by the Clerk on every written statement made by Members of the general nature of the declared interest and the Registry shall be available for public inspection.

15.8 Non-Compliance

The failure of one or more Members to comply with this section shall not affect the validity of the meeting regarding the said matter. If a Member inadvertently fails to disclose an interest at the meeting of the subject matter, the Member shall disclose at the next available meeting, offer an apology and same shall be recorded in the minutes.

SECTION 16 – ADOPTION OF MINUTES**16.1 Last Meeting(s)**

Minutes of the last regular meeting of Council and of all Special or Emergency Council meetings held subsequent to the last regular meeting, shall be included in the Agenda and may be adopted by Council without having been publicly read at the meeting at which the question of their adoption is considered. By prior distribution of the minutes to all Members, it is understood that the minutes have been read. Once the minutes have been adopted, they shall be signed by the Warden and the Clerk.

SECTION 17 – DELEGATIONS AND PRESENTATIONS**17.1 Delegation and Presentation Request Deadline**

Persons desiring to address Council for the purpose of making a presentation with respect to items for Council consideration that fall under the Council's mandate shall be heard at a Council meeting, with those delegations having submitted their request in writing to the Clerk no later than 12:00 noon, eight (8) calendar days prior to the meeting of Council. The Clerk shall determine the order in which they appear on the Agenda.

Delegation requests to address a matter on an Agenda which has been posted is set out in this By-law.

17.2 Number of Presentations and/or Delegations

On any given Regular Council meeting, the number of delegations shall be limited to three (3). Any future delegations would then be invited to a subsequent meeting of Council. The Clerk, upon consultation with the Warden, may increase the number of permitted delegations due to the nature and/or timing requirements of the matter.

17.3 Material

Where possible, written material to be distributed to Council shall be submitted to the Clerk within the same timeframe as in this By-law, along with their request to appear as a Delegation. The notice shall clearly specify the business to be presented, who the spokesperson(s) shall be and the date at which the delegation wishes to be entertained, in order that the material can be circulated with the Agenda.

17.4 Written/Verbal Reports from Representatives Appointed to External Boards

County representatives that are appointed to external boards may supply written reports to the Clerk to be distributed to County Council.

17.5 Delegation Time Limit

Delegations and presentations shall be limited to a maximum of ten (10) minutes. This does not include answering questions from Council. Upon request and due to special circumstances, the time limit may be extended at the discretion of the Warden.

- a) An organized body wishing to address Council as a delegation, regardless of the number of spokespersons, shall be limited to a maximum of fifteen (15) minutes.
- b) Individual Members of Council shall each be permitted a question period for each delegation of a maximum of five (5) minutes. Members shall be permitted to ask clarifying questions but shall not make statements nor enter into debate with such persons.

17.6 Reappear Before Council

Once a delegation has made a presentation to Council on an issue, they shall not address Council on the same issue within a twelve (12) month period unless, in the opinion of the Clerk, there is new information that is pertinent to the matter.

17.7 Delegation Deemed Inappropriate for Council

When it is deemed inappropriate that a delegation address Council, the Clerk shall so notify the delegation and Council with a supporting explanation. Such written explanation shall be delivered with the Agenda and the Council, if it so wishes to hear the delegation, shall, by two-thirds vote of the Council Members present and voting, introduce a motion to suspend the rules to allow the delegation to be heard.

17.8 Statements Unsubstantiated

Should a delegation in its deputation offer a statement in error, any Member of Council or Official may be recognized by the Chair on a "Point of Order" whereby the Members of Council or Official so recognized by the Chair may bring necessary corrections or clarifications to the comments or statement said by the delegation.

17.9 Presentations

Presentations will differ from delegations as they will be presenting information to Council such as updates from municipal partners, agencies, auditors, solicitors, consultants, other levels of government, etc.

- a) Presenters will be asked to keep their presentation to a maximum of ten (10) minutes but, due to the nature of the information they are presenting, may request more time from the Clerk up to a maximum of twenty (20) minutes.
- b) Council Members shall be permitted a question period for each presentation of a maximum of twenty (20) minutes. Members shall be permitted to ask clarifying questions but shall not make statements nor enter into debate with such persons.

17.10 Requests for Action Referred

Delegations or presentations which request action to be taken by the Council should be referred to administration by majority vote for a report that shall be presented to Council at a subsequent Council Meeting.

DELEGATIONS

- 1.1. Delegations not listed on the Agenda may be heard provided a majority of the Members present vote to hear the delegation.
- 1.2. Delegations to Committees and County Council shall be permitted to participate via electronic means at the discretion of the Presiding Officer and the Clerk.

SECTION 18 – CONSENT ITEMS

18.1 Items to be considered for the Consent Items portion of the Agenda shall be determined by the Clerk in consultation with the Senior Leadership Team. Matters selected for Consent Items are to be information, housekeeping, non-controversial or routine in nature.

- a) If a Member of Council wishes to comment or seek clarification on a specific matter noted in the list of Consent Items, they may identify the item and clarification or comment will be provided. An item requiring more than clarification or comment will be extracted from the list of Consent Items and dealt with separately. The balance of the Consent Items will be approved in one resolution.
- b) Consent Items will include:
 - i) Staff Reports that are for information, housekeeping, or noncontroversial. Any staff report that contains options for Council's consideration will not be included.
 - ii) Correspondence, both information and direction. A Correspondence Report will be prepared and included in the Consent Items section of the Agenda. The report will be divided into two sections, one for Information and one for Direction. Staff will include a recommendation for each item of correspondence that is listed.

SECTION 19 – STAFF REPORTS – DIRECTION

19.1 Staff reports for direction will be placed on the Agenda and shall be delivered to the Clerk no later than 12:00 noon, eight (8) calendar days prior to the next Council meeting.

SECTION 20 – NOTICE OF MOTION**20.1 Notice of Motion Matters**

Each matter listed under Notice of Motion on an Agenda shall be dealt with individually.

20.2 Introduction at a Council Meeting

A Member of Council may introduce a Notice of Motion at a meeting regarding a matter that would not otherwise be considered by Council at such meeting by reading the motion at the appropriate time and delivering a written copy of the motion, signed by

the mover and seconder, to the Clerk. The Notice of Motion shall not be considered or debated until the next Regular Council meeting which the member who moved the motion is in attendance. Should the seconder of the Notice of Motion be absent from the meeting when the Chair calls for the Notice of Motion, any Member may second the Notice of Motion.

a) **Two-thirds Vote to Consider Notice of Motion**

A Notice of Motion regarding a time sensitive matter may be introduced without notice if Council, without debate, dispenses with the notice requirements in this By-law, on the affirmative vote of at least two-thirds (2/3) of the Members present and voting.

b) **Notice of Motion - Delivered for Agenda**

To be included on a published Agenda, any Member of Council may deliver a Notice of Motion to the Clerk no later than 12:00 noon, eight (8) calendar days prior to the date of the next Regular meeting. The Notice of Motion must be signed by the mover and a seconder. Should the seconder of the Notice of Motion be absent from the meeting when the Chair calls for the Notice of Motion, any Member may second the Notice of Motion.

SECTION 21 – ANNOUNCEMENTS

- 21.1** Members of the Council, who wish to make a public announcement on matters of public or community interest may, once recognized by the Chair, provide the announcement. The announcements shall not require future action by Administration and no motion is required.

SECTION 22 – CLOSED SESSION

- 22.1** Council may move into Closed Session under Section 239 of the *Municipal Act* or relevant sections of this By-law by first passing a resolution in Open Session stating the purpose of holding the Closed Meeting and the general nature of the matter to be considered.
- 22.2** Upon rising from Closed Session, Council shall bring forward any matter to be voted on in Open Session that did not fall under the rules of the *Municipal Act* in Section 239.

SECTION 23 – BY-LAWS

23.1 Description - Number of Readings - Listed on Agenda

All by-laws, together with a brief description shall be listed on the Agenda for the meeting at which they are to be read.

23.2 Readings

Every by-law shall be passed without receiving first, second and third readings unless otherwise directed by legislation or Council.

23.3 Debate and Amendment

A by-law may be debated or amended before final adoption by Council and is subject to amendments or referred for future consideration.

23.4 Signed

Every by-law passed by the Council shall be numbered and dated and signed by the Warden and Clerk and shall be kept by the Clerk in the Clerk's Office or any other place appointed for that purpose.

23.5 Confirming By-law

At the conclusion of all Regular Council Meetings and prior to adjournment, a by-law shall be brought forward to confirm the actions of the Council at the meeting in respect of each motion, resolution and other action taken that consolidates and includes the provisions of any by-law previously passed by the Council. A Confirming By-law when introduced shall be taken as read and finally adopted without debate.

SECTION 24 – VOTING**24.1 Chair - Vote**

The Chair shall vote as any other Member when the vote is to be recorded. In all other cases, the Chair, may (but is not obliged to) vote whenever their vote will affect the result. The Chair may vote either to break or to cause a tie; or, in the case of a two-thirds vote requirement, the Chair may vote either to cause or to block the attainment of the necessary two-thirds vote.

24.2 Members Vote

Every Member present at a meeting, with the exception to Section 24.1, when a question is put, may vote thereon unless disqualified to vote on the question.

24.3 Vote Deemed Negative

Failure to vote by a Member present at the meeting at the time of the vote and who is not disqualified to vote shall be deemed to be a negative vote.

24.4 Motion - Simple majority

The vote required to pass a motion shall be a majority except as otherwise provided in this By-law or by Statute or by Parliamentary Authority.

24.5 Motion Deemed Negative

In the case of a tie vote on a motion, the motion shall be deemed to have been decided in the negative and defeated, save and except on an appeal of the Chair's decision where it would then uphold the Chair's decision.

24.6 Unrecorded Vote

The manner of determining the desire of the Council on an unrecorded vote to a motion is at the discretion of the Presiding Officer and may be by voice, show of hands, or standing.

24.7 Recorded by Request

When a Member present requests a recorded vote immediately prior or immediately after the taking of the vote, all Members present at the meeting must vote, unless otherwise prohibited by Statute or any other Provincial or Federal law. The Clerk will call on the Member who requested the recorded vote, to vote first, and the balance of Council will vote in alphabetical order as called by the Clerk. The Warden votes last.

The names of those who voted for and those who voted against shall be noted in the minutes.

Members who do not vote (excepting in circumstances where they are prohibited from voting by law) are deemed to have voted in the negative.

When a vote is taken and no dissent is declared, such vote is deemed to be unanimously in favour of the question.

When a recorded vote is requested, the Weighted Vote By-law in effect will be used, except during meetings of Committees.

24.8 Severability of Question

At the request of a Member of Council, a motion containing distinct proposals that can be acted upon individually may be divided, and a separate vote shall be taken upon each individual proposal.

24.9 Procedures During Vote

When a vote is being called on a question, each Member shall occupy their seat and shall remain there until the result of the vote has been declared by the Chair. During such time no Member shall walk across the Chamber or speak to a Member or any other person or make any noise or disturbance.

24.10 Members Not in Seat

A Member not in their seat when the question is called by the Chair is not entitled to vote on that question and in the case of a recorded vote, shall be recorded as absent.

24.11 Declaration of Chair

Should a Member disagree with the announcement of the vote, they may immediately after the declaration, request that a standing vote be taken on the question.

24.12 Weighted Vote

The County of Renfrew established a Weighted Vote System for Municipalities in the County of Renfrew based on one vote per 500 electors for each municipality at County Council, however, no individual municipality shall have greater than 24% of the total weighted vote. The weighted vote system does not apply at Committee meetings. At the beginning of each the term of Council, the Clerk shall advise Members of Council the number of votes each Member has.

24.13 Calculation of Two-thirds (2/3) Vote

A two-thirds vote means that two-thirds (2/3) of the weighted votes cast determine the vote.

A two-thirds (2/3) vote is more than 66.67%.

For example: 14 of 20 votes cast is required to satisfy a two-thirds (2/3) vote when all Members are presenting and voting.

24.14 Announcing Results

The Chair/Clerk shall announce the result of every vote.

24.15 Secret Ballots

No vote shall be taken during a Council meeting by secret ballot or other form of secret vote except a vote to elect the Warden.

24.16 Pecuniary Interest

- a) If a Member of Council present at a meeting desires to refrain from voting by reason of a pecuniary interest, they shall abide by the provisions of the *Municipal Conflict of Interest Act*.
- b) It shall be the duty of the Clerk or the Secretary of a Committee to record in the minutes of the meeting every oral declaration of pecuniary interest and the general nature thereof.

SECTION 25 – POINT OF ORDER/PRIVILEGE**25.1 Procedure to Raise a Point of Order**

A Member raising a Point of Order may interrupt the proceedings, including interrupting a Member speaking. A breach of privilege is a wilful disregard by a Member or any other person of the rights, dignity, integrity, and lawful authority of Council. A Point of Privilege shall take precedence over other matters.

When a Member raises a Point of Privilege, the Presiding Officer shall rule on the Point of Privilege, and no one will be considered to be in possession of the floor.

- a) The decision of the Chair is final, unless a Member appeals the ruling of the Chair, and another Member seconds the appeal.
- b) If a Member appeals to Council on a Point of Order and another Member seconds the appeal, Council shall hear the reason for the appeal from the appellant and the reason for the decision from the Chair. The Council shall decide the question, "Shall the ruling of the Chair be sustained," without further debate.
- c) The decision of Council is final.

25.2 Procedure to Raise a Point of Privilege

Where a Member considers that the integrity of any Member or the integrity of the Council as a whole has been impugned, the Member may interrupt the proceedings or interrupt a Member speaking to raise a Point of Privilege. With the Chair's consent the Member will explain the privilege being tainted or damaged to Council.

- a) When a Point of Privilege is raised, it shall be considered and decided by the Chair immediately.
- b) The decision of the Chair on a Point of Privilege is final.

25.3 Points of Information/Order

- a) A Member who directs a request to the Presiding Officer or, through the Presiding Officer to another Member or to staff, for information relevant to the business at hand shall raise a "Point of Information".
- b) A Member who desires to call attention to a violation of the Rules of Procedure shall raise a "Point of Order". When leave is granted, the Member shall state the Point of Order with a concise explanation and will follow the decision of the Presiding Officer. A speaker in possession of the floor when a Point of Order is raised will have the right to the floor when the debate resumes.
- c) A Member called to order by the Presiding Officer shall immediately remain in their seat until the Point of Order is dealt with and will not speak again without the permission of the Presiding Officer unless to appeal the ruling of the Presiding Officer.

SECTION 26 – MOTIONS**26.1 Processing a Motion**

- a) A Member wishing to move or speak to a motion must seek recognition from the Chair before speaking.
- b) A motion, requiring a second, shall be formally seconded before the Chair states the motion, which places the motion under the authority of Council or the Committee, who will decide the disposition of the motion.
- c) The Member moving the motion has first right to speak to the motion. Other Members will in turn be recognized by the Chair to speak to the motion.
- d) When the debate is completed, the Chair will take the vote, and announce the result.

26.2 Beyond Jurisdiction of Council

A motion in respect of a matter which is beyond the jurisdiction of Council shall not be in order.

26.3 Order of Precedence of Motions (Ranking)

Main Motions, lowest in rank, can only be moved when no business is pending:

- a) Amend the main motion;
- b) Refer to Committee;
- c) Postpone to a Certain Time;
- d) Limit or Extend Debate;
- e) Close Debate and Vote Immediately;
- f) Postpone Temporarily (Table);
- g) Question of Privilege;
- h) Recess;
- i) Adjourn (Highest Rank).

The following motions do not have a rank but can be moved as necessary:

- j) Point of Order - Used when a Member wishes to correct an error in procedure;
- k) Parliamentary Inquiry - Used to ask a question regarding procedure;
- l) Withdraw - Used by a Member to request the Member's motion be withdrawn;
- m) Division of a Question - Used to split a motion into two or more parts;
- n) Division of the Assembly - Used to ask the Chair to take the vote again;
- o) Appeal the Decision of the Chair - Used to challenge a ruling of the Chair;
- p) Consider Informally - Used to relax the debate rules;
- q) Suspend the Rules - Used to disregard procedure rules that are preventing the Members from taking a specific action.

26.4 Specific Rules Related to Motions

Moving a motion does not permit a Member to interrupt the proceedings or a Member speaking, unless the description of the motion permits an interruption.

- a) **Main Motion** - Introduces a substantive matter to the assembly for decision. May only be made when no other motion is pending. Requires a second, is amendable, is fully debatable, requires a majority vote to adopt, and may be reconsidered.
- b) **Amend** - Used to change the wording of a main motion. Requires a second, is amendable (an amendment to the amendment), is fully debatable, requires a majority vote to adopt, and may not interrupt. Amend is used to, i) insert new wording, ii) strike out wording, iii) strike out and insert other wording, iv) substitute one main motion with another main motion provided the substitute is on the same subject matter. An amendment must be germane (relevant) to the subject matter under discussion.
- c) **Refer to a Committee** - Used to send an item of business to a Standing or Ad Hoc Committee where the item will receive additional, in-depth consideration. Requires a second, is amendable, is debatable as to sending it to a Committee, and requires a majority vote to adopt. If the referral is to a Standing Committee, Council may provide instructions to the Committee, including when it is expected to report back to Council. If the referral is to a new Ad Hoc Committee, it can, in addition to providing instructions, provide the structure of the Committee, including number of

Members, how they are appointed, how the Chair is appointed, or who will specifically Chair the Ad Hoc Committee.

- d) **Postpone to a Certain Time** - Used to delay the consideration of a main motion and to fix a definite date or time (within the current meeting or to the next regular meeting) for consideration. This requires a second, is amendable, debate is restricted as to the merits of postponing and to the time to which to postpone and requires a majority vote to adopt.
- e) **Limit or Extend Debate** - Extend debate is used to permit Members to speak more times or for a longer time. Limit debate is used to restrict the number of times Members may speak or to reduce the length of speaking. May only be applied to debatable motions. Requires a second, is amendable, is debatable (to the form of limitation or extension of debate) and requires a two-thirds vote to adopt.
- f) **Close Debate and Vote Immediately** - Used to close debate on an immediately pending motion or on a series of consecutive pending motions. Requires a second, is not amendable, is not debatable, and requires a two-thirds vote to adopt. When adopted, the Chair should immediately take the vote on the affected motion or motions. When adopted, the making of amendments on the affected motions stops.
- g) **Postpone Temporarily (Table)** - Used to set an item of business (a main motion) aside temporarily, when something more urgent has arisen or Members may need some other information on the main motion which is not currently or readily available. Requires a second, is not amendable, is not debatable, and requires a majority vote to adopt, but the motion laid on the table may be "taken from the table" by majority vote, without debate. The main motion if not taken from the table by the end of the current meeting is terminated. The item of business can be introduced through regular processes at a future meeting.
- h) **Recess** - Used to take a break in the meeting and to set a time for continuing the meeting. The motion requires a second, is amendable (restricted), is debatable only as to taking a break and the time to return and requires a majority vote to adopt. The motion can be used to continue the meeting to another day.
- i) **Adjourn** - Used to conclude the meeting. The motion requires a second, is debatable when moved with no business pending, otherwise it is not debatable, can be amended, and requires a majority vote to adopt. It is the duty of the Chair to ensure no important business has been overlooked that should be taken care of before adjournment. In addition, the motion should not be allowed if a Member has already indicated they wish to speak on the pending matter, or if a Member is currently speaking or if a vote has begun, or the motion to close debate has been adopted. Upon the vote being taken, the meeting is not concluded until the Chair announces the adjournment.
- j) The motion to adjourn may be amended to set the time for a continued meeting. If the amendment is adopted and adjournment is adopted, the meeting which takes

place in the future is the same legal meeting, and simply continues the Agenda. It is in essence a recess.

- k) **Parliamentary Inquiry** - Used by a Member to ask questions about the rules of procedure in the current meeting situation. It can also be used by a Member to ask questions of the mover of the motion or to a speaker regarding the business at hand.
- l) **Withdraw** - A Member may request that their motion be withdrawn and, on hearing no objection the Chair will announce that the motion is withdrawn. If a single Member objects to the withdrawal of the motion or the Chair disallows the withdrawal, the motion to withdraw can be moved formally by any Member and shall be voted on by Council, without debate, as follows, "Shall the Member's motion be withdrawn?" It does not require a second, is not debatable and a majority vote adopts the motion to Withdraw.
- m) If a motion has not been stated by the Chair, the Member who moved the motion may withdraw the motion without permission from the Chair or Council.
- n) **Division of a Question** - A main motion that is composed of two or more independent parts may be split into two or more individual motions and discussed and voted on separately. The Member should indicate how the main motion is to be divided and if the Chair agrees, they will be dealt with separately. If the Chair disagrees that the main motion can be divided the Member may move a motion to divide, and the assembly will decide by majority vote. This motion requires a second, is not amendable and is not debatable.
- o) **Division of the Assembly** - Allows the meeting to take an indecisive vote again, by rising or a show of hands, or a counted vote. This motion may interrupt because it requires an immediate decision. The Chair has the duty to ensure a vote is taken properly, so the Chair can always take the vote again without permission. If the Chair fails to do so on an indecisive vote, any Member has the right to interrupt and call for a division, which must be allowed. No debate is permitted, and the vote is taken again.
- p) **Suspend the Rules** - Allows the Members to set aside temporarily the rules of procedure contained in this By-law or in the Standard Code of Parliamentary Procedure to take some action contrary to the rules. It cannot be used to suspend rules in higher documents of authority, including the law, unless the rule in the higher document of authority permits it to be suspended. When stating the motion, the Member need not specify the rule being suspended, only the action the Member wishes to be taken. When the actions have been taken, the Council will return to its regular rules of order.
- q) Only rules of order may be suspended, such matters as voting requirements, quorum rules, rules specifying notice requirements, and fundamental rights of a Member cannot be set aside or suspended.

- r) The motion to suspend cannot interrupt a speaker, requires a second, is not debatable, cannot be amended, and requires a two-thirds (2/3) vote of the Members present and voting.
- s) **Reconsider a Vote** - Used in a meeting to bring back an adopted or defeated main motion for additional discussion and a new vote. Any Member who voted on the main motion may give a notice of motion to reconsider the vote at the same meeting. A majority vote will adopt the notice of motion to reconsider the vote.
- t) No motions other than a main motion can be reconsidered. An amendment which has already been applied to the main motion can only be reconsidered in conjunction with the main motion reconsideration.
- u) When the motion to reconsider the vote on the main motion is pending, it requires a second, it is not amendable and discussion can only go into the merits of whether or not to bring back the main motion for discussion and a new vote, and it requires a majority vote to adopt. If the motion to reconsider the vote is adopted, it will bring back to Council the main motion as it was when it was originally voted on. The original vote is nullified.
- v) **Rescind a Vote** - Used to cancel, nullify or void a main motion adopted at a previous meeting. The rescission affects the present and future only, it is not retroactive. It can only be moved when no business is pending, requires a second, is debatable, is not amendable, requires the same vote to rescind as was required to adopt the main motion in the first place. Notice is required to rescind if notice was required for the adoption of the main motion. A motion to rescind a defeated main motion is not in order.
- w) **Priority of Disposition** - A motion properly before Council for decision must receive disposition before any other motion can be received, except motions which are of higher rank as listed in within this By-law.

SECTION 27 – TERM OF OFFICE AND NOMINATIONS

27.1 Warden

Beginning the term following the 2026 Municipal Election Year, the Term of Office for the position of Warden of the County of Renfrew shall be for a period of two (2) years. The Term of Office for the position of Deputy Warden shall be for a period of two (2) years or upon the resignation of the Warden.

- a) No Member shall hold the position of Warden for more than two (2) consecutive two (2) year terms.
- b) No Member shall hold the position of Deputy Warden for more than two (2) consecutive two (2) year terms.

- c) Years one and two, (first two-year mandate), shall begin at the First Meeting (Inaugural) of a Municipal Election Year and continue with an expiration date of November 30th within the second year of a four-year mandate.
- d) Years three and four (second two-year mandate), shall begin at the First Meeting in December at the end of the first two-year mandate, and continue until the 14th of November of a Municipal Election Year.

27.2 Certificate of Election

Prior to holding nominations for the position of Warden, following a municipal election, the Clerks of each area municipality, within the County of Renfrew shall provide the Clerk of the County a copy of the Certificate of Election.

27.3 Nomination Process for Warden

The Clerk shall provide a nomination form for the position of County Warden to all newly elected heads and deputy heads of each area municipality prior to 4:30 p.m. on the first Friday of November. The nomination form is set out in Schedule 'C' forming part of this By-law.

- a) **Valid Nomination** - To be considered a valid nomination, the nomination form shall be signed by the Warden-nominee, have the signed support of two Members of County Council-elect (or County Council in a non-election year) and shall be submitted to the County Clerk no later than 12:00 p.m. on the second Friday of November.
- b) **Nomination Results** - No later than 4:30 p.m. on the second Friday of November, the Clerk shall provide by email, a memorandum to County Council elect (or County Council in a non-election year) containing a list of valid nominations received for the position of Warden and advise whether an election or an acclamation will occur at the First Meeting.
- c) At the First Meeting of Council the Clerk shall:
 - i) Ask the mover and seconder of each nomination for the position of Warden to verbally confirm their moving or seconding of the nomination.
 - ii) Ask each candidate for the position of Warden to confirm they wish their name to remain on the ballot.

27.4 Procedure for Election of Warden

The Procedure for the Election of County Warden is set out in Schedule 'D' forming part of this By-law.

27.5 Striking Committee - Election

The Procedure for the Election of the Striking Committee for a two (2) year term is set out in Schedule 'E' of this By-law.

27.6 Appointment of Deputy Warden

- a) At a regular meeting of County Council after the Inaugural Meeting, the Warden may recommend a Member(s) of County Council as Deputy Warden(s) for two (2)

years and ask for a motion from County Council to appoint said Councillor(s) as Deputy Warden(s) for the ensuing year.

- b) When requested by the Warden, the Deputy Warden(s) shall represent the Warden at ceremonial functions or events.
- c) The Deputy Warden(s) shall be compensated on a per diem basis for events or functions attended.

SECTION 28 – RESIGNATIONS, VACANCIES, ABSENCES

28.1 Resignation

A Member of Council may resign from office by providing a written notice that has been signed and filed with the Clerk of the Municipality within which they were elected, subject to provisions under Section 260 of the *Municipal Act*.

28.2 Temporary Vacancy

Subject to Section 267 of the *Municipal Act*, if a person who is a Member of the Council of an area municipality and the Council of the County of Renfrew is unable to act as a Member of those Councils for a period exceeding one (1) month, the Council of the area municipality may appoint one of its Members as an alternate Member to the County of Renfrew to act in place of the Member until the Member is able to resume acting as a Member of those Councils.

28.3 Temporary Vacancy - Alternate Member

Subject to Section 267 of the *Municipal Act*, if the offices of a person who is a Member of the Council of both the area municipality and the Council of the County of Renfrew becomes vacant and the vacancy will not be filled for a period exceeding one (1) month, the area municipality may appoint one of its Members as an alternate Member of the Council of the County of Renfrew until the vacancy is filled permanently.

28.4 Appointment to a Vacancy - Position of Warden

The appointment of an alternate Warden for the County of Renfrew is not authorized.

- a) Should the Warden not be able to complete the two (2) year term, the Clerk shall schedule a Special Council meeting to hold an election of the position of Warden using the same procedure as set out in Schedule 'D'.

28.5 Temporary Replacement - Alternate Member

Subject to Section 268 of the *Municipal Act*, the appointment of an alternate Member of County Council by an area municipality when a Member is unable to attend a meeting shall comply with County policy.

28.6 Absence of Warden

In the event that the sitting Warden is unable to fulfil their duties, an Acting Warden will be appointed. Upon taking the Declaration of Office administered by the Clerk of the

County, the Acting Warden will assume all duties and authority of the sitting Warden. The position of Acting Warden will be filled by the most recent Past Warden who is a current Member of Council. In the event the most recent Past Warden cannot fulfil those duties or declines the appointment, then the next most recent Past Warden still serving as a Member of Council will assume the role. The Acting Warden will serve as Warden pro tempore until the earlier of the duly elected Warden's ability to resume their duties, or until the next meeting of County Council, physically present in the Council Chamber, at which time Council will determine at its absolute discretion if an election is required as per this By-law.

If there is no Past Warden sitting on the current Council, the procedures for selecting an Acting Warden will follow Section 8.6.

- a) Should the Warden refuse to act without a legitimate reason for a period of more than thirty (30) days within the first eighteen (18) months of the term, subsection 28.4 shall apply.
- b) Should the Warden refuse to act without a legitimate reason for a period of more than thirty (30) days within the last six (6) months of the term, subsection 28.4 shall apply.

28.7 Appointment of an Honourary Warden

The position of Honourary Warden will be an honourary position for a long-standing elected official with 50+ years of service in municipal government, or an individual deemed to be deserving of the position as recognized by resolution of County Council.

SECTION 29 – COMMITTEES

29.1 Rules

The Clerk may establish simplified Rules of Procedure for Advisory Committees, Quasi-Judicial Committees or Local Boards. Where simplified Rules of Procedure are not established, the Committee or Local Board shall be deemed to have adopted this Procedure By-law, save and except Local Boards which may adopt their own Rules of Procedure subject to the approval of the Clerk.

- a) **Procedure**
Except as otherwise provided herein, all Committees shall conform to the same rules governing the procedure of Council as contained in this By-law, as applicable.
- b) **Establishment**
 - i) Committees may be established by Council at any time as deemed necessary for the consideration of matters within the jurisdiction of Council.
 - ii) The general role of a Committee is policy formulation and program monitoring, to provide staff, through the Chief Administrative Officer, with direction and guidance on policy and level of service priorities.
 - iii) A Committee may recommend such Sub-Committees as are necessary to discharge its mandate subject to Council approval.

Ad Hoc Committees may be established by Council at any time as is deemed appropriate for consideration of matters within the jurisdiction of Council.

29.2 Committee Membership Selection

- a) Following a municipal election, the County Clerk shall distribute a survey to all Members of Council requesting preferences for appointments to Committees, External Agencies and Boards.
- b) The Clerk will discuss survey with the Warden.
- c) The Clerk will forward to the Striking Committee, after confirmation from the Warden.
- d) Committee appointments will be confirmed by County Council, through adoption of a report from the Striking Committee, and through an appointment by-law.

Members shall be entitled to compensation as may be determined from time to time by Council for their participation in the various Committees, Sub-Committees, Boards, and Ad Hoc Committees, provided that Council has confirmed the appointments.

29.3 Terms of Reference

- a) Council, in establishing any Committee, shall set forth the Terms of Reference of the Committee within the first year of establishing an Ad Hoc Committee and such other provisions as Council deems appropriate including termination or reporting date for the Committee. Terms of Reference for Standing Committees of Council are attached to this By-law as Schedule 'A'.
- b) Council may consider any matter without referring it to a Standing Committee or may refer it to one or more Committees and may withdraw a matter from a Committee whether or not the Committee has entered into consideration.

29.4 Agenda

The content and order of Agenda business may be determined by the Chair and/or Committee and differ from Council's Agenda content as set out in this By-law.

29.5 Chair

Where Council has not appointed a Chair, each Steering and Sub-Committee shall appoint a Member of that Steering or Sub-Committee to act as Chair on an annual basis at their first meeting held after the Inaugural meeting, or as stipulated in the Terms of Reference. The Chair shall preside at the Committee meetings and may vote on all questions submitted.

In the absence of the Chair, the Vice-Chair shall preside. In the absence of both the Chair and the Vice-Chair, one of the other Members shall be elected to preside protemp, who shall discharge the duties of the Chair during the meeting or until the arrival of the Chair.

29.6 Duties of the Committee Chair

The Chair of a Committee shall:

- a) ensure that the Committee deals with policy issues effectively;
- b) ensure public dialogue and communication on policy matters are effective and coordinated;
- c) ensure the needs of the Committee for administrative support, analysis, and advice are provided through the Office of the Chief Administrative Officer;
- d) ensure that all Committee Members are fully informed on all matters within the jurisdiction of the Committee and on the duties and responsibilities of the Committee;
- e) liaise with the Presiding Officer and communicate any matter within the knowledge of the Chair that is required to be communicated to another Committee.

29.7 Quorum

The quorum of a Committee shall consist of a majority of the total Members. If a quorum is not present fifteen (15) minutes after the time appointed for the meeting, the meeting shall stand adjourned. The Committee Chair may summon a Special Meeting.

There can be no other motion that would advance the business of the Committee legally permitted.

29.8 Neglect of Member, Chair or Committee

- a) Should any Member(s) of a Committee neglect or refuse to attend the properly summoned meetings of their Committees, the Chair shall report such neglect or refusal to the Council who may remove the said Member(s) of their place; or should any Committee neglect or refuse to give due attention to all business or matters before them, the Council may, by resolution discharge such Committee and appoint another in its stead.
- b) Should any Member of a Committee fail to attend three (3) successive regular or special meetings without being authorized to do so by a resolution of the Committee, the Committee may certify such failure and the membership of such person on the Committee is terminated. Council may appoint another Member in their place. Receipt of a written notice of regret by the Committee or Council will constitute authorization for the purposes of this subsection.
- c) Should a Chair of any Committee neglect or refuse to call a meeting of its Committee at such time or with such frequency as the proper dispatch of the business entrusted to the Committee requires, or do the business of the Committee without the knowledge or consent of the majority of its Members, contrary to their wishes or approved recommendations, the Committee may report such neglect, refusal or action to the Council who may remove said Chair from the Committee and appoint another Member in its place.

- d) When an Ad Hoc Committee has completed its work and submitted its final report, it dissolves automatically unless otherwise directed by Council.
- e) Except as may be provided in the *Municipal Act* and herein, no Member will have precedence or seniority over any other Member.

29.9 Committee of the Whole

Council shall conduct its business using a Committee of the Whole System. The Committee of the Whole meetings shall be separated into the following four (4) areas of service delivery:

a) Joint Services

Joint Services shall generally be responsible for:

- i) Community Services (Community Housing, Child Care, Ontario Works);
- ii) Long-Term Care;
- iii) Paramedic Service;
- iv) Provincial Offences Administration;
- v) Public Health.

b) Corporate Services

Corporate Services shall generally be responsible for:

- i) Accessibility;
- ii) Coordination of Policy for all County Departments;
- iii) Corporate Contracts;
- iv) County Records and Communications;
- v) Emergency Planning;
- vi) Enterprise Renfrew County
- vii) Finance;
- viii) Governance Issues;
- ix) Information Technology;
- x) Legislation Review and Comment;
- xi) Personnel Issues;
- xii) Any issues not presently designated to another Committee of the Whole;
- xiii) Any issues pertaining to the City of Pembroke not presently designated to Joint Services or Corporate Services.

c) Operations

Operations shall generally be responsible for:

- i) Bridges;
- ii) Facilities;
- iii) Roads;
- iv) Trails;
- v) Vegetation Management.

d) Development and Property

Development and Property shall generally be responsible for:

- i) Agriculture;

- ii) Economic Development;
- iii) Forestry;
- iv) Land and Facilities, other than housing;
- v) Planning Approvals;
- vi) Tourism;
- vii) Other Environmental and Rural Issues.

29.10 Committee of the Whole Meetings

Committee of the Whole meetings shall generally be held in the Council Chamber at the County of Renfrew Administration Building, as outlined in the Council and Committee Calendar, as follows:

- a) Second Wednesday
County Council at 9:30 a.m.
Joint Services – immediately following County Council
Corporate Services – immediately following Joint Services
- b) Fourth Wednesday
County Council at 9:30 a.m.
Public Works – immediately following County Council
Development and Property – immediately following Public Works

29.11 Authority of Committee of the Whole

The authority of any Committee of the Whole is limited to the making of recommendations to Council. No decision to take any action or do anything other than administrative in nature, shall be recognized as emanating from any Committee, and all Committee recommendations shall be referred to Council before becoming effective. All Committee of the Whole motions are considered recommendations whether adopted or defeated and shall be contained in the Committee Report to Council for ratification.

29.12 Separated City of Pembroke

The County acts as the consolidated municipal service manager on behalf of the separated City of Pembroke for the provision of the following:

- a) Community Housing;
- b) Child Care;
- c) Ontario Works;
- d) Land Ambulance;
- e) Long-Term Care;
- f) Provincial Offences Administration.

29.13 City of Pembroke Representatives

The City of Pembroke shall appoint a maximum of two (2) representatives to the Renfrew County Joint Services Committee and shall be entitled to vote on all matters regarding the specified services.

- a) During the taking of a vote, the City of Pembroke representatives shall be included for determining a majority vote and quorum only for those matters as prescribed.

- b) Agenda items pertaining to the City of Pembroke as prescribed in Section 29.12 shall be identified by underlining the report's title.

29.14 Committee Reports

- a) All Committees including Ad Hoc Committees shall submit written reports on any matter referred to it by Council or dealt with between meetings of Council by a Committee.
- b) When it is desired that Council authorize, approve, confirm, and cause to be implemented that which a Committee has recommended, the motion shall be "That the report be adopted".
- c) Notwithstanding subsection b), when a report deals with more than one subject matter and Council is not prepared to adopt all the report, a separate vote should be taken with respect to each subject matter. Any matter which is not adopted may be referred back to a Committee for further consideration.
- d) Any Member of Council can request that items be separated for the purpose of the votes, or that items within the report can be separated from discussion for the purpose of declaring potential pecuniary interest.

29.15 Special Meetings

- a) The Warden at any time may call a Special Meeting of Council that is in addition to the published Meeting Schedule approved annually by Council.
- b) The Warden and/or Committee of the Whole Chair may call a Special Meeting of one of the Committees of the Whole that is in addition to the published Meeting Schedule approved annually by Council.
- c) Notwithstanding subsections a) and b), a special Council or Committee of the Whole meeting may be called by a majority vote of Council or Committee of the Whole.
- d) The only business to be dealt with at a Special Meeting shall be that stated on the Agenda of the meeting (*Municipal Act, 2001, Section 240*).
- e) A minimum of forty-eight (48) hours notice of all special Meetings of Council shall be given to Members of Council, the media and the public by the Clerk's Office.

29.16 Hybrid Meetings

The preference for meeting attendance will continue to be in-person, however there are circumstances that may prevent a Member of Council from physically attending the meeting. Those using electronic means to access a meeting shall follow the Electronic Meeting Protocol attached as Schedule 'B'. Where situations occur that a Member is not able to attend in-person, the following shall be the guiding principles:

- a) Councillors are permitted to participate in a meeting remotely via electronic video conferencing means in the event:
 - i) the County of Renfrew is in a declared emergency as defined by the *Emergency Management and Civil Protection Act, R.S.O. 1990*.
 - ii) the County of Renfrew has a significant weather event (across the entire County of Renfrew or within its local municipalities) declared.
 - iii) a Member is ill or injured or has other health-related concerns (e.g. a significant rise in airborne viruses).
 - iv) a scheduling conflict that would not allow a Member to attend at the meeting location.
- b) Councillors shall have all the same rights and responsibilities as if they were in physical attendance.
- c) A Councillor who is participating electronically in a meeting shall be counted in determining whether a quorum of Members is present at any point in time, and may participate electronically in any portion of a meeting that is closed to the public.
- d) All Councillors participating electronically in a Closed Session of Council, Standing Committee or Ad Hoc Committee shall declare to the Chair or Warden and the Clerk that they are in a private room, where:
 - i) no other persons can overhear the deliberations;
 - ii) the internet connection is secure and not publicly accessible.

It is strongly recommended that Councillors wear earbuds or headphones when in a Closed Session.

- e) In the event of an interruption in connectivity for a Member that is participating electronically, the meeting will resume without the participant and their absence will be noted in the minutes.
- f) A Member shall inform the Presiding Officer and the Clerk should they turn off their video, but continue to be present. Otherwise, they will be identified as absent.
- g) Any Councillor intending to participate electronically in a meeting shall notify the Clerk by email prior to the meeting.
- h) Members must inform the Clerk of their departure prior to leaving the meeting to ensure that there is quorum.
- i) Should the Presiding Officer lose connectivity, the Clerk shall ask the Members to appoint a Presiding Officer from among the Members that are physically present.
- j) In the physical absence of the Chair at Committee, Section 29.5 of the Procedure By-law will apply.

- k) Should a Councillor declare a pecuniary interest, Section 24.16 of the Procedure By-law shall apply.
- l) Councillors must connect through a secure internet connection.
- m) Staff participation via electronic means at meetings of Committees and County Council be at the discretion of the Chief Administrative Officer.
- n) In the event of a limited Agenda, or for Special Meeting (single issue) requirements, a Standing Committee or an Ad-hoc Committee may choose to meet electronically, at the call of the Chair, in consultation with the Clerk and/or appropriate Department Head.

29.17 Electronic Meetings

****Emergency Electronic Meeting Protocol 'Schedule B'**

29.18 Steering and Sub-Committees

- a) The authority of any Steering or Sub-Committee is limited to the making of recommendations to a Committee of the Whole. No decision to take any action other than administrative in nature, shall be recognized as emanating from any Steering or Sub-Committee.
- b) A Steering Committee shall be deemed to be dissolved at the completion of its mandate based on the Terms of Reference or by a resolution of Council, on recommendation of the Striking Committee.
- c) Steering and Sub-Committees shall adjourn no later than thirty (30) minutes prior to all Council and Committee of the Whole meetings.
- d) Minutes of Sub and Steering Committees will be included in the Agenda of the applicable Committee of the Whole as information. Any action items requiring Council approval will be presented in the form of a motion to the Committee of the Whole for recommendation.

29.19 Striking Committee

The Striking Committee shall meet no later than October of every year to review and confirm Steering Committees, Sub-Committees and working groups and report to Council for the following mandate:

- a) Recommend to Council in December of every year, Council Member appointments to various Boards and Commissions, Steering Committees and Sub-Committees. Review of applications and select Members of the public for appointments as lay Members.
- b) Upon request by Committee of the Whole, review the Terms of Reference for each Steering and Sub-Committee. The Terms of Reference shall contain a mandate, Committee structure, number of meetings, number of Members required for a

quorum, reporting process, staff and support services, budget, completion date and shall be approved by Council.

29.20 Meeting Schedule

- a) The Meeting Schedule will outline the dates of Regular Council and Committee of the Whole meetings and Professional Development Events as assigned.
- b) Regular Council, followed by Committee of the Whole Meetings are held twice a month except during the month that has been declared the "summer recess".
- c) Special Meetings may be called during the month that has been declared the "summer recess".
- d) Any Council or Committee of the Whole Meeting that is not on the Council/Committee Schedule will be deemed to be a "Special" Council or Committee of the Whole Meeting.
- e) A rescheduled meeting shall not be considered a "Special" Council or Committee of the Whole Meeting.

29.21 Election Year

- a) In the year of a municipal election, after the election an orientation shall be held for all Members of Council
- b) In the year of a municipal election, the Clerk shall make available the newly revised voting power of each Member, for the purposes of a recorded vote as regulated by County By-law 10-01.
- c) Lame Duck Council
Councils powers may be restricted during an election year in accordance with the *Municipal Act*.

29.22 Attendance

Every Member of Council, all Department Heads and any other municipal employee, as directed by the Chief Administrative Officer, shall attend each meeting of Council or shall advise the Clerk of their inability to attend.

SECTION 30 - COMMUNICATIONS AND PETITIONS

- 30.1** Every communication, including a petition designed to be presented to Council, shall be legibly written or printed and shall be signed by at least one (1) person and filed with the Clerk.
- 30.2** All written communications on any subject within the jurisdiction of Council shall, on presentation, be referred to the proper Committee by the Clerk. Any Member may move that the communication be referred to the appropriate Committee.

SECTION 31 - ENQUIRIES AND ANSWERS

- 31.1** For a special enquiry made by a Member of Council at a Council meeting or at a Committee meeting, the Presiding Officer may require the request to be submitted in writing, signed by the Member, and referred to the Chief Administrative Officer. The Chief Administrative Officer shall respond to all of Council on the enquiry.
- 31.2** Should the request involve extraordinary staff research time and production costs, Council or the Committee will be advised and the request will proceed subject to Council approval.
- 31.3** The response to the special enquiry will be distributed to all Members of Council or of the Committee at which the enquiry was made.

SECTION 32 - ELECTRONIC TOOLS

- 32.1** Where an elected official has been provided with County computer hardware and/or associated peripherals for the purpose of electronic communication of Committee/ Council Agendas, reports and minutes, it is understood that the Member will abide by the current Information Technology (IT) policies respecting the use of said equipment.

SECTION 33 - RULES OF CONDUCT AND DEBATE

33.1 Appeal

- a) The decision of the Presiding Officer is final subject to an immediate appeal to the Members of Council, requested and seconded.
- b) If the decision is appealed, the Presiding Officer shall give concise reasons for a ruling and shall call a vote, without debate, on the following question: "Will the Chair be sustained?" Council's decision is final.

33.2 Question Read

Any Member may require the question or motion under discussion to be read at any time during the debate but not so as to interrupt a Member while speaking.

33.3 Speak Only Once And Reply

No Member shall speak more than once to the same question, without leave of the Presiding Officer, except that a Member who has presented a principal or main motion rather than an amendment may reply.

33.4 Time Limited

No Member, without leave of the Presiding Officer, shall speak to the same question, or in reply, for longer than five (5) minutes.

33.5 Question Put - No Further Debate

After any question is put by the Presiding Officer, no Member shall speak to the question, nor shall any other motion be made, until after the result is declared. The decision of the Presiding Officer as to whether the question has been put is conclusive.

33.6 Member's Questions

- a) A Member may ask a question to the Presiding Officer for the purposes of obtaining information relating only to the matter under discussion, and such question must be cited succinctly.
- b) When questions are called for on the Agenda or a specific item is under discussion, enquiries may be made of the Presiding Officer, or through the Presiding Officer to any Member of Council, the Chief Administrative Officer, or any Department Head, concerning any matter connected with the business of the County. However, no argument or opinion is to be offered or facts stated except as may be necessary to explain same. In answering or putting any such question, a Member is not to debate the matter to which the question refers.

33.7 Unprovided Cases

In all unprovided cases in the proceedings of Council or in Committee of the Whole, the matter is decided by the Presiding Officer subject to an appeal to Council.

SECTION 34 - BY-LAWS**34.1 Reading of By-Laws and Related Proceedings**

- a) Except as otherwise provided, no by-law shall be presented unless the subject matter has been considered and approved by resolution of Council.
- b) Every by-law shall be in writing and be introduced upon the recommendation of a Committee or upon resolution of Council.
- c) The Clerk shall endorse on all by-laws enacted by Council the dates of the readings and the date of passage by Council.
- d) Every by-law, which has been enacted by Council, shall be numbered, dated, signed by the Presiding Officer and the Clerk and deposited in the Clerk's Office for safekeeping.
- e) Other than the confirmation by-law, all by-laws shall be carried in bulk unless upon a request by a Member of Council for the severance of a by-law, the Presiding Officer is of the opinion that the subject matter of the by-law has not previously been adopted in a report to Council, or a Member of Council has advised the desire to declare a pecuniary interest regarding the by-law, and in such instance, only that portion of the by-law not previously adopted by report or to which is subject to a declared pecuniary interest, shall be subject to a separate vote.

- f) A confirmation by-law to confirm the proceedings of the Council of the County of Renfrew will be passed at the end of each meeting by motion and will be deemed read three times and passed.

SECTION 35 - GENERAL PROVISIONS

35.1 Duties of the Clerk

- a) The Clerk shall, during regular office hours, on request of any Member of Council, furnish them with a paper or electronic copy or copies of any paper or electronic document in their possession as Clerk of which Council has taken cognizance.
- b) When any matter is referred from one meeting to the next, the Clerk shall take cognizance of the same and lay the same before Council at the next meeting.
- c) The Clerk or an employee of the County designated by the Chief Administrative Officer will be the Recording Secretary of the Committee.

35.2 Execution Of Documents

Whenever the execution of documents is required to give effect to any resolution or by-law of the County, the Warden and the Clerk have general authority for and in the name of the County to execute and affix the seal of the County to such documents.

35.3 Notice

All notices or other communications shall be given in writing by personal delivery, fax, first-class mail, postage pre-paid, courier or e-mail. When notices or other communications have been given in writing, such notices or other communications shall be deemed to have been received on the same day when faxed, e-mailed or delivered by courier or, if mailed, forty-eight (48) hours after 12:01 a.m. on the day following the day of mailing thereof.

35.4 Severability

If any term, provision, clause or sub-clause of this By-law or the application thereof to any person or circumstance shall, to any extent, be invalid or unenforceable, the remainder of this By-law, or the application of such term, provision, clause or sub-clause to persons or circumstances other than those to which this By-law is held invalid or unenforceable, shall not be affected thereby and each term, provision, clause or sub-clause of this By-law shall be valid and enforced to the fullest extent permitted by law.

35.5 Effect

This By-law will come into force and take effect in January 2025, upon the passing thereof.

35.6 Short Title

This By-law may be referred to as either the "Procedure By-law" or the "Rules of Procedure".

35.1 THAT By-law 85-10 as amended is hereby repealed.

READ a first time this 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

DRAFT

SCHEDULE 'A'**TERMS OF REFERENCE FOR
CORPORATE SERVICES COMMITTEE****Composition:**

The Corporate Services Committee shall be comprised of Members of County Council. The number of Members and the appointments (including the appointments of Chair and Vice-Chair) shall be determined annually by County Council from recommendation of the Striking Committee.

General Scope of Responsibility:

- 1) Consider and make recommendations to County Council on program standards and funding for effective and efficient service delivery of Administration, Finance, Human Resources, and Information Technology. The Committee is also responsible for reviewing and making recommendations to County Council regarding submissions received from the County of Renfrew Emergency Management Coordinator.
- 2) Review, consider and make recommendations to County Council on any matters pertaining to policy development and policy change which has effect upon functions of the Committee, as noted in 1) above.
- 3) Review, consider, and make recommendations to County Council on any matters pertaining to policies of any nature which affect the County operations beyond the specific, defined jurisdiction of other Committees.
- 4) Receive from other committees and/or staff such reports as the Corporate Services Committee may require for purposes of reviewing the existing political or administrative structure or for formulating recommendations to County Council.
- 5) Report in a timely fashion all matters connected with the responsibilities under the purview of the Committee and recommend to County Council such action including all by-laws as the Committee may deem necessary.
- 6) Review, consider, and make recommendations to County Council on any matter involving organizational structure related to the functions outlined in 1) above, and political or administrative communications and reporting.
- 7) Via the Corporate Services Report, the Committee shall also receive information related to employee reclassifications and departmental reorganization and business cases for new positions and is responsible for Employment By-law No. 1, affecting all non-union employees.
- 8) Develop and prepare the annual budget under the jurisdiction of this Committee and to receive from each of the other Committees of Council and from any joint committees or

boards the annual operating and capital budgets of those committees, joint committees, or boards by such date as the Corporate Services Committee may determine. To compile such projected budgets into a consolidated County of Renfrew budget for general purposes, and to present the consolidated budget at the budget workshop and to prepare the budget by-laws and the levy by-law to County Council. The Chair of the Corporate Services Committee is to Chair the budget workshop session of County Council, unless otherwise indicated by the Warden.

- 9) Review on an ongoing basis the expenditures and revenues of each department, relevant board, or agency within the scope of the County of Renfrew's mandate, to monitor adherence to budget approvals and to receive such reports on budget variances or potential variances as may be deemed desirable.
- 10) The Committee will also be responsible for reporting to County Council on a number of non-County Committees as per the appointment of County Councillors to such Committees as outlined in the County's Striking By-law.
- 11) The Department Head shall submit reports and recommendations pertaining to matters within the Corporate Services Committee jurisdiction and Committee shall make recommendations to County Council on such matters.
- 12) The Committee is responsible for the dissemination and conveyance of information specific to County of Renfrew services related to the Corporate Services Committee to local municipal councils, agencies, boards, external organizations and the general public.

Note: The Presiding Officer shall have authority to add functional responsibility to the Committee in the event of special projects or service shifts.

**TERMS OF REFERENCE FOR
DEVELOPMENT AND PROPERTY COMMITTEE**

Composition:

The Development and Property Committee shall be comprised of Members of County Council. The number of Members and the appointments (including the appointments of Chair and Vice-Chair) shall be determined annually by County Council from recommendation of the Striking Committee.

General Scope of Responsibility:

- 1) Consider and make recommendations to County Council on program standards and funding for county buildings and properties, land use planning services, economic development services, native land claim, tourism, forestry, and the County's Geographic Information System.
- 2) The Committee shall also be responsible for overseeing the participation of the staff of the Development and Property Department in joint initiatives with other Departments of the County of Renfrew or with external boards, agencies, local municipalities or government ministries.
- 3) Review, consider and make recommendations to County Council on any matters pertaining to policy of any nature which has effect upon the County Development and Property Committee. Receive from other Committees and/or staff such reports as the Development and Property Committee may require for formulating recommendations to County Council.
- 4) Review and make recommendations to County Council regarding the organizational structure of the Development and Property Department. Organizational changes involving the reclassification of employees and increased staffing hours will be submitted via the Human Resources Report to the Corporate Services Committee for information.
- 5) Report in a timely fashion on all matters connected with the responsibilities under the purview of the Committee and recommend to County Council such actions, including all by-laws as the Committee may deem necessary.
- 6) Provide the Corporate Services Committee with draft budgets for consolidation. Recommend the annual departmental budgets to the budget workshop, including the budget for the Ottawa Valley Tourist Association, for consideration of County Council. Monitor the approved budget(s) related to the Development and Property Committee on an on-going basis throughout the year.
- 7) The Committee will also be responsible for reporting to County Council on a number of non-County Committees as per the appointment of County Councillors to such Committees as outlined in the County's Striking By-law.

- 8) The Department Head shall submit reports and recommendations pertaining to matters within the Operations Committee's jurisdiction and Committee shall make recommendations to County Council on such matters.
- 9) The Committee is responsible for the dissemination and conveyance of information specific to the County of Renfrew services related to the Development and Property Committee to local municipal councils, agencies, boards, external organizations, and the general public.

Note: The Presiding Officer shall have authority to add functional responsibility to the Committee in the event of special projects or service shifts.

DRAFT

TERMS OF REFERENCE FOR JOINT SERVICES COMMITTEE

Composition:

The Joint Services Committee shall be comprised of Members of County Council and Members of the City of Pembroke. The number of County Council Members and the appointments (including the appointments of Chair and Vice-Chair) shall be determined annually by County Council from recommendation of the Striking Committee. The City of Pembroke shall be entitled to appoint two (2) Members to the Committee.

General Scope of Responsibility:

- 1) Consider and make recommendations to County Council on policy matters relating to program standards, facility improvements, maintenance and funding of the Community Services (which includes Child Care, Community Housing and Ontario Works), Long-Term Care Homes, Paramedic Service, Provincial Offences Administration, the Renfrew County and District Health Unit. The Members of the Joint Services Committee are also directors of the Renfrew County Housing Corporation in addition to staff Directors including the CAO, the Treasurer and the Director of Community Services.
- 2) The Committee shall also be responsible for overseeing the participation of the staff of the Emergency Services Department and the Long-Term Care Homes in joint initiatives with other Departments of the County of Renfrew or with external boards, agencies, local municipalities or government ministries.
- 3) Review, consider and make recommendations to County Council on any matters pertaining to policy of any nature which has effect upon the County Joint Services Committee. Receive from other Committees and/or staff such reports may require for formulating recommendations to County Council.
- 4) Review and make recommendations to County Council regarding the organizational structure of Bonnechere Manor, Miramichi Lodge, Community Services, and the Emergency Services Department. Organizational changes involving the reclassification of employees and increased staffing hours and new positions will be submitted via the Human Resources Report to the Corporate Services Committee for information.
- 5) Report in a timely fashion on all matters connected with the responsibilities under the purview of the Committee and shall recommend to County Council such action including all by-laws as the Committee may deem necessary.
- 6) Provide the Corporate Services Committee with draft budgets for consolidation. Recommend the annual departmental/operational budgets, including the separate Renfrew County Housing Corporation, to the budget workshop for consideration of County Council.

- 7) The Committee will also be responsible for reporting to County Council on a number of non-County Committees as per the appointment of County Councillors to such Committees as outlined in the County's Striking By-law.
- 8) The Department Heads shall submit reports and recommendations pertaining to matters within the Committee's jurisdiction and Committee shall make recommendations to County Council on such matters.
- 9) The Committee is responsible for the dissemination and conveyance of information specific to County of Renfrew services related to the jurisdiction of the Joint Services Committee to local municipal councils, agencies, boards, external organizations, and the general public.

Note: The Presiding Officer shall have authority to add functional responsibility to the Committee in the event of special projects or service shifts.

DRAFT

TERMS OF REFERENCE FOR OPERATIONS COMMITTEE

Composition:

The Operations Committee shall be comprised of Members of County Council. The number of Members and the appointments (including the appointments of Chair and Vice-Chair) shall be determined annually by County Council from recommendation of the Striking Committee.

General Scope of Responsibility:

- 1) Consider and make recommendations to County Council on the designation of County Roads and on all policy matters relating to the impacts, improvements, maintenance or funding of the County roads and related infrastructure, such as traffic lights, curbs and gutters, signage, trails, and applicable 9-1-1 and fire communication services.
- 2) The Committee shall also be responsible for overseeing the participation of the staff of the Public Works and Engineering Department in joint initiatives with other Departments of the County of Renfrew or with external boards, agencies, local municipalities or government ministries.
- 3) Review, consider and make recommendations to County Council on any matters pertaining to policy of any nature which has effect upon the County Operations Committee. Receive from other Committees and/or staff such reports as the Operations Committee may require for formulating recommendations to County Council.
- 4) Review and make recommendations to County Council regarding the organizational structure of the Public Works and Engineering Department. Organizational changes involving the reclassification of employees and increased staffing hours will be submitted via the Human Resources Report to the Corporate Services Committee for information.
- 5) Report in a timely fashion on all matters connected with the responsibilities under the purview of the Committee and recommend to County Council such actions, including all by-laws as the Committee may deem necessary.
- 6) Provide the Corporate Services Committee with draft budgets for consolidation. Recommend the annual departmental/operational budgets to County Council the budget workshop for consideration of County Council. Monitor the approved budget(s) related to the Operations Committee on an on-going basis throughout the year.
- 7) The Committee will also be responsible for reporting to County Council on a number of non-County Committees as per the appointment of County Councillors to such Committees as outlined in the County's Striking By-law.
- 8) The Department Head shall submit reports and recommendations pertaining to matters within the Operations Committee's jurisdiction and Committee shall make recommendations to County Council on such matters.

- 9) The Committee is responsible for the dissemination and conveyance of information specific to County of Renfrew services related to the Operations Committee to local municipal councils, agencies, boards, external organizations, and the general public.

Note: The Presiding Officer shall have authority to add functional responsibility to the Committee in the event of special projects or service shifts.

DRAFT

SCHEDULE 'B'
EMERGENCY ELECTRONIC MEETING PROTOCOL

Note: The Procedure By-law shall continue to apply to an Electronic Meeting.

Technology

- The method and technology used for an Electronic Meeting in Open Session or Closed Session shall be determined by the CAO and/or Clerk, in consultation with the Warden, based on advice and resources available from the County's Information Technology staff and the prevailing circumstances and context for a meeting.
- Log into the conference ten (10) minutes early, to ensure that audio/video are working on your device, and you are comfortable with the technology. At the commencement of the meeting, you will be placed on "mute".

Attendance

- The Clerk shall take roll call to confirm attendance and the attendance shall be recorded in the minutes. If a Member experiences connection issues and cannot participate electronically, they shall be deemed to have left the meeting. Quorum must be maintained at all times.
- The Warden, CAO, Clerk, and Treasurer will be in attendance in the Council Chamber. The Senior Leadership Team will attend the electronic meeting and will be able to answer questions if and when necessary.
- You may wish to have a paper copy of your meeting Agenda package available to you.

Call in from a Noiseless Location

- The Warden will mute all participants until they have been granted permission to speak.
- To prevent interruptions, turn off audio notifications that may distract the meeting participants, and avoid shuffling papers or tapping on a keyboard so that when you are speaking there are no interruptions.
- Members follow meeting leadership from the Warden as Chair.
- The Chair is to announce each Agenda item on the floor of the meeting and shall maintain an orderly meeting process keeping Members informed.

Request to Speak and Speaker's List

- Members of Council can request to speak by raising your hand.
- The Chair, with assistance from staff, shall manage the speaker's list based on the Chair's discretion to ensure all Members are able to participate in debate in keeping with the Procedure By-law.

- The Chair shall call out the name of the Member assigned the floor for debate and unmute their speaker.

Member Speaking

- A maximum of five (5) minutes shall be provided to a Member in accordance with the Procedure By-law.
- Each Member speaks to Council through the Chair.
- After each Member is finished speaking, the Chair may periodically confirm verbally the list of remaining speakers and call out the name of next Member assigned the floor.

Motions

- All motions shall be in writing with a mover and seconder, except procedural motions, and provided to the Clerk in advance of the Member speaking, whenever possible.
- Any introduced motion accepted by the Chair is to be read by the Chair and/or Clerk.

Voting

- All regular votes will be by show of hands during a Council meeting. The Chair will ask who are in favour of the resolution, who are opposed. It may take some extra time to ensure the results are accurate so please keep your hands up until the Chair has announced the results.
- For recorded votes during a Council meeting, the Clerk will poll each Council Member individually by name.

Closed Meeting

- Should it be necessary to hold a Closed Meeting, under the Closed Meeting rules, each Member will be asked to confirm that they are in a secure room with no other people able to hear the discussion. Their concurrence will be noted in the minutes.

**THE CORPORATION OF THE COUNTY OF RENFREW
SCHEDULE 'C' TO BY-LAW NO. XXX**

NOMINATION FORM

Warden - Renfrew County Council

A completed Nomination Form is the responsibility of individual Nominees for the position of Warden to the Council of the County of Renfrew.

Nominations will be accepted by the Clerk by delivering the completed form to

9 International Drive, Pembroke, Ontario

or sent electronically to info@countyofrenfrew.on.ca,

no later than 12:00 p.m. on the second Friday of November, or if being held under Section 28.4, eight (8) calendar days prior to the scheduled election.

Nominees shall be officially confirmed at the First Meeting of Council.

Nominee's Name: _____
(Please print)

Each nomination shall be supported by two (2) County Councillors.

Declaration of support

I, (please print) _____, being a Renfrew County Councillor, hereby declare my support for the nominee stated above.

Signed the day of , 20

Declaration of support

I, (please print) _____, being a Renfrew County Councillor, hereby declare my support for the nominee stated above.

Signed the day of , 20

SCHEDULE 'D'**PROCEDURE FOR ELECTION OF WARDEN**

- a) The Clerk, acting as Presiding Officer, shall call for nominations.
- b) Nominations for the Office of the Warden must be filed with the Clerk thirty (30) days prior to the Inaugural meeting. In the event that the Office of Warden is declared vacant during the normal term of office, County Council will seek to fill the vacancy at the next scheduled Council meeting. In a municipal election year, nominations for the Office of the Warden must be filed with the Clerk fourteen (14) days prior to the Inaugural session.
- c) Each nomination shall be in writing, regularly moved and seconded, and will have the written consent of the nominee appended thereto.
- d) Each mover and seconder of a nominee and each nominee shall, prior to the vote being taken, be permitted to speak to the nomination for not more than five (5) minutes. The speakers will be called upon in alphabetical order of the nominees.
- e) Any nominee may withdraw at any time before a vote is taken.
- f) Where more than one (1) nominee remains for election, a vote by secret ballot shall be taken.
- g) To be elected as Warden, a nominee shall obtain a vote of a majority of the Members present.
- h) Where a vote is required, the following procedure shall be followed:
 - the Clerk shall be responsible to circulate ballots to each Member of Council, each ballot having the Clerk's stamp on it;
 - each Member shall write the name of their selection on the ballot, fold the ballot in four (4) and deposit their ballot in the box provided for that purpose;
 - after all Members have voted, the Clerk shall collect the ballots and, in view of all Members present, compile the results and announce the number of votes for each candidate;
 - any candidate will have the privilege to inspect the ballots;
 - if one (1) or more ballots are contested, the Clerk shall reconsider the validity of the contested ballot(s) and render a decision thereon after a deliberation period of not more than half an hour.
- i) Where there are more than two (2) nominees and after the first vote, no nominee receives the majority required for election, the name of the nominee receiving the least number of votes shall be dropped, and Council will proceed to vote anew and continue until either:
 - a nominee receives the majority required for election at which time such nominee shall be declared elected; or
 - it becomes apparent by reason of an equality of votes that no nominee can be elected.

- j) In the case of an equality of votes, the successful candidate shall be determined by the Clerk placing the names of the candidates on equal sized pieces of paper in a box, and one (1) name being drawn by a person chosen by the Clerk.
- k) The newly elected Warden shall then be recognized and escorted to the Chair by the mover and seconder of their nomination, while all other Members of Council remain standing.
- l) The Warden shall be sworn in by the Clerk, shall sign the Declaration of Office, and the mover and seconder shall assist the Warden to don the gown and the Chain of Office, after which all Members of Council will take their seats.
- m) Immediately after the expiration of five (5) minutes, the Warden shall entertain a motion to destroy the ballots, unless a candidate contests the validity of one (1) or more ballots which, if rejected, would alter the result of the election.

DRAFT

SCHEDULE 'E' TO BY-LAW NO. XXX**TERMS OF REFERENCE FOR
STRIKING COMMITTEE****Composition:**

The Striking Committee shall be comprised of the Warden plus Members of County Council. The number of Members and the appointments (including the appointments of Chair and Vice-Chair) shall be determined annually by the Warden.

General Scope of Responsibility:

- 1) The mandate of the Striking Committee is to recommend to the Council the appointment of elected representation on Committees, Boards and Agencies. The Striking Committee may also participate in recommending the appointment of non-elected individuals when circumstances warrant.
- 2) Notwithstanding Section 1) above, when time is of the essence, the Warden and/or Council may by-pass the Striking Committee and make appointments directly.
- 3) The Clerk shall record the minutes of the Striking Committee meetings.

Method of Selecting the Striking Committee

Upon election at the inaugural meeting, the newly elected Warden shall appoint a Striking Committee consisting of seven (7) Members of Council, plus themselves.

Striking Committee Meetings

The Striking Committee will meet at the call of the Chair or the Clerk, as required, but at a minimum at the first Regular Meeting in December.

**County of Renfrew
2025 Budget Schedule**

	Major Activities	Dates
1.	Notification to County Council of Non-Union COLA calculation for 2025.	August 28
2.	Finance and Administration Committee recommendation to County Council for approval of budget schedule, guidelines, targets, and other instructions.	September 25
3.	10 Year Capital Plans submitted to the Treasurer.	September 27
4.	Non-Union salary and wage projections to Treasurer.	September 27
5.	Internal charges/recoveries are finalized and sent directly to receiving departments from Treasurer for: <ul style="list-style-type: none"> • Finance • HR • IT • Property (Leases) 	September 27
6.	Development of 2025 budget by the Finance Division in consultation with each Director and appropriate staff. Business Cases – Staffing Report(s) must be submitted as per the Business Cases – Standard Operating Procedure.	September 30 – November 22
7.	Asset Management and Long Term Financial Plan preliminary update to County Council.	November 27
8.	Review of Detailed Departmental Budgets with CAO: <ul style="list-style-type: none"> • ½ day session in Council Chambers for each Director and appropriate staff • detailed review of staffing, revenue and expense projections, capital plans and reserves • CAO to receive an overview and provide input 	November 25 – 29
9.	CAO / Treasurer Review of Consolidated Budgets.	December 4
10.	CAO Review of Consolidated Budget with Senior Leadership Team.	December 6
11.	Warden and Finance Chair review of Consolidated Budget.	December 10 or 11
12.	Committee Review of Detailed Budgets.	January 2025 dates be decided.
13.	Consolidated Budget Workshop and Council Approval of 2025 Budget.	2025 dates to be decided.

COUNTY OF RENFREW

BY-LAW NUMBER 131-24

EMPLOYMENT BY-LAW # 1 FOR COUNTY OFFICERS AND STAFF

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 108-24 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 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

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)	16.20
Student (18 and over)	17.20
Lead Hand Premium	2.00
Grader Operator Premium	1.25
Shift Premium	0.85
Weekend	0.50
Commander Shift Premium	0.75

Revised: September 2024

County of Renfrew Staff Classifications and Salary Ranges

GROUP	HOURLY (\$)	POSITION	
1	24.48 – 27.57	<ul style="list-style-type: none"> Administration Clerk 	
2	25.72 – 28.95	<ul style="list-style-type: none"> Administrative Assistant I Labourer 	<ul style="list-style-type: none"> Logistics Clerk Maintenance Person
3	30.44 – 34.27	<ul style="list-style-type: none"> Accounting Clerk Administrative Assistant II Administrative and Business Development Assistant Court Service Specialist 	<ul style="list-style-type: none"> Program Officer Program Support Representative Scheduling Clerk Sign Shop Fabricator
4	32.03 – 36.05	<ul style="list-style-type: none"> Administrative Assistant - Finance Data Analysis Coordinator Economic Development Coordinator Help Desk Support 	<ul style="list-style-type: none"> Inclusion Coordinator Licensed Home Visitor Tourism Industry Relations & Digital Marketing Coordinator Truck/Equipment Operator
5	35.10 – 39.53	<ul style="list-style-type: none"> Administrative Assistant III Eligibility Coordinator Forestry Technician GIS/Planning Technician 	<ul style="list-style-type: none"> Junior Planner/Land Division Secretary-Treasurer Media Relations and Social Media Coordinator Senior Accounting Clerk Tourism Development Officer
6	38.59 – 43.44	<ul style="list-style-type: none"> Assistant Food Services Supervisor Building Infrastructure Coordinator Civil Designer Community Housing Coordinator Engineering Technician GIS Coordinator 	<ul style="list-style-type: none"> Infrastructure Coordinator IT Technician Junior Planner Mechanic Ontario Works Caseworker
7	42.14 – 47.43	<ul style="list-style-type: none"> Capital Projects Coordinator County Planner Financial Analyst Human Resources Coordinator Infrastructure Technician Operations Coordinator 	<ul style="list-style-type: none"> Patrol Supervisor Payroll Administrator Program Analyst Small Business Advisor Social Worker Systems Analyst Trails Coordinator
8	46.88 – 52.76	<ul style="list-style-type: none"> Administration Supervisor Business Development Officer Resident/Client Outreach Programs Supervisor Construction Supervisor Community Services Supervisor County Forester Dietitian Environmental Services Supervisor 	<ul style="list-style-type: none"> Food Services Supervisor Network Administrator Mesa Coordinator Prosecutor (Bilingual) Senior Financial Analyst Senior Planner Supervisor, Technical Services

GROUP	HOURLY (\$)	POSITION	
9	53.41 – 60.11	<ul style="list-style-type: none"> Employee Health Coordinator Manager, Economic Development Services 	<ul style="list-style-type: none"> Manager of Legislative Services / Clerk Manager, Provincial Offences Physiotherapist
10	55.91 – 62.93	<ul style="list-style-type: none"> Commander Manager, Children’s Services Manager, Community Housing Manager, Information Technology 	<ul style="list-style-type: none"> Manager, Community Supports Manager, Real Estate Resident Care Coordinator
11	59.64 – 67.11	<ul style="list-style-type: none"> Manager, Capital Works Manager, Human Resources 	<ul style="list-style-type: none"> Manager, Operations Manager, Planning Services
12	63.28 – 71.24	<ul style="list-style-type: none"> Deputy Chief Clinical Programs Deputy Chief Operations 	<ul style="list-style-type: none"> Director of Care Manager of Finance/Treasurer
13	67.53 – 76.00	<ul style="list-style-type: none"> Nurse Practitioner 	
14	72.16 – 81.22		
15	76.79 – 86.42	<ul style="list-style-type: none"> Administrator, Bonnechere Manor 	
16	80.11 – 90.16		
17	83.42 – 93.89	<ul style="list-style-type: none"> Director, Corporate Services/Deputy Treasurer Director, Development & Property Director, Emergency Services /Chief Paramedic Services 	<ul style="list-style-type: none"> Director, Long Term Care Director, Public Works & Engineering Director, Community Services

Revised: September 2024

COUNTY OF RENFREW

BY-LAW NUMBER 132-24

**A BY-LAW TO AMEND BY-LAW 63-03 HUMAN RESOURCES CORPORATE
POLICIES AND PROCEDURES FOR THE CORPORATION OF THE COUNTY OF
RENFREW**

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 policies attached to this By-law be hereby enacted as an amendment to the said By-law 63-03:
 - A-14 Retirement and Early Retirement (amended)
2. That this By-law shall come into force and take effect upon the passing thereof.

READ a first time this 25th day of September, 2024.

READ a second time this 25th day of September, 2024.

READ a third time and finally passed this 25th day of September, 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK

Corporate Policies and Procedures

DEPARTMENT: Human Resources				POLICY #: A-14
POLICY: Retirement and Early Retirement				
DATE CREATED: OCT 30/91	REVIEW DATE:	REVISION DATE: SEPT 25/2024	COVERAGE: All Employees	PAGE #: 1 of 3

POLICY STATEMENT

The normal retirement age for all County employees is sixty-five (65). Early retirement age coincides with conditions set by *Ontario Municipal Employees Retirement System (OMERS)*.

POLICY SCOPE

This policy governs retirement and early retirement and is applicable to all eligible employees. This policy covers the following content:

- Retirement benefits at age 65;
- Early retirement benefits; and
- Retirement gifts.

Consult the appropriate Collective Agreement for any deviations to this policy.

DEFINITIONS

There are no definitions related to this policy.

POLICY CONTENT

1. Retirement Benefits at Age 65

The following apply to employee retirement benefits at age 65:

- If an employee continues to work on a full-time or part-time basis after age sixty-five (65), contributions to the OMERS pension are mandatory up to age seventy-one (71), after which contributions cease and the pension becomes payable.
- Contributions to the Canada Pension Plan cease at age sixty-five (65) and benefits may be collected. However, if an employee continues to work after

Corporate Policies and Procedures

DEPARTMENT: Human Resources	POLICY #: A-14
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POLICY:
Retirement and Early Retirement

DATE CREATED: OCT 30/91	REVIEW DATE:	REVISION DATE: SEPT 25/2024	COVERAGE: All Employees	PAGE #: 2 of 3
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age sixty-five (65), Canada Pension Plan contributions are made until age seventy (70) then this option is available.

- Life insurance, long-term disability, extended health care and dental coverage are discontinued.
- An employee continues under the short-term sick leave program only if the extension is as a full-time employee. Sick leave pay-outs from credits vested under the old sick leave plan occur at the retirement date.

2. Early Retirement Benefits

The following apply to early employee retirement benefits, as defined under OMERS:

- From date of early retirement to age sixty-five (65), extended health care and dental coverage are available.
- Participation is optional; however, election of benefit continuation must be done prior to retirement date.

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 retired prior to January 30, 2013 a lifetime maximum of \$25,000 for claims (total claims single or family).
- For all employees who retire after January 29, 2013 a lifetime maximum of \$50,000 for claims (\$45,000 for EHC and \$5,000 for dental total claims single or family).
- For all employees who retire after March 1, 2015 a lifetime maximum of \$75,000 for claims (\$60,000 EHC and \$15,000 dental total claims single or family).
- For all employees who retire after February 1, 2016 a lifetime maximum of \$100,000 for all claims (\$80,000 EHC and \$20,000 dental total claims single or family).

Corporate Policies and Procedures

DEPARTMENT: Human Resources	POLICY #: A-14
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POLICY:
Retirement and Early Retirement

DATE CREATED: OCT 30/91	REVIEW DATE:	REVISION DATE: SEPT 25/2024	COVERAGE: All Employees	PAGE #: 3 of 3
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- For all employees who retire after March 1, 2021 no lifetime cap for all EHC and dental claims single or family.

3. Retirement Gifts

The County provides a retirement gift to a retiring employee who has been employed with the County of Renfrew for a minimum of five (5) years and is fifty-five (55) years of age or older. The gift is purchased by the County of Renfrew and valued at \$10.00 for each year of service. Monetary gifts will be processed on the retiree's final pay with the County.

COUNTY OF RENFREW

BY-LAW NUMBER 134-24

**A BY-LAW TO CONFIRM THE PROCEEDINGS OF THE COUNCIL
OF THE COUNTY OF RENFREW AT THE MEETING HELD
ON SEPTEMBER 25, 2024**

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 25th day of September 2024.

READ a second time this 25th day of September 2024.

READ a third time and finally passed 25th day of September 2024.

PETER EMON, WARDEN

GWEN DOMBROSKI, CLERK