



SCHEDULE "E"

**Township of McKellar
Request for Delegation/Deputation before Council**

Pursuant to By-law No. 2023-08, any person wishing to make a deputation before Council shall submit a request in writing to the Clerk no later than 1:00 p.m. on the Tuesday prior to the meeting the following week at which they wish to be heard. The written request shall be a detailed written submission that clearly outlines the matter that the deputation wishes to present to Council including the nature of the business to be discussed and the person(s) named to make the deputation. The detailed written submission, together with this form, shall be circulated with the Council Agenda. Please note that Deputations are limited to ten (10) minutes in length.

PLEASE PRINT

Name of Person to Appear: <u>Jacob Hanlon</u>	
Address: <u>371A Richmond Road, Ottawa ON, K2A 0E7</u>	
Phone: <u>613-316-4094</u> Home _____ Cell _____ Business _____	
Name of person requesting appearance: (if different from the person preparing the request)	
Phone: _____ Home _____ Cell _____ Business _____	
Name of Group or Person(s) being represented (if applicable) <u>Food Cycle Science</u>	
Meeting Date requested to appear before Council <u>December 5, 2023</u>	
Subject Matter of Deputation: <u>Municipal Food Waste Diversion program with Federal Funding.</u> _____ _____	
Detailed written submission must be attached or submitted to the Clerk (by 1:00 p.m. the Tuesday of the week prior to the Council Meeting). _____	
Signature: <u>Jacob Hanlon</u>	Date: <u>10/6/2023</u>



SCHEDULE "E" continued

Reminder: A signed detailed written submission must be provided to the Clerk's Office by 1:00 p.m. on the Tuesday of the week prior to the meeting the following week. Failure to provide a signed detailed written submission by the Tuesday of the week prior to the Council Meeting will result in the deputation not being placed on Council's Agenda.

Decorum dictates respect for all opinions and individuals are reminded there is zero tolerance for coarse language and inappropriate behaviour. By submitting this Form, you have indicated agreement with this requirement.

Signage shall be posted in the Council Chambers advising deputations, presenters and the Public that the Meeting proceedings are being audio recorded and will be made available on the municipal website. The Township assumes no liability for the recorded comments of the public that may be construed as false, defamatory or slanderous in nature.

Personal Information on this form is collected under the legal authority of the Municipal Act, S.O. 2001, c25, as amended. The information is collected and maintained for the purpose of creating a record that is available to the general public pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act. [Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 \(ontario.ca\)](#)

Correspondence to Council:

Be advised that Council and Committee meeting agendas, Minutes and correspondence are public documents and are published on the Township of McKellar website. When corresponding with the Township of McKellar, please be aware that personal correspondence or delegation materials (together with names, addresses, email addresses and phone numbers) may be included on the Council or Committee or Committee of Council meeting agenda and subsequently appear on the corporate website.

If you feel there is a compelling reason that your correspondence to Council should not be included on the agenda and released to the public, please notify the Clerk's office.



FOODCYCLER™ MUNICIPAL SOLUTIONS

The Future of Food Waste.



ABOUT US

Food Cycle Science

- **Canadian company** based out of Ottawa, ON
- Founded in Cornwall in 2011 – Company is 100% focused on **Food Waste Diversion Solutions**
- Products available in North America through **FoodCycler Municipal / Vitamix** and internationally through network of distributors & OEM partners
- **Finalists** in Impact Canada/AAFC's **Food Waste Reduction Challenge**
- **Globe & Mail** Canada's **Top Growing Companies** (2021 & 2022)
- **Deloitte Fast 50 CleanTech** award winners (2021)
- **Approved supplier** with Canoe Procurement Group of Canada



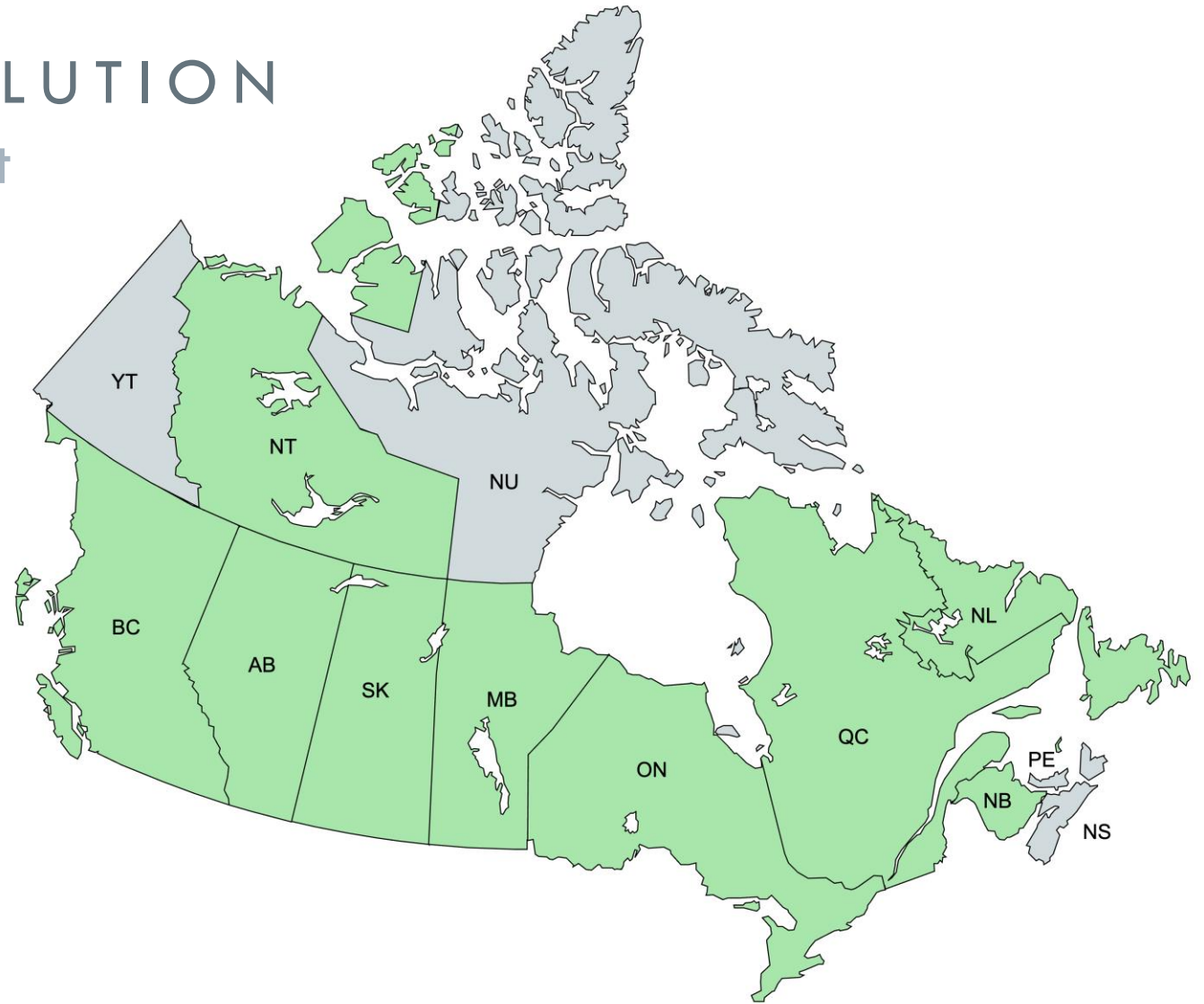
TRUSTED CANADIAN SOLUTION

Coast to Coast to Coast

105
Canadian
Municipal
Partnerships

○ **9 Provinces**

○ **2 Territory**



THE PROBLEM – FOOD WASTE

- **63%** of food waste is avoidable
- Household waste is composed of **25-50%** organic waste
- Food waste weight is up to **90%** liquid mass (which is heavy)
- The average Canadian household spends **\$1,766** on food that is wasted each year
- Each year food waste in Canada is responsible for **56.6 Million tonnes of CO2** equivalent of GHG



MUNICIPAL IMPACT

Waste is a municipal responsibility

LANDFILL + WASTE COSTS

- ~**25-50%** of household waste is organic waste
- Landfills are filling up fast, creating cost and environmental issues
- Hauling, transfer, and disposal services are a major cost factor and environmental contributor

ENVIRONMENT

- Landfilled organic waste produces methane, which is **25 times** more harmful than CO₂
- 1 tonne of food waste is equivalent to 1 car on the road for one year



COMMUNITY

Food in the garbage:

- More frequent collection or trips to the disposal site
- Unpleasant odours
- Animals, pests & other visitors



Removing food waste from garbage:

- Volume is reduced by up to 50%
- Less frequent collection, fewer trips to disposal site, save on bag tags
- Keeps odours out, makes garbage much less “interesting” for animals

HAVEN'T WE SOLVED THIS ALREADY?



GREEN BINS

- Major **capital expenditure** to invest in **processing & collection infrastructure**
- **Contamination** is an ongoing challenge
- **GHG emissions** and **safety concerns** from collection vehicles
- **Participation rates** are often lower than desired, particularly in **multi-residential dwellings**

BACKYARD COMPOST

- **Space, ability, and know-how** are limiting factors
- Most users **do not compost in winter** or inclement weather
- May **attract pests/animals** or create unpleasant **odors**
- **Participation rates** are relatively low and stagnant
- Can produce **methane** if done incorrectly

LANDFILL

- **Easiest solution** and often perceived as the most cost-effective in the short term
- Waste is typically **out of sight and out of mind** for consumers
- High levels of GHG emissions, particularly **methane**
- Long-term **environmental hazard** requires monitoring / maintenance
- **Landfill capacity** is quickly running out

THE SOLUTION? THE FOODCYCLER



THE FOODCYCLER PRODUCT FAMILY

**FOODCYCLER™
FC-30**



2.5 L

VOLUME CAPACITY

5.0 L

30.5 L

UNIT VOLUME

28.9 L

4-8 HOURS

PROCESSING TIME

6-8 HOURS

0.8 kWh

POWER CONSUMPTION
PER CYCLE

1.3 kWh

2
REFILLABLE
FILTERS

ODOUR CONTROL

1
REFILLABLE
FILTER

BACK

VENT LOCATION

TOP

**FOODCYCLER™
Eco 5**



90% FOOD WASTE REDUCTION

Full bucket of wet,
smelly food waste

2.5L / 5L



Handful of dry, sterile, odourless
& nutrient-rich by-product

100 g / 200 g



4-8 HOURS
(Overnight)

0.8-1.5 kWh
(Equivalent to a laptop)

\$0.10-\$0.15 per cycle
(\$2-4 per month)

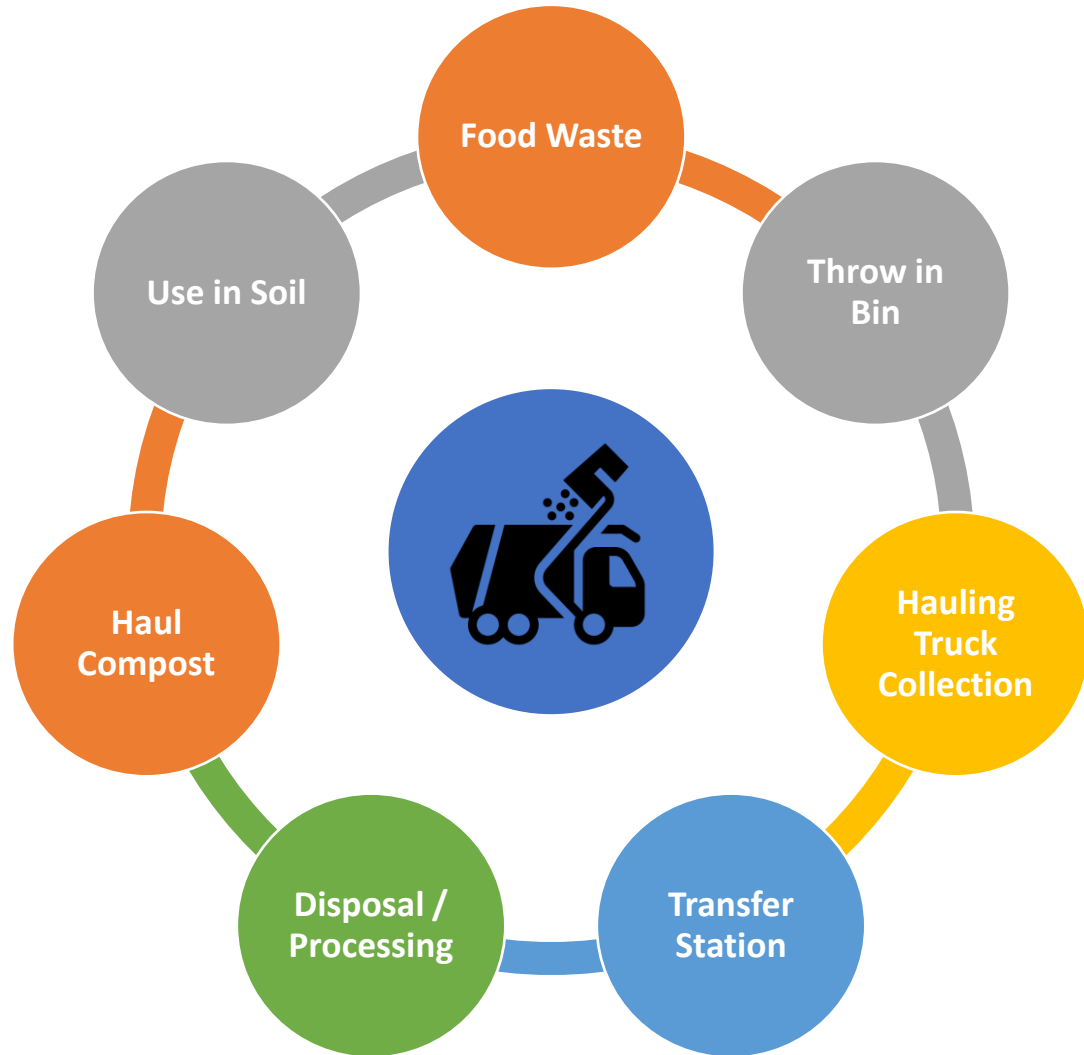
FOODILIZER™ : BENEFICIAL USES

The FoodCycler by-product is a dry, sterile, odourless and nutrient-rich biomass with many beneficial uses and practical applications:

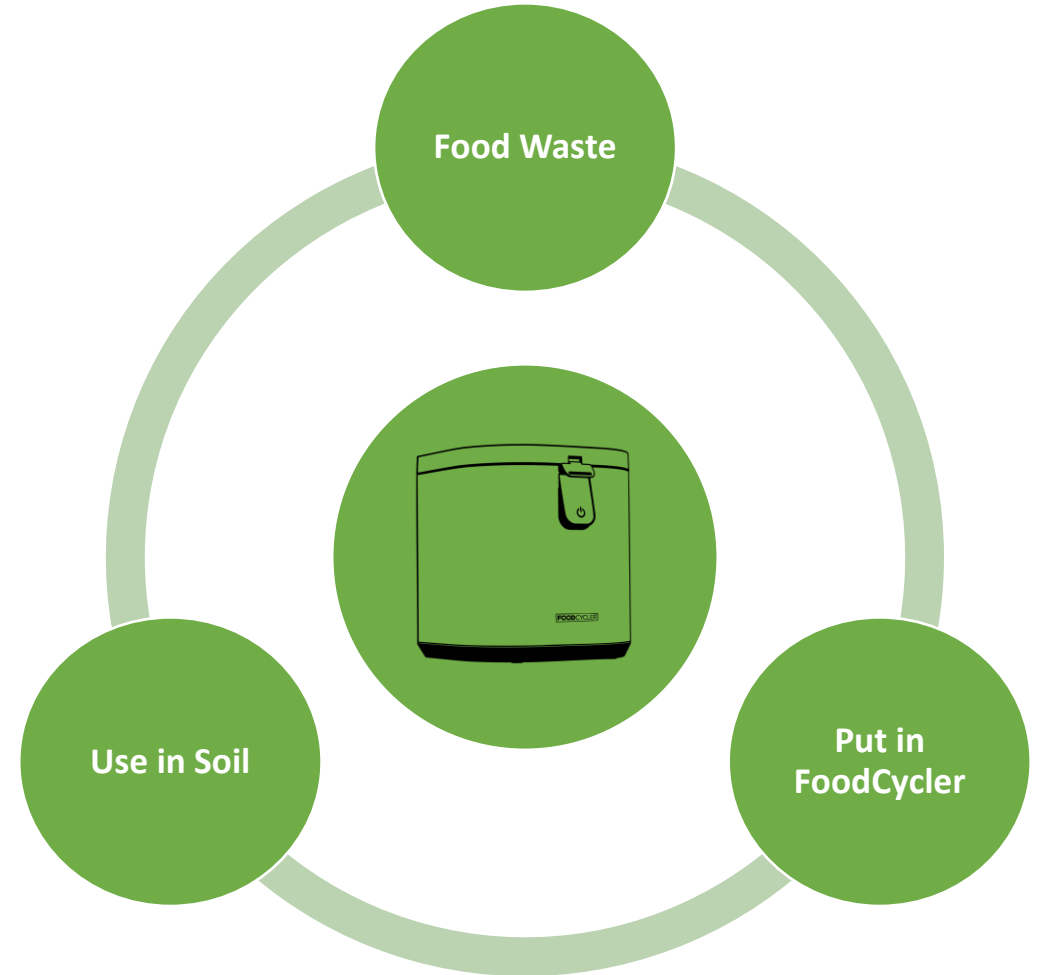
- Add to garden soil
- Add to backyard composter/tumbler/green cone
- Integrate to existing Leaf & Yard waste systems
- Pelletize/briquette as home heating alternative
- Drop off at compost site
- Drop off to a local farm
- Drop off to a community garden
- Add to Green Bin (where available)



IMPACT: ECONOMIC



Traditional Waste Management



FoodCycler

IMPACT: PRESSURE

Regulatory + Social

THE TIME IS NOW

- Constituents want **solutions** to reduce their environmental impact
- Waste is perceived as a government problem and **regulations** are coming
- Food waste is “low-hanging fruit” to achieving higher **diversion** and addressing the environmental impact of waste



"I've received a number of positive messages from residents saying, "sign me up, where can I get mine." I'm 100 per cent in favor of it."

Deputy Mayor Lyle Warden, (South Glengarry ON)

"We were extremely happy with this program and loved that it made us aware of our daily waste."

Pilot participant in South Glengarry

"It's a great tool to reduce household waste. Appreciate that the municipality is being innovative and piloting different solutions."

Pilot participant in Hornepayne

"It alleviates a lot of the concerns that people might have with backyard composting. The time commitment, the location, pests and animals..."

**Kylie Hissa, Strategic Initiatives Officer
(Kenora, ON)**

THE FOODCYCLER PILOTS

The results are in.

Completed pilots in:

6000+
Households

50+
Municipalities



Participation Rate **98%**

- 98% of pilot participants will continue using the FoodCycler after the pilot period

Recommendation Rate **96%**

- 96% of users would recommend the FoodCycler to friends/family/neighbours

User Experience Rating **4.6/5**

- 4.6 out of 5 star rating for the overall user experience of the FoodCycler

Net New Diversion **300 kg**

- Each participating household is estimated to divert approximately 300 kg of food waste per year

Awareness + Prevention **77%**

- 77% of pilot participants resolved to waste less food as a result of increased awareness

FOOD WASTE REDUCTION CHALLENGE

Impact Canada Finalists

Federal Funding

- ✓ Semi-Finalists in Stage 1 received **\$100,000**
- ✓ Finalists in Stage 2 received **\$400,000**
- Finalists will compete in Stage 3 to win one of two Grand Prizes of up to **\$1,500,000**

IN PARTNERSHIP WITH:



PILOT PROGRAM

12 Weeks from Start to Finish

PILOT TIMELINE

START

Residents purchase FoodCycler at a subsidized rate from Municipal Office (or other designated location)

12 WEEKS

Participants use the unit for a period of 12 weeks.

Number of cycles per week are tracked to estimate total diversion achieved.

END

Participants fill out an exit survey, providing their review of the program and any other feedback.

Survey results used to evaluate program success.

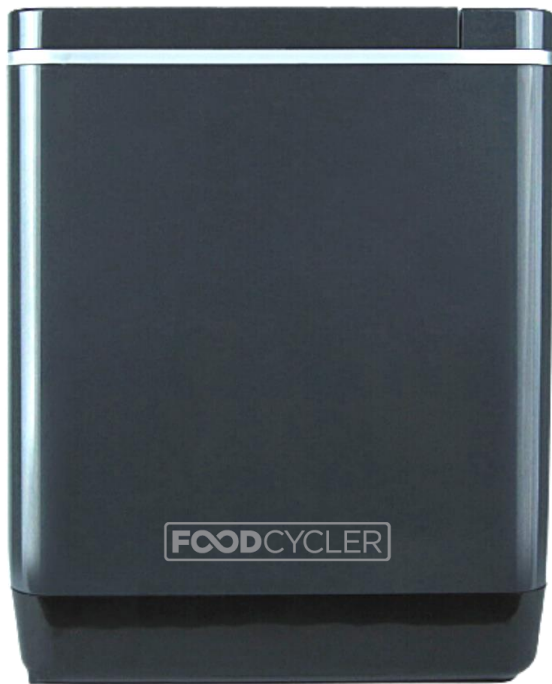
NEXT STEPS

Tailored program design and implementation.

Grants may be available, with support from Food Cycle Science.

FUNDED PILOT PROGRAM OPTIONS

Municipal Subsidy Model



FOODCYCLER™
FC-30

\$ 500

-\$ 200

-\$ 50

\$ 100

\$ 150

RETAIL PRICE

MUNICIPAL
DISCOUNT

IMPACT CANADA
INVESTMENT

* MUNICIPAL
SUBSIDY *

RESIDENT
COST

\$ 815

-\$ 265

-\$ 150

\$ 100

\$ 300



FOODCYCLER™
Eco 5

FUNDED PILOT PROGRAM OPTIONS

Pilot Scope Recommendations

Municipality Population	Pilot Scope	Municipal Investment
< 2,500 Residents	50 Households	\$5,000
2,500 – 10,000 Residents	100 Households	\$10,000
10,000 – 20,000 Residents	200 Households	\$20,000
> 20,000 Residents	250+ Households	\$25,000+

- **Plus shipping costs and applicable taxes**



PARTNERSHIP BENEFITS

Why pilot with us?

- 🍃 Opportunity to trial a food waste diversion solution at a **cost well below market prices**
- 🍃 Immediate impact of reduced residential waste volumes thus **increasing diversion rates**
- 🍃 **Reduced costs** associated with waste management (collection, transfer, disposal, and landfill operations)
- 🍃 The **reduction of greenhouse gas (GHG)** emissions from transportation and decomposition of food waste in landfills
- 🍃 Extend the **life of your landfill(s)**
- 🍃 Opportunity to support **Canadian innovation** and clean tech
- 🍃 Opportunity to provide **residents** with an innovative solution that reduces waste and fights climate change, at an affordable price
- 🍃 Obtaining **data** that could be used to develop a **future organic waste diversion program**

Next Steps:

- 🌱 Receive presentation as information.
- 🌱 If interested in partnering, refer to Staff for a recommendation to Council.





THANK YOU!
ANY QUESTIONS?

Jacob Hanlon

Municipal Program Coordinator

Email: jacobh@foodcyclr.com

Phone: 613-316-4094

The Municipal Solutions Team

municipal@foodcyclr.com



**CORPORATION OF THE TOWNSHIP OF MCKELLAR****Council Meeting Minutes****November 21, 2023**

Mayor Moore called the meeting to order at 6:00 p.m.

ROLL CALL

Mayor Moore took Roll Call.

Present: Mayor David Moore
Councillors Morley Haskim, Mike Kekkonen, Debbie Zulak
Regrets: Councillor Nick Ryeland
Staff: Clerk/Administrator, Ina Watkinson

DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF

There were no conflicts of interest declared.

Moved by: Councillor Zulak
Seconded by: Councillor Kekkonen

23-709 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby approve the Agenda for this Regular Meeting of Council, as presented.

Carried

Moved by: Councillor Haskim
Seconded by: Councillor Kekkonen

23-710 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar, pursuant to the Municipal Act, S.O. 2001, as amended, move into closed session at 6:01 p.m. to discuss the following items;

- 5.1 Minutes of Closed Session – November 7, 2023
- 5.2 Acquisition or Disposition of Land; pursuant to Ontario Municipal Act, Section 239(2)(c) – Land Acquisition

Carried

Moved by: Councillor Zulak
Seconded by: Councillor Kekkonen

23-711 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby reconvene into open session of Council at 6:35 p.m.

Carried

Mayor Moore called the meeting to order at 6:35 p.m.

ROLL CALL

Mayor Moore took Roll Call.

Present: Mayor David Moore
Councillors Morley Haskim, Mike Kekkonen, Debbie Zulak
Regrets: Councillor Nick Ryeland
Staff: Clerk/Administrator, Ina Watkinson
Deputy Clerk/Planning Assistant, Karlee Britton
Treasurer, Roshan Kantiya

RESPECT AND ACKNOWLEDGEMENT DECLARATION

In the spirit of reconciliation and co-operation, we wish to acknowledge that the land on which we gather is the traditional territory of the Anishinaabe and Mississauga people. Its boundaries fall within



CORPORATION OF THE TOWNSHIP OF MCKELLAR

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the Robinson-Huron Treaty of 1850 and the Williams Treaty of 1923. We are grateful to live here and we thank all the generations of people who have taken care of this land for thousands of years. To honour the suffering of Indigenous people and the love and wisdom they have carried for thousands of years, we pledge to work in community and harmony with each other and the environment we inhabit and work towards Truth and Reconciliation.

DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF

There were no conflicts of interest declared.

Moved by: Councillor Zulak

Seconded by: Councillor Haskim

23-712 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby accept the reports, recommendations and directions arising from the closed session held November 21, 2023.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-713 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the deputation from Greg Mason, President of the Georgian Nordic Activity Centre in regards to Planning for the Organizations Future.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Kekkonen

23-714 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive the deputation from Jennifer Ghent-Fuller, Chair of the Lake Stewardship & Environmental Committee in regards to the proposed Tree Canopy and Natural Vegetation By-law.

Carried

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-715 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby move into Committee of the Whole at 7:08 p.m. to discuss the 2024 Council Meeting Schedule and proposed changes to the Procedural By-law, as recommended by staff; and

FURTHER to gather comment from the public to ensure Council meetings are accessible to ratepayers.

Carried

COMMITTEE OF THE WHOLE

Deputy Clerk/Planning Assistant, Karlee Britton provided an overview of Report ADMIN-2023-20 Proposed Amendment to the Procedural By-law. Council asked questions regarding the report.

Sue Poff spoke in favour of changing meeting times to be earlier in the evening.



CORPORATION OF THE TOWNSHIP OF MCKELLAR

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Moved by: Councillor Zulak
Seconded by: Councillor Haskim

23-716 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby rise and report from Committee of the Whole at 7:34 p.m.

Carried

Moved by: Councillor Kekkonen
Seconded by: Councillor Zulak

23-717 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby adopt the following Regular Council Meeting Schedule for 2024:

- | | |
|---------------------------|----------------------------|
| Tuesday January 9, 2024 | Tuesday July 2, 2024 |
| Tuesday January 23, 2024 | Tuesday July 16, 2024 |
| Tuesday February 6, 2024 | Tuesday August 6, 2024 |
| Tuesday February 20, 2024 | Tuesday August 20, 2024 |
| Tuesday March 5, 2024 | Tuesday September 3, 2024 |
| Tuesday March 19, 2024 | Tuesday September 17, 2024 |
| Tuesday April 2, 2024 | Tuesday October 1, 2024 |
| Tuesday April 16, 2024 | Tuesday October 15, 2024 |
| Tuesday May 7, 2024 | Tuesday November 5, 2024 |
| Tuesday May 21, 2024 | Tuesday November 19, 2024 |
| Tuesday June 4, 2024 | Tuesday December 3, 2024 |
| Tuesday June 18, 2024 | Tuesday December 17, 2024 |

Carried

Moved by: Councillor Haskim
Seconded by: Councillor Kekkonen

23-718 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive Report ADMIN-2023-20 Proposed Amendment to the Procedural By-law – Meeting Schedule from Deputy Clerk/Planning Assistant, Karlee Britton, for information purposes.

Carried

Moved by: Councillor Zulak
Seconded by: Councillor Haskim

23-719 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby approve the Minutes of the November 7, 2023 Regular Meeting of Council, as circulated.

Carried

Moved by: Councillor Kekkonen
Seconded by: Councillor Zulak

23-720 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the draft Request for Proposal to Provide a Review and New Versions of the Township's Zoning By-law and Official Plan; and

FURTHER direct staff to release the RFP.

Carried

Moved by: Councillor Haskim
Seconded by: Councillor Kekkonen

23-721 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the draft Conditions Met Letter for Consent Application No. B14/2023 (2165268 Ontario Ltd.); and



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FURTHER direct staff to sign the letter and submit to the Parry Sound Area Planning Board.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-722 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the Minutes of the October 26, 2023 meeting of the Township of McKellar Recreation Committee.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Haskim

23-723 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the Minutes of the October 12, 2023 Meeting of the Lake Stewardship & Environmental Committee.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-724 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive Report T-2023-14 from Treasurer, Roshan Kantiya, for information purposes; and

FURTHER that the Council of the Corporation of the Township of McKellar accepts the following amendments:

- 1) **THAT** the 2023 Capital Budget sources and contributions to reserves to purchase 2023 BCT010 BEARCO Trailer from GF Preston Sales & Service Ltd.;
- 2) **THAT** the 2023 Capital Budget sources and contributions to reserves to install handrails by Iron Design Welding;
- 3) **THAT** the 2023 Operating Budget sources and contributions to reserves to repair the Backhoe at the Transfer Station by GF Preston Sales & Service Ltd.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Kekkonen

23-725 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the Accounts Payable Preliminary Cheque Run Report for October 2023 from Treasurer, Roshan Kantiya, for information purposes.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-726 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive Report FD-2023-19 Placement of a Dry Hydrant for Firefighting Operations from Fire Chief, Robert Morrison; and

FURTHER THAT the placement of a "Dry Hydrant" into the gabled and graveled area directly to the east of the east of the paved boat launch on Lakeshore Road be approved; and



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FURTHER THAT Resolution No. 23-693 be rescinded.

Deferred

Moved by: Councillor Zulak

Seconded by: Councillor Haskim

23-727 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the West Parry Sound Economic Development Collaborative Correspondence; and

FURTHER direct the Clerk to inform the WPSEDC Stakeholder Board that the Township of McKellar wishes to withdraw from the West Parry Sound Economic Development Collaborative.

Carried

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-728 **WHEREAS** Project ECHO Ontario Skin and Wound is designed to train wound care teams (doctors, nurses, allied health) across the province of Ontario targeting a special population of Indigenous, North, isolated and remote communities; and

WHEREAS Project ECHO Ontario Skin and Wound has had two funding cycles (2018-2021 and 2021-2024) and its renewal is scheduled for April 1, 2024 with the application due at the Ministry of Health on November 30;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby support the following:

- 1) To continue ECHO Ontario Skin and Wound with evergreen funding (continuous funding guaranteed with annual budget negotiation), alongside additional support for educational outcomes and a collaboration with Diabetes Action Canada;
- 2) To create a virtual identified patient consultation service utilizing Wound Bed Prep 2021 for patient navigation and clinician support for previous ECHO participants and to bring advanced wound care expertise to clinicians in Northern Ontario; and

FURTHER THAT this resolution be circulated to the Minister of Health, Sylvia Jones; Project Lead for Project ECHO, Gary Sibbald; and Executive Director of FONOM, Mac Bain.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Haskim

23-729 **WHEREAS** the Police Services Act, 1990 was amended to include new requirements for the Community Safety and Well-being plan; and

WHEREAS all municipalities across Ontario were instructed to develop and adopt a Community Safety and Well-Being Plan in partnership with stakeholder and groups that are active in delivering services within their community; and

WHEREAS complex social problems cannot be addressed by police services alone and that local service providers, working in areas such as health, mental health,



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education, community service, social service, children services and youth services play an integral role; and

WHEREAS too often, information and service silos are created which limit response effectiveness, providing an inadequate service that does not take full advantage of available resources; and

WHEREAS an advisory committees was formed in the West Parry Sound area that included various agencies and community organizations to understand the issues that residents of the West Parry Sound area are facing with regard to safety and wellbeing; and

WHEREAS the committee developed a West Parry Sound Area Community Safety and Well-Being Plan, a multi-sector approach to community safety and wellbeing;

NOW THEREFORE BE IT RESOLVED that the Council of the Corporation of the Township of McKellar does hereby adopt the West Parry Sound Area Community Safety and Well-Being Plan.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-730 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby rename Fire Route 152A to Dockside Drive, as per the recommendation from the Manitou Cottage Association.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Kekkonen

23-731 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby approve the following 2024 Holiday Schedule for the Municipal Office and Community Centre;

Monday January 1, 2024	(New Years Day)
Monday February 19, 2024	(Family Day)
Friday March 29, 2024	(Good Friday)
Monday April 1, 2024	(Easter Monday)
Monday May 20, 2024	(Victoria Day)
Monday July 1, 2024	(Canada Day)
Monday August 5, 2024	(Civic Holiday)
Monday September 2, 2024	(Labour Day)
Monday October 14, 2024	(Thanksgiving Day)
Monday November 11, 2024	(Remembrance Day)
Wednesday December 25, 2024	(Christmas Day)
Monday December 30, 2024	(Christmas Break)
Tuesday December 31, 2024	(Christmas Break); and

FURTHER, does not include the Transfer Station, Library or Public Works.

Carried

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-732 BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby receive Report No. ADMIN-2023-19 St. Stephen's Church Renovation Tender Results for information and award RFP No. PW-2023-15 St. Stephen's Church



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Renovations to Northern View Construction in the amount of \$70,156.00 plus HST of \$9,120.28 for a total amount of \$79,276.28; and

FURTHER THAT a 10% contingency be added to the contract for any unforeseen structural repairs when removing the chimney, as recommended by the Chief Building Official.

Deferred

Moved by: Councillor Zulak

Seconded by: Councillor Haskim

23-733 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby accept the quotation from Iron Design Welding for the supply, labour and materials as required to custom manufacture and install exterior handrails approximately 8' on each side of the stone entrance steps of the St. Stephen's Church in the amount of \$1,490.00 plus HST of \$193.70 for a total of \$1,683.70.

Defeated

Moved by: Councillor Zulak

Seconded by: Councillor Kekkonen

23-734 **WHEREAS** Council requested a recommendation from the Director of Operations on the finish of the proposed hand rails on the North and South side of the Municipal Building Complex; and

WHEREAS the Director of Operations recommends the stainless-steel railing as they are being placed in high traffic areas;

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of McKellar does hereby accept the quotation from Iron Design Welding for the supply, labour and materials as required to custom manufacture and install stainless steel exterior handrails approximately 52' and 42' on each side of the Municipal Complex Building in the amount of \$8,480.00 plus HST of \$1,102.40 for a total of \$9,582.40.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Kekkonen

23-735 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2023-73, Being a By-law to Impose Charges on Property Owners in a Designated Area (Craigmore Subdivision) for the Provision of Road Upgrades by the Township, a Third reading;

And further Passed in Open Council this 21st day of November, 2023.

Deferred

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-736 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2023-74, Being a By-law to Amend By-law 2019-07 being a By-law to Adopt a Council-Staff Relations Policy, a Third reading;

And further Passed in Open Council this 21st day of November, 2023.

Carried



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Council Meeting Minutes

November 21, 2023

Moved by: Councillor Zulak

Seconded by: Councillor Haskim

23-737 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby receive the consent agenda for correspondence.

Carried

QUESTION/COMMENT PERIOD (RELATED TO ITEMS ON THE AGENDA)

There were no questions from the in-person audience or via Zoom.

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-738 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2023-76, Being a By-law to Confirm the Proceedings of Council, a First and Second reading;

And further Read a Third time and Passed in Open Council this 21st day of November, 2023.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Kekkonen

23-739 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar adjourn this meeting at 9:13 p.m. to meet again on December 5, 2023; or at the call of the Mayor.

Carried

David Moore, Mayor

Ina Watkinson, Clerk/Administrator



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Special Council Meeting Minutes

November 24, 2023

Mayor Moore called the meeting to order at 10:00 a.m.

ROLL CALL

Mayor Moore took Roll Call.

Present: Mayor David Moore
Councillors Morley Haskim, Mike Kekkonen, Nick Ryeland, Debbie Zulak

Staff: Clerk/Administrator, Ina Watkinson
Deputy Clerk/Planning Assistant, Karlee Britton
Director of Operations, Greg Gostick *for his respective items on the agenda*

RESPECT AND ACKNOWLEDGEMENT DECLARATION

In the spirit of reconciliation and co-operation, we wish to acknowledge that the land on which we gather is the traditional territory of the Anishinaabe and Mississauga people. Its boundaries fall within the Robinson-Huron Treaty of 1850 and the Williams Treaty of 1923. We are grateful to live here and we thank all the generations of people who have taken care of this land for thousands of years. To honour the suffering of Indigenous people and the love and wisdom they have carried for thousands of years, we pledge to work in community and harmony with each other and the environment we inhabit and work towards Truth and Reconciliation.

DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF

There were no conflicts of interest declared.

Moved by: Councillor Kekkonen
Seconded by: Councillor Zulak

23-740 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby approve the Agenda for this Special Closed Meeting of Council, as amended.

Carried

Moved by: Councillor Haskim
Seconded by: Councillor Ryeland

23-741 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar, pursuant to the Municipal Act, S.O. 2001, as amended, move into closed session at 10:02 a.m. to discuss the following items:

- 5.1 Personal matters about an identifiable individual, including Municipal or local board employees, pursuant to Ontario Municipal Act, Section 239(2)(b) – Staffing, Human Resources Policy, KPMG Forensic Audit
- 5.2 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; Section 239(2)(h) – Data Sharing & Security Agreement with MPAC (Municipal Property Assessment Corporation)
- 5.3 Plans and Instructions for Negotiations; pursuant to Ontario Municipal Act, Section 239(2)(k) – Town of Parry Sound Dog Impound Facility Draft Agreement
- 5.4 Litigation or Potential Litigation, pursuant to Section 239(2)(e) – Litigation re. Consent Application Appeal, Ontario Land Tribunal

Carried

Director of Operations, Greg Gostick left the meeting at 11:47 p.m.



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Special Council Meeting Minutes

November 24, 2023

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-742 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby reconvene into regular open session of Council at 2:23 p.m.

Carried

Moved by: Councillor Ryeland

Seconded by: Councillor Haskim

23-743 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby accept the reports, recommendations and directions arising from the closed session held November 24, 2023.

Carried

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-744 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2023-77, being a by-law to confirm the proceedings of Council, a First and Second reading;

And further Read a Third time and Passed in Open Council this 24th day of November, 2023.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Ryeland

23-745 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar adjourn this meeting at 2:24 p.m. to meet again on December 5, 2023; or at the call of the Mayor.

Carried

David Moore, Mayor

Ina Watkinson, Clerk/Administrator



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Special Council Meeting Minutes

November 24, 2023

Mayor Moore called the meeting to order at 10:00 a.m.

ROLL CALL

Mayor Moore took Roll Call.

Present: Mayor David Moore
Councillors Morley Haskim, Mike Kekkonen, Nick Ryeland, Debbie Zulak

Staff: Clerk/Administrator, Ina Watkinson
Deputy Clerk/Planning Assistant, Karlee Britton
Director of Operations, Greg Gostick *for his respective items on the agenda*

RESPECT AND ACKNOWLEDGEMENT DECLARATION

In the spirit of reconciliation and co-operation, we wish to acknowledge that the land on which we gather is the traditional territory of the Anishinaabe and Mississauga people. Its boundaries fall within the Robinson-Huron Treaty of 1850 and the Williams Treaty of 1923. We are grateful to live here and we thank all the generations of people who have taken care of this land for thousands of years. To honour the suffering of Indigenous people and the love and wisdom they have carried for thousands of years, we pledge to work in community and harmony with each other and the environment we inhabit and work towards Truth and Reconciliation.

DECLARATIONS OF PECUNIARY AND/OR PERSONAL INTEREST AND GENERAL NATURE THEREOF

There were no conflicts of interest declared.

Moved by: Councillor Kekkonen
Seconded by: Councillor Zulak

23-740 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby approve the Agenda for this Special Closed Meeting of Council, as amended.

Carried

Moved by: Councillor Haskim
Seconded by: Councillor Ryeland

23-741 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar, pursuant to the Municipal Act, S.O. 2001, as amended, move into closed session at 10:02 a.m. to discuss the following items:

- 5.1 Personal matters about an identifiable individual, including Municipal or local board employees, pursuant to Ontario Municipal Act, Section 239(2)(b) – Staffing, Human Resources Policy, KPMG Forensic Audit
- 5.2 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; Section 239(2)(h) – Data Sharing & Security Agreement with MPAC (Municipal Property Assessment Corporation)
- 5.3 Plans and Instructions for Negotiations; pursuant to Ontario Municipal Act, Section 239(2)(k) – Town of Parry Sound Dog Impound Facility Draft Agreement
- 5.4 Litigation or Potential Litigation, pursuant to Section 239(2)(e) – Litigation re. Consent Application Appeal, Ontario Land Tribunal

Carried

Director of Operations, Greg Gostick left the meeting at 11:47 p.m.



CORPORATION OF THE TOWNSHIP OF MCKELLAR

Special Council Meeting Minutes

November 24, 2023

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-742 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby reconvene into regular open session of Council at 2:23 p.m.

Carried

Moved by: Councillor Ryeland

Seconded by: Councillor Haskim

23-743 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby accept the reports, recommendations and directions arising from the closed session held November 24, 2023.

Carried

Moved by: Councillor Kekkonen

Seconded by: Councillor Zulak

23-744 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar does hereby give By-law No. 2023-77, being a by-law to confirm the proceedings of Council, a First and Second reading;

And further Read a Third time and Passed in Open Council this 24th day of November, 2023.

Carried

Moved by: Councillor Haskim

Seconded by: Councillor Ryeland

23-745 **BE IT RESOLVED THAT** the Council of the Corporation of the Township of McKellar adjourn this meeting at 2:24 p.m. to meet again on December 5, 2023; or at the call of the Mayor.

Carried

David Moore, Mayor

Ina Watkinson, Clerk/Administrator



Township of McKellar

701 Hwy #124, P.O. Box 69, McKellar, Ontario POG 1C0

Phone: (705) 389-2842

Fax: (705) 389-1244

December 5, 2023

Patrick Christie
Parry Sound Area Planning Board
1 Mall Drive, Unit 2
Parry Sound, ON
P2A 3A9

via Email: psapb@vianet.ca

Re: Consent Application – B02/2023 (Dyment)

Dear Patrick,

Please be advised that all of the following conditions for the above noted Consent Application have been met.

1. Payment of a fee in lieu of parkland dedication; (Parkland paid on November 30, 2023)
2. Obtaining confirmation from the Director of Operations that there are suitable driveway locations for the severed lots on to Hurdville Road/Burnett's Road; (letter dated November 28, 2023)
3. 911 addressing at the time of issuance of an entrance or building permit;
4. Payment of any applicable planning fees. (n/a for this file)

Regards,

Karlee Britton
Deputy Clerk/Planning Assistant
Township of McKellar

A regular meeting of the Board of Health for the North Bay Parry Sound District Health Unit was held on Wednesday, September 27, 2023, via teleconference. The meeting was open to the public and live streaming of the proceedings was provided for the media and public through a link on the Health Unit's website.

PRESENT:

Nipissing District:

Central Appointees

Karen Cook

Sara Inch

Maurice Switzer

Eastern Appointee

Rick Champagne (*Chairperson*)

Western Appointee

Jamie Restoule

Parry Sound District:

Northeastern Appointee

Blair Flowers

Southeastern Appointee

Marianne Stickland

Western Appointee

Jamie McGarvey (*Vice-Chairperson*)

Public Appointees:

Tim Sheppard

Catherine Still

Acting Medical Officer of Health/Executive Officer

Dr. Carol Zimbalatti

Also Attending by Invitation

Management Administrative Assistant, Quality Assurance

Shelly Maki

Executive Director, Community Services

Louise Gagné

Program Manager, Healthy Schools

Sandee Guindon

Manager, Planning, Evaluation and Communications Services

Danielle Hunter

Executive Director, Finance

Isabel Churcher

REGRETS:

Central Appointees

Jamie Lowery

David Wolfe

Recorder

Executive Assistant, Office of the MOH/EO

Nelly Bothelo

1.0 CALL TO ORDER

The Board of Health members joined the meeting in person from the Nipissing Room at 345 Oak Street West, North Bay, Ontario, and virtually via Teams video conference.

Rick Champagne, Board of Health Chairperson, called the meeting to order at 5.58 p.m.

2.0 APPROVAL OF THE AGENDA

The agenda for the September 27, 2023, Board of Health meeting was reviewed, and the following motion was read:

Board of Health Resolution #BOH/2023/09/01 *Sheppard/Stickland

Be It Resolved, that the Board of Health Agenda, dated September 27, 2023, be approved.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

“Carried”

3.0 CONFLICT OF INTEREST DECLARATION

There were no conflicts of interest declared.

4.0 APPROVAL OF PREVIOUS MINUTES

4.1 Board of Health Minutes – August 16, 2023

The minutes from the Board of Health meeting held on August 16, 2023, were reviewed and the following motion was read:

Board of Health Resolution #BOH/2023/09/02 *Flowers/McGarvey

Be It Resolved, that the minutes from the Board of Health meeting held on August 16, 2023, be approved as presented.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

“Carried”

4.2. Board of Health In Camera Minutes – August 16, 2023

The minutes from the Board of Health meeting held on August 16, 2023, were reviewed and the following motion was read:

Board of Health Resolution #BOH/2023/09/03 *Cook/Restoule

Be It Resolved, that the in-camera minutes from the Board of Health meeting held on August 16, 2023, be approved as presented.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

“Carried”

5.0 DATE OF NEXT MEETING

Date: November 22, 2023

Time: To be determined

Place: To be determined

6.0 BUSINESS ARISING

6.1. Presentation on Icelandic Model ([Sway Presentation](#))

A presentation was provided to Board of Health members by members of the Healthy Schools team.

Highlighted and key messages from the presentation were as follows:

- A description of the Icelandic model.
- Evidence for the effectiveness of the Icelandic Model in addressing youth substance use in Iceland was presented.
- Currently in Canada Calgary (City), New Brunswick (province), and several other areas including Lanark County, Porcupine Health Unit, Timiskaming Health Unit, Southwest Health Unit.
- There are many other health units also expressing including Sudbury & District Health Unit and Algoma Health Unit

- Overview of 5 year guidance program was shared.
- The Icelandic model's alignment with OPHS was discussed.
- Target communities are identified based on Partners, Equity, Geography & readiness.
- Every \$1 invested in prevention could save up to \$22.69 in societal costs related to substance use harms.
- We have received signed support from almost all our school boards to allow data collection in their schools and believe we will have all as partners shortly. The Icelandic Prevention Model (youth substance use) has also been identified as an impact priority under the Muskoka Nipissing Parry Sound Child and Youth Planning Table.
- To move the Icelandic Prevention Model forward we will need the following resources:
 - Secured funds for a coordinator position to oversee the 5-year project
 - Secured funds to sign agreement with Planet Youth for 5-year project
- Recently we sent an email to those that attended the event in February letting them know we are now at the phase to develop a local coalition, identify capacity building needs, funding identification, and begin community engagement strategies.
- Resources required - \$150,800

The presenter addressed the questions after the presentation and left the meeting at 6.22 p.m.

7.0 REPORT OF THE MEDICAL OFFICER OF HEALTH

The Report of the Medical Officer of Health for the September 27, 2023, meeting was presented to the Board of Health for information purposes.

8.0 BOARD COMMITTEE REPORTS

8.1 Finance and Property Committee

A Finance and Property Committee meeting was held prior to the Board of Health meeting.

The following recommendation was presented:

Board of Health Resolution #BOH/2023/09/04 *Still/McGarvey

Whereas, on August 22, 2023, the Minister of Health, Sylvia Jones, presented Strengthening Public Health to the Association of Municipalities Annual Conference; and

Whereas, Strengthening Public Health includes temporary funding for voluntarily merging of health units, changes to the Ontario Public Health Standards after consultation with the field and the development of a new public health funding formula.

Therefore Be It Resolved, that on the recommendation of the Finance and Property Committee, the Board of Health for the North Bay Parry Sound District Health Unit support the Board Chair and the Acting Medical Officer of Health/ Executive Director to engage with northeastern and neighboring counterparts for further exploratory dialogue about voluntary mergers relating to Strengthening Public Health; and

Furthermore Be It Resolved, that the Board of Health supports participation in all Ministry of Health consultations related to their Strengthening Public Health initiative.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

"Carried"

The following motion was read:

Board of Health Resolution #BOH/2023/09/05 *Stickland/Restoule

Whereas, the North Bay Parry Sound District Health Unit received funding for 2023 from the Ministry of Health (Ministry); and

Whereas, the Board of Health must approve all funding from the Ministry in order to receive the transfer payments; and

Whereas, amendments to the previously approved funding affect the Total Shareable Base.

Therefore Be It Resolved, that on the recommendation of the Finance and Property Committee, the Board of Health for the North Bay Parry Sound District Health Unit approves the reconciled 2023 Board of Health budget with Net Expenses for \$22,423,513; and

Furthermore Be It Resolved, that the Board of Health put any excess municipal contributions into the municipal reserve.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

9.0 CORRESPONDENCE

Board of Health correspondence listed for the September 27, 2023 meeting is made available for review by Board members in the Board of Health online portal.

10.0 IN CAMERA

10.1 Personal Matter About an Identifiable Individual

The following motion was read:

Board of Health Resolution #BOH/2023/09/06 *Sheppard/Cook

Be It Resolved, that the Board of Health move in camera at 6:31 p.m. to discuss item #10.1, Personal Matter About an Identifiable Individual

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

“Carried”

At the close of the in camera session, the following motion was read:

Board of Health Resolution #BOH/2023/09/07 *Sheppard/Still

Be It Resolved, that the Board of Health rise and report at 6:50 p.m.

The recorded vote was as follows:

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

“Carried”

Direction was provided; there was nothing further to report.

11.0 NEW BUSINESS

11.1 Intimate Partner Violence

The following motion was read:

Board of Health Resolution #BOH/2023/09/08 *McGarvey/Inch

Be It Resolved, The Health Unit explores a motion that will support local action on Intimate Partner Violence within the mandate of Public Health.

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

"Carried"

11.2 Proposed Board of Health Governance Framework

A presentation was provided to Board of Health members by Danielle Hunter, Manager of Planning & Evaluation, and Quality Assurance.

Highlighted and key messages from the presentation were as follows:

- The current Board of Health governance structure was presented as well as an assessment of its suitability.
- The current structure contains inconsistencies, duplications and gaps.
- The governance policy pathway mapping exercise undertaken to resolve identified issues was described.
- A new governance structure was proposed.
- The proposed governance structure would eliminate the need for Board of Health policies, moving content related to BOH governance into the Board of Health bylaws, a new Board of Health Code of Conduct, and into the Board of Health Orientation manual, as appropriate. The content presently contained in the Board of Health Bylaws that doesn't relate to the Board of Health will be moved into Operational Policies.
- Planned next steps were indicated.

The presenter addressed the questions after the presentation and left the meeting at 7.15 p.m.

11.3 2023 alpha Fall Symposium registration

The following motion was read:

Board of Health Resolution #BOH/2023/09/09 *Stickland/Still

Be It Resolved, that the Board of Health authorizes the following Board Member(s) to attend the Association of Local Public Health Agencies (ALPHA) 2023 Fall Symposium, Section Meetings, and Workshops to be held online, November 22-24.

Sara Inch

RECORDED VOTE FOR CIRCULATION: Yes / No (Please circle one)

Name:	For:	Against:	Abstain:	Name:	For:	Against:	Abstain:
Rick Champagne	X			Jamie Restoule	X		
Karen Cook	X			Marianne Stickland	X		
Blair Flowers	X			Maurice Switzer	X		
Sara Inch	X			Dave Wolfe	R		
Jamie Lowery	R			Tim Sheppard	X		
Jamie McGarvey	X			Catherine Still	X		

“Carried”

Rick Champagne informed the Board members that we had plans to have an IT refresher training in the HU prior to the next meeting. Board members expressed interest in attending.

12.0 ADJOURNMENT

Having no further business, the Board of Health Chairperson adjourned the Board of Health meeting at 7.23 p.m.

Originally signed by Rick Champagne *2023-11-22*

 Chairperson/Vice-Chairperson Date (yyyy/mm/dd)

Originally signed by Nelly Bothelo *2023-11-22*

 Nelly Bothelo, Recorder Date (yyyy/mm/dd)



The Corporation of the Township of McKellar

Targeted Fraud Risk Assessment and Forensic Review

KPMG Forensic

Report Date: September 29, 2023

This report contains 35 pages, 8 Schedules



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1 Introduction and background

1.1 Introduction

KPMG Forensic (“KPMG”) was engaged by the Corporation of the Township of McKellar (the “Township”), to undertake a forensic review of financial accounts and internal controls of the Township.

Specifically, our assistance was requested following the Township’s selection of KPMG’s response to *Request for Proposal number 2023-002 Request for proposals to conduct a forensic audit for fiscal year ending December 31, 2019, through fiscal year ending December 31, 2022*, issued by the Township (the “RFP”). The RFP asked respondents to review the financial accounts of the Township, including, but not limited to, contracting, requisition and purchase order processes, bank reconciliations, bid processes, purchasing, procurement, policies, procedures, and other financial activity. Additionally, the RFP requested a review of the Township’s existing controls and compliance with these controls, along with identification of areas of risk of fraud and misconduct and recommending improvements and best practices.

The RFP noted that there has not been any instance of known fraud at the Township during the years ended December 31, 2019, through December 31, 2022 (the “Period of Review”). However, the Township had experienced a relatively large turnover in personnel responsible for the finances of the Township during that time.

1.2 Mandate

Due to the broad nature of services outlined in the RFP, the KPMG Engagement Letter outlined the following approach:

- Conduct a Targeted Fraud Risk Assessment (the “Fraud Risk Assessment”), in order to examine where in the Township fraud could have occurred for specific circumstances, given the high turnover of personnel responsible for the Township’s finances:
 - Conduct an inherent risk assessment to identify priority areas for review, including:
 - Consider inherent fraud risks faced by similar organizations, as identified during certain previous KPMG Fraud Risk Assessment engagements,
 - Review information provided by the Township and available on the Township’s website, and
 - Meet with certain representatives of the Township in order to understand areas of concern and to identify areas of heightened fraud risk.



The Corporation of the Township of McKellar
Targeted Fraud Risk Assessment and Forensic Review
Report Date: September 29, 2023

- Identify controls, processes and other mitigating factors at the Township in relation to priority areas,
 - Conduct a residual risk analysis to identify indicators of residual fraud risk, and
 - Engage certain Township personnel to assist with ranking and prioritizing the Identified Fraud Risk Areas.
- Validate a list of the top five identified fraud risk areas, as proposed by KPMG and agreed by the Township (the “In-scope Fraud Risk Areas”)
- Conduct targeted analysis of the In-scope Fraud Risk Areas, including:
- Review of certain supporting documents (E.g., process descriptions, policies) in relation to the In-scope Fraud Risk Areas
 - Conduct discussions with certain Township personnel knowledgeable about the In-Scope Fraud Risk Areas, and
 - Use a risk-based sampling methodology to select items for detailed review from each of the five prioritized In-Scope Fraud Risk Areas.
- Document internal control and process weaknesses, as observed during our review, and
- Provide a report of our findings, as well as recommendations for further review and analysis, if any.

1.3 Background

We understand the following:

- The Township is a municipality in the Province of Ontario
- The Township experienced turnover in personnel responsible for the finances at the Township during the Period of Review
- Section 224 of the Municipal Act defines the role of Council and includes but is not limited to the following:
 - (a) To represent the public and to consider the well-being and interests of the municipality



The Corporation of the Township of McKellar
Targeted Fraud Risk Assessment and Forensic Review
Report Date: September 29, 2023

- (d) To ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of Council
- (d.1) To ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality, and
- (e) To maintain the financial integrity of the municipality
- The Township Council motioned to instruct the Clerk/Administrator or designate to advertise the RFP for a forensic audit of the Township's financial records for the past four years, specifically from year ending December 31, 2019, to the year ending December 31, 2022, at the January 24, 2023, meeting of Township Council, moved by Councillor Zulak and seconded by Councillor Kekkonen, and
- Council approved the award of RFP No. 2023-002 to KPMG LLP at the March 21, 2023, meeting of Township Council, moved by Councillor Haskim and seconded by Councillor Ryeland.



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2 Restrictions

We understand that our report is intended to assist the Township and Council in examining and understanding the financial information and internal controls of the Township and we consent to such use. We further understand that our report may be presented to Council in a public meeting. Outside of that use, our report is not intended for general use, circulation or publication. For the avoidance of doubt, other than as specifically noted in this section, our report may not be disclosed, copied, quoted or referred to in whole or in part, whether for the purposes of litigation, disciplinary proceedings or otherwise, without our prior written consent in each specific instance.

We will not assume any responsibility or liability for any costs, damages, losses, liabilities or expenses suffered by the Township as a result of circulation, publication, reproduction, use of or reliance upon our report contrary to the provisions of this section. We will not assume any responsibility or liability for any costs, damages, losses, liabilities, or expenses incurred by anyone else as a result of circulation, publication, reproduction, use of or reliance upon our report. Comments in our report are not intended, nor should they be interpreted to be, legal advice or opinion.

We have relied upon the completeness, accuracy and fair presentation of all the information obtained (the "Information"). Our comments are conditional upon the completeness, accuracy and fair presentation of such Information. Subject to the exercise of professional judgment, KPMG has not audited or otherwise independently verified the accuracy or fair presentation of any of the Information. Should additional information be provided to us after the date of this report, we reserve the right, but will be under no obligation, to review this information and adjust our report accordingly.



3 Scope of review and limitations

3.1 Scope of review

In preparing our comments, calculations and analysis as contained in this report, we have reviewed various documents and information provided to KPMG by Roshan Kantiya, Treasurer, along with publicly available information. A list of documents and information upon which we relied is set out in Appendix A – Scope of Review.

In addition, throughout the course of our review, KPMG held discussions with the following representatives of the Township:

- Roshan Kantiya, Treasurer
- Ina Watkinson, Clerk/Administrator
- Greg Gostick, Director of Operations
- Rob Morrison, Fire Chief

We also held discussions with the following members of Township Council:

- David Moore, Mayor
- Morley Haskim, Councillor
- Mike Kekkonen, Councillor
- Nick Ryeland, Councillor
- Debbie Zulak, Councillor
- KPMG also conducted a two-phase survey, which was sent to all full-time personnel of the Township, including Council and the Project Team (consisting of Mr. Kantiya and Ms. Watkinson).

3.2 Limitations

Our report is limited for the following reasons:

- We understand the Township experienced turnover, including senior finance and administration personnel during the Period of Review. At the same time, certain



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processes and procedures at the Township have not been codified in formal policies and/or process documents. As a result, in some cases KPMG relied on assumptions of Township personnel who were not employed at the Township during the Period of Review, regarding processes followed by former Township personnel. As a result, we are unsure of the completeness and accuracy of certain process descriptions provided by Township personnel.

- KPMG did not interview former personnel of the Township that were employed during the period under review. We are unsure if the former employees might have had information relevant to our review.
- Due to the nature and evolution of fraud, it is not possible to establish a complete list of all fraud risks that could affect the Township. The fraud risks identified for our targeted analysis were based on the steps taken as part of the approach followed for the Targeted Fraud Risk Assessment.
- KPMG requested participation in two surveys by seven Township personnel and five members of Council. For the first phase of the survey, we received responses from nine out of twelve recipients, and for the second phase of the survey, we received responses from ten out of the twelve recipients. We are unsure if the individuals who did not respond to one or both phases of the survey had additional information that might have been relevant to our review.



4 Methodology

In providing our comments and analysis, in addition to activities and methods noted elsewhere in this report, we performed the procedures discussed below.

4.1 Targeted Fraud Risk Assessment

In order to understand and assess the fraud risks faced by the Township, we conducted a Targeted Fraud Risk Assessment utilizing the following four steps:

Step 1: Fraud Risk Identification

- KPMG identified potential fraud risks that the Township may be vulnerable to in their operations, utilizing the following procedures:
 - Interviews and discussions with certain personnel of the Township, including the Project Team, and Council
 - Review of organizational documents, including but not limited to, budgets, process documents/by-laws, Council meeting minutes, and audited financial statements
 - First phase of an organization-wide, two-phase survey of full-time personnel and Council of the Township, and
 - Leveraging our experience in conducting fraud risk assessments with other similar organizations.
- KPMG developed a table, which outlines additional details regarding all of the potential fraud risks that were identified, including a fraud risk description, sample fraud schemes corresponding to each fraud risk, and examples of the fraud that might be committed if the fraud risk were to materialize (the “Fraud Risk Register”).

Step 2: Inherent Risk Assessment

- KPMG launched the second phase of the organization-wide survey to the same recipients of the first phase, to record survey participants’ assessment of the impact and likelihood of each risk included in the Fraud Risk Register.
- KPMG facilitated a discussion with the Project Team to review the potential fraud risks included in the Fraud Risk Register and assess the reasonableness of the results from the second phase of the survey. Through that discussion, KPMG and the Project Team agreed on a ranking order of the fraud risks and determined which of the risks were most concerning for the Township and should be prioritized for further analysis (the “Key Fraud Risks”).



Step 3: Identify How Each Key Fraud Risk is Mitigated

- For each of the Key Fraud Risks, KPMG and the Township identified the process-level internal controls and other mitigating measures currently in place at the Township, while documenting potential gaps in how the Key Fraud Risks are being mitigated, if any.
- KPMG summarized these mitigations and gaps into a Fraud Risk and Control Matrix.

Step 4: Residual Risk Assessment

- KPMG provided the Project Team with a summary of the Key Fraud Risks and their mitigations, in order to solicit the Project Teams comments and validation.

4.2 Targeted Analysis

KPMG conducted targeted analysis over six of the Key Fraud Risks: misuse of the Township's Tangible capital assets, inappropriate use of confidential information, payroll fraud, procurement fraud, waste and/or abuse spending and withholding of material financial information. The Key Fraud Risks in respect of waste and/or abuse spending and withholding of material financial information are included in a single subsection of the report, 'Budgeting'.

For each of these Key Fraud Risks, KPMG performed the following procedures:

- Obtained and reviewed a copy of relevant by-laws, policies and process documents in place at the Township, if any
- Conducted discussions with Township personnel knowledgeable of the areas under review, including but not limited to, the processes in place during the Period of Review
- Documented internal control and process weaknesses identified, if any, and
- Obtained and reviewed additional supporting documentation for samples selected, if applicable.

4.2.1 Misuse of the Township's Tangible Capital Assets

Selection of Sampled Items

KPMG obtained a report summarizing capital asset additions and disposals, organized by asset class, for fiscal years ended December 31, 2020, to 2022. KPMG also obtained a detailed listing of additions and disposals for the Vehicle asset class for the same period



and selected a sample of two vehicle disposals. KPMG reviewed the process followed by the Township to dispose of the vehicles, in relation to the Township's By-Law No. 2008-15 Accounting treatment for tangible capital assets (the "Capital Asset Policy").

Capital Asset Analysis

KPMG performed the following procedures:

- Obtained and reviewed a copy of the Capital Asset Policy.
- Obtained supporting documents related to the selected samples including but not limited to: Council meeting minutes, reports to Council, asset register and purchase agreements.
- Identified sections of the Capital Asset Policy that appeared relevant to the selected samples and assessed whether the process followed by the Township to dispose of the vehicles was consistent with the requirements per the Policy.

4.2.2 Inappropriate use of Confidential Information

KPMG performed the following procedures:

- Obtained and reviewed a copy of By-Law No. 2019-06 Code of Conduct Policy for Members of Council (the "Code of Conduct").
- Reviewed Township employment contract terms with respect to use of confidential information.

4.2.3 Payroll Fraud

KPMG performed the following procedures:

- Selected the month of [Date] and reviewed payroll deposits recorded that period.
- Obtained the payroll deposit details for all pay periods occurring in [Date] for all Township personnel.
- Reviewed the payroll deposit details for irregularities, including but not limited to: duplicate deposit account numbers, payments to individuals outside of the regular bi-weekly payroll deposits and instances where one deposit exceeded the other bi-weekly deposits by more than \$1,000 for individual Township employees.



4.2.4 Procurement Fraud

Selection of Sampled Items

KPMG obtained the Vendor Year to Date (“YTD”) Purchases Report for all vendors fully paid during the fiscal years ended December 31, 2019, to 2022. KPMG then selected a sample of 6 purchases subject to the Procurement Policy across the five purchase categories described in the Policy as listed below:

- Low Value Purchases (< \$5,000) – 2 samples
- Request for Quotation - Informal (\$5,001 - \$15,000) – 1 sample
- Request for Quotation - Formal (\$15,001 - \$25,000) – 1 sample
- Request for Tender (> \$25,000) – 1 sample
- Request for Proposal (> \$25,000) – 1 sample

In addition, KPMG selected one capital project, the Inholmes Bridge Project, to test against the Procurement Policy.

Procurement Analysis

KPMG performed the following procedures:

- Obtained and reviewed a copy of By-Law No. 2019-44 Procurement of goods and services policies and procedures (“the Procurement Policy”)
- Obtained and reviewed supporting documents related to the selected samples including but not limited to: Council meeting minutes, capital budgets, Requests for Quotation, Requests for Proposals, Request for Tenders, bid documents, tender documents, Reports to Council, journal entry vouchers, certain bank statements, certain invoices and quotations, and
- Identified sections of the Procurement Policy that appeared relevant to the selected samples and assessed whether the process followed by the Township was consistent with the process and requirements per the Procurement Policy.

4.2.5 Budgeting

KPMG performed the following procedures:



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- Obtained and reviewed the approved operating and capital budgets for fiscal years ended December 31, 2019, to 2022
- Obtained and reviewed copies of all iterations of the budget for the fiscal year ended December 31, 2022, as presented to Council, and
- Obtained and reviewed copies of the Q3 2022 budget variance report as presented to Council.



5 KPMG Findings

5.1 Targeted Fraud Risk Assessment

Identified Fraud Risks

Through our Targeted Fraud Risk Assessment, the following 19 potential fraud risks for the Township were identified. The potential fraud risks are listed in alphabetical order, without consideration for the likelihood of occurrence or potential impact for the Township:

List of Potential Fraud Risks for the Township	
Risk 1	Bribery and/or corruption
Risk 2	Carrying on a personal business using Township resources
Risk 3	Cyber-attacks and IT system breaches
Risk 4	Inappropriate use of confidential information
Risk 5	Intentional manipulation of financial results and reporting
Risk 6	Invoice fraud
Risk 7	Manipulation of key performance indicators
Risk 8	Misrepresentation of candidate qualifications/experience
Risk 9	Misuse of the Township's tangible assets
Risk 10	Payroll fraud
Risk 11	Phishing and/or ransomware
Risk 12	Procurement fraud
Risk 13	Theft of cash and/or cash equivalents
Risk 14	Theft of electronic data (e.g. confidential information)
Risk 15	Theft of physical/tangible assets
Risk 16	Theft of time by Township personnel
Risk 17	Undisclosed conflict of interest
Risk 18	Waste and/or abusive spending
Risk 19	Withholding of material financial information

For further details regarding these potential fraud risks, see Appendix B: Fraud Risk Register.



Key Fraud Risks

Each of the 19 potential fraud risks represent inherent fraud risks to the Township. That is, the risks were identified without consideration of existing controls, processes or other mitigating factors already in place at the Township.

It is not practical or feasible for organizations to attempt to completely mitigate risk, including fraud risk. Rather, organizations, should undertake ongoing or regular assessments to determine their risk appetite, to identify the risks faced by the organization and to implement strategies and processes to mitigate those risks to an acceptable level in relation to their risk appetite.

Accordingly, it may not be practical for the Township to attempt to mitigate all 19 identified potential fraud risks, each with varying likelihoods of occurrence and potential impacts on the Township.

The Targeted Fraud Risk Assessment included a risk prioritization exercise, to identify those potential fraud risks that were most concerning to the Township (the Key Fraud Risks). The risk prioritization exercise consisted of scoring the likelihood of occurrence and the potential impact to the Township for each potential fraud risk via the second phase of the survey, discussions with the Project Team and review of Township documents.

The highest ranked Key Fraud Risks represent potential fraud risks which should be prioritized by the Township, when working to mitigate fraud risks. The remaining fraud risks still represent risks that the Township should be aware of, but that could be addressed in the future or via other measures, given their relative priority.

The Key Fraud Risks are listed below, in the order determined through the risk prioritization exercise:

Top Six Key Fraud Risks for the Township	
1)	Risk 9 - Misuse of the Township's tangible assets
2)	Risk 4 - Inappropriate use of confidential information
3)	Risk 10 - Payroll fraud
4)	Risk 12 - Procurement fraud
5)	Risk 18 - Waste and/or abusive spending
6)	Risk 19 - Withholding of material financial information

The Targeted Fraud Risk Assessment included an analysis of mitigating factors, including internal controls, which currently exist at the Township. Through this assessment, gaps that could potentially expose the Township to these risks were also uncovered. A Fraud Risk and Control Matrix was compiled to summarize the mitigating measures and resulting



potential gaps for each of the Key Fraud Risks. See Appendix C – Fraud Risk and Control Matrix.

5.2 Targeted Analysis

KPMG performed a targeted analysis on certain process areas at the Township relating to each of the Key Fraud Risks. There were five Township processes identified that mapped to the six Key Fraud Risks, as summarized in the table below:

Mapping of Key Fraud Risks to Targeted Analysis	
Key Fraud Risk	Township Process Area Reviewed Through Targeted Analysis
Risk 9 - Misuse of the Township's tangible assets	Tangible Capital Assets including the Township's Capital Asset Policy and disposal of capital assets.
Risk 4 - Inappropriate use of confidential information	Use of Confidential information including the Township's Code of Conduct and employment agreements
Risk 10 - Payroll fraud	Payroll including the Township's informal payroll processes
Risk 12 - Procurement fraud	Procurement including the Township's Procurement Policy and capital projects
Risk 18 - Waste and/or abusive spending	Budgeting including the Township's informal budgeting process
Risk 19 - Withholding of material financial information	Budgeting including the Township's informal budgeting process

Based on the scope of review and subject to the restrictions, limitations and assumptions outlined in this report, we have outlined our findings from the Targeted Analysis below.

5.2.1 Misuse of the Township's Tangible Capital Assets

In the Targeted Fraud Risk Assessment, we have defined Misuse of the Township's Tangible Capital Assets as the *risk that employees/contractors use the Township's tools, equipment, and/or other tangible assets for personal advantage or use without authorization.*



Through discussions with Township personnel, we understand that there were concerns that the disposal of certain Township vehicles during the fiscal years ended December 31, 2020, to 2022 resulted in proceeds of the disposals being allocated to a 'slush fund'. Disposals of capital assets occur when the Township sells, donates, or decommissions their tangible capital assets, sometimes resulting in a gain or loss on disposal. On Schedule 1, we have assessed the actions taken by the Township regarding capital asset disposals, in relation to the requirements set out in the Capital Asset Policy.

We note the following:

- Disposals by the Township occurred in the years ended December 31, 2020, (3 assets) and December 31, 2022, (2 assets), totaling \$547,986 and \$67,406, respectively.
- All disposals were from the "Vehicles" asset class.
- No assets were both purchased and disposed of during the three-year period.
- Internal control and process recommendations relating to Tangible Capital Assets have been included in Appendix C.

5.2.2 Inappropriate use of Confidential Information

In the Targeted Fraud Risk Assessment, we have defined Inappropriate use of Confidential Information as the *risk that information obtained through access of information systems, databases, email communications, personal information retained by the Township is exploited by Township personnel.*

Given the nature of this risk area, there is limited documentation available to review and substantively test it. KPMG reviewed the Code of Conduct in place at the Township for Council members and employment contract language surrounding the use of confidential information for Township personnel. Internal control and process recommendations relating to the use of confidential information have been included in Appendix C.

5.2.3 Payroll Fraud

In the Targeted Fraud Risk Assessment, we have defined Payroll Fraud as the *risk that work hours, sick days, vacation, leave, or overtime hours are misreported by employees/contractors in order to receive additional remuneration and/or time off which may result in increased/ improper costs.*

We reviewed the Township's payroll deposit details for all pay periods occurring in [REDACTED] and note the following:

[Date]



- There were five dates on which payroll amounts were deposited to the bank accounts of Township personnel, Council and volunteer firefighters during [Redacted] [Date]. Three dates pertained to regular bi-weekly payroll deposit dates for Township personnel and two dates pertained to payments to Council members and volunteer firefighters.
- No instances of duplicate deposit account numbers for more than one unique individual were noted.
- Two individuals were noted to have received payment on four or more of the [Redacted] [Date] [Redacted] pay dates. We understand both of these individuals were in multiple roles at the Township, [Redacted] [Job Positions/Titles]
- One individual was noted to have received a payroll deposit 46% higher than the average of their other two deposits during the period. We understand that this individual was paid an hourly rate and recorded approximately 18 more hours during the pay period corresponding to the higher payroll deposit amount.
- We requested a payroll report showing all changes made within the payroll module of the Township's accounting software (E.g., additions and disposals of additional payees, changes to rates of pay, changes to direct deposit information of payees) during the Period of Review but were advised that such a report is not possible to obtain through the module.
- Internal control and process recommendations relating to payroll have been included in Appendix C.

5.2.4 Procurement Fraud

In the Targeted Fraud Risk Assessment, we have defined Procurement Fraud as the *risk that Township personnel and vendors will conspire in the award of contracts to inappropriate vendors and/or that these contracts are awarded for inappropriate/unapproved goods or services and/or values that are higher than the necessary price for the goods/services received. Includes schemes such as bid rigging and vendor collusion.*

KPMG selected six individual purchases and one capital project for detailed review.

Purchases and commitments by Township personnel in relation to capital projects are subject to the Town's various policies, including the Procurement Policy. The Procurement Policy outlines, among other things, the responsibilities and obligations of Township personnel involved in all areas of procurement.

Internal control and process recommendations relating to Procurement have been included in Appendix C.



We have summarized our findings for each reviewed purchase and the reviewed capital project below.

5.2.4.1 Sample 1: GIN-COR Invoice #57431

On Schedule 2 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:

- The purchase selected totaled \$1,507.49 and is therefore considered a Low Value Purchase in accordance with the Procurement Policy.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.

5.2.4.2 Sample 2: Telequip Systems Limited Invoice #TELEQUIN108196

On Schedule 3 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:

- The purchase selected totaled \$3,829.57 and is therefore considered a Low Value Purchase in accordance with the Procurement Policy.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.

5.2.4.3 Sample 3: Morrows Plumbing & Heating Inc. Invoice #18918

On Schedule 4 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:

- The purchase selected totaled \$13,411.97 and therefore required the Township to undertake an informal quotation process, in accordance with the Procurement Policy. An informal quotation process involves the solicitation, either by telephone or in writing, of two quotations for the purchase, but does not require formal advertising.



- Only one quotation was obtained relating to the purchase, whereas the Procurement Policy requires two. From our discussions with Mr. Kantiya, we understand the Township issued a Request for Proposal in an attempt to obtain further quotes, but no responses to the request for proposal were received. Therefore, the Fire Department Head, in consultation with the CAO, initiated a Sole Source Purchase as documented in the Staff Report No. 4 presented to Council in the meeting on October 1, 2022.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.

5.2.4.4 Sample 4: Clark-Kavanagh Homes Inc. Invoice #7649

On Schedule 5 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:

- The purchase selected totaled \$18,498.10, and therefore required the Township to undertake a formal quotation process, in accordance with the Procurement Policy.
- A formal quotation process did not take place for this purchase. Per our discussions with Mr. Kantiya, we understand this was a result of the vendor being the only provider of the steamer in the region.
- It does not appear that the Sole Source Purchase was brought to Council for approval, as required for Sole Source Purchases in excess of \$15,000.
- An amount of \$17,000 was included in the final 2020 Capital Budget, for a new steam generator.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.

5.2.4.5 Sample 5: Duncor Enterprises Inc. Invoice #2022622

On Schedule 6 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:



- The purchase selected totaled \$318,895.31. Given the definable nature of it as a construction purchase the Township was required to undertake a request for tender process, in accordance with the Procurement Policy.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.
- It appears that the bid evaluation committee assigned to evaluate the tender bids included only two Township personnel, and therefore was one person short of the required three people, as outlined in the Procurement Policy.

5.2.4.6 Sample 6: Tatham Engineering Ltd. Road Needs Study

On Schedule 7 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:

- The purchase was billed via seven invoices totaling \$25,091.43, which resulted in a Contract Value exceeding \$25,001. Therefore, a request for proposal process was required according to the Procurement Policy. KPMG selected all invoices relating to the Road Needs Study to address the risk of invoice splitting, which occurs when purchases are spread across multiple invoices in smaller amounts as opposed to a single larger invoice in an effort to evade the procurement process for a higher threshold purchase.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.
- It appears that the bid evaluation committee assigned to evaluate the tender bids included only two Township personnel, and therefore was one person short of the required three people, as outlined in the Procurement Policy.

5.2.4.7 Sample 7: Inholmes Bridge Capital Project

On Schedule 8 we have assessed the actions taken by the Township for this purchase, in relation to the requirements set out in the Procurement Policy.

We note the following:



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- This project began in the fiscal year ended December 31, 2022 after the bridge was damaged by an ambulance. The project was not completed as at the end of fiscal 2022 and was expected to finish by the end fiscal 2023.
- As the project was initiated in response to an unexpected emergency, the construction did not go out for requests for tender or requests for proposal and was instead sole sourced.
- The approved 2022 capital budget was amended at the December 6, 2022 Council meeting following the presentation of Staff Report No. T-2022-5, to budget for additional costs totaling \$332,839 relating to the Inholmes Bridge replacement.
- In 2022, \$164,188.33 was incurred between two vendors for the project, with four invoices from Algonquin Bridge totaling \$153,283.83 and one invoice from RHH Engineering totaling \$10,904.50. All amounts are including HST.
- The amounts relating to engineering fees of \$10,904.50, are exempt from the Procurement Policy as outlined in Schedule A of the policy.
- In accordance with the Procurement Policy, all purchases require the creation of a formal purchase agreement or purchase order. However, it does not appear that a formal agreement or purchase order was created for the purchase.

5.2.5 Budgeting

In the Targeted Fraud Risk Assessment, we have defined Waste and/or abusive spending as the *risk that the current high-cost/economic environment will result in waste and/or abusive spending*, and Withholding of material financial information as the *withholding of information that may impact governing decisions of the Council for one's own benefit*.

KPMG reviewed the approved budgets for the fiscal years ended December 31, 2019, to 2022, all iterations of the fiscal 2022 budget presented to Council, and the Q3 2022 budget variance report to Council. We note the following:

- The Township does not have a formalized process for the preparation or review of the annual budget or quarterly variance analysis.
- It appears that the Township did not apply a threshold (\$ or %) for review of the Q3 2022 variances of budget to actual.
- The fiscal 2022 budget was not finalized and approved until June 14, 2022, nearly six months into the 2022 budgeted year.



- There are some expenses of the Township that are allocated to a single Department or Cost Centre but are actually incurred by multiple departments, such as insurance and fuel.
- Internal control and process recommendations relating to budgeting at the Township have been included in Appendix C.

5.3 Additional Internal Control and Process Recommendations to Consider

In addition to those identified for the Key Fraud Risks, KPMG has outlined recommendations for consideration in the table below which may strengthen other processes in place at the Township. These additional items were identified in the course of our review.

Additional Internal Control and Process Recommendations to Consider			
Category	Issue	Implication	Recommendations to Consider
Carrying on Personal Business	Employment contracts of the Township do not include language with respect to Township personnel carrying on business outside of their full-time role at the Township.	There is no requirement for Township personnel to report positions held outside of their role with the Township, therefore no ability for the Township to assess any potential conflicts with their role at the Township.	The Township might consider implementing language in Township employment contracts requiring Township personnel to report business conducted outside of their role at the Township.
Conflict of Interest	The Township does not have a Conflict of Interest Policy. The Township references the Municipal Conflict of Interest Act in the Township's Transparency and Accountability Policy. However, this Act is only applicable to Council members and not Township personnel.	This situation may lead to actions that are not in the best interest of the Township. Township personnel may not be aware of what comprises conflicts of interest. Actions taken by Township personnel which represent a conflict of interest, in reality or in appearance may cause reputational damage to the Township.	The Township might consider implementing a Conflict of Interest policy applicable to all Township personnel and Council members detailing definition of conflict of interest and how to identify conflicts, assess, respond and report any actual or perceived conflicts of interest.
Conflict of Interest	There is little to no training in place for Township personnel or Council, with respect to conflicts of interest.	As a result of this lack of training, Township personnel may not be aware of what comprises conflicts of interest. Actions taken by Township personnel which represent a conflict of interest, in reality or in appearance, may cause reputational damage to the Township.	The Township might consider implementing some regular and refresher training for Township personnel commensurate with job responsibilities. The Township could ensure personnel are aware of all policies and procedures that are relevant to their role, including how and where to access them.



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Additional Internal Control and Process Recommendations to Consider			
Category	Issue	Implication	Recommendations to Consider
Cyber/IT	The Township uses a third-party IT service provider who maintains responsibility for all aspects of the Townships IT network. The Township does not have complete insight into the safeguards in place by the IT service provider, and therefore any potential gaps in the service provider's processes may subject them to risk.	With limited understanding of the services administered by the third-party IT service provider and no formal IT policy in place, the Township may be exposed to risks they are not aware of.	The Township might consider an assessment of the suitability of services provided by the current service provider. The Township might consider implementing an IT policy applicable to all Council and Township personnel, outlining acceptable use of technology, password requirements, remote access, third-party access, anti-virus procedures, mobile devices, data protection and any other applicable considerations.
Cyber/IT	No training is provided to employees covering cyber security, including emergency response, phishing and ransomware.	Township personnel may not be aware of what to do in the event of a cyber-attack or network breach, or how to identify attempts by malicious parties to enter the Townships network.	The Township might consider implementing some regular and refresher training for Township personnel, commensurate with job responsibilities. The Township could ensure personnel are aware of all policies and procedures that are relevant to their role, including how and where to access them.
Cyber/IT	The Township's property tax software is not integrated with their accounting software and does not restrict access to only certain employees.	The use of two independent systems provides a risk of error when entering information from one system into the other if appropriate reconciliation processes are not in place. As all administrative staff have edit access to the property tax system, there is potential for users to make unauthorized changes to ratepayer's personal information recorded in the system.	The Township might consider exploring other property tax software options that provide integrations into their current accounting system to mitigate the risk of error and reduce time spent on reconciling the two systems. The Township might also consider restricting access to the property tax software to only those individuals who require access as part of their role, and implementing a monthly review process to ensure accuracy of changes to ratepayer information.
Financial Reporting Policy	There is no formal policy in place for the financial reporting process.	May lead to inadequate financial reporting (E.g., incomplete or inaccurate financial reports), or inconsistencies in the way reports are prepared over a period of time. Can lead to misleading information, lack of comparability from period to period and incorrect decision making.	The Township might consider implementing a Financial Reporting policy that outlines responsibilities, reporting requirements, deliverables, relevant frameworks and standards to follow, and timing.
General	The Township has experienced significant turnover of senior personnel, including finance personnel.	High turnover of Township personnel combined with a lack of codified processes has resulted in knowledge gaps and inconsistent processes at the Township.	The Township might consider cross-training finance personnel and documenting key financial processes, to mitigate the risk of knowledge loss when personnel leave the Township.



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Additional Internal Control and Process Recommendations to Consider			
Category	Issue	Implication	Recommendations to Consider
General	There is little to no training in place for Township personnel or Council, with respect to fraud awareness.	As a result of this lack of training, Township personnel may not be aware of what constitutes fraud, how fraud may be perpetrated within the Township, red flags to look out for or what to do if they suspect fraud has occurred.	The Township might consider implementing some regular and refresher training for Township personnel and Council members on the topic of fraud awareness.
Human Resources	No formal process is in place at the Township in relation to candidate recruitment, including interviewing and reference/background checks.	Without defined steps and roles outlined in the hiring process, the Township may be subjected to risk of hiring individuals who do not meet the requirements of the posted job opportunity.	The Township might consider implementing a Human Resources policy including processes, roles and responsibilities in relation to recruiting and hiring. For example, the Township could consider requiring candidates to provide three professional references and assigning a staff member to be responsible for contacting the references and documenting their conversation. At a minimum, the Township might consider verifying significant employment experience and education, as well as conducting criminal background checks.
Municipal Fuel	No reconciliation is performed to compare fuel purchased to fuel used.	Lack of control over fuel purchase and usage increases the risk of misuse and theft.	The Township might consider maintaining and reconciling a log of fuel purchases and consumption. The Township might also perform 'inventory counts' of fuel on hand and reconcile to the log.
Municipal Fuel	Fuel used by departments other than the Fire department taken from the tanks located at the Fire station is tracked on a white board.	Entries on whiteboard can be easily erased or removed. There is no history of fuel usage that can be reconciled with purchases. Anyone can add or remove entries, reduces the credibility of the records.	The Township might consider maintaining a paper-based or electronic log of fuel usage, including date, trip details, name of driver, volume of fuel, etc.
P-Card	The Township has only one P-card, held by the Township Office. The card is not linked to a specific individual. Certain Township employees make purchases on behalf of the Township using their personal accounts and subsequently request reimbursement.	Having a shared card for Township employees reduces individual accountability for transactions and may cause difficulty in reconciling expenditures, if it is not known who used the card to make a purchase. With employees incurring business expenses on their personal credit cards, it creates a lack of control over spending limits, visibility into expenses incurred, access to corporate discounts.	The Township might consider ensuring employees that are expected to make purchases on behalf of the Township have their own P-card. The Township could consider then implementing a policy surrounding the use of Township P-cards, outlining the requirement of providing sufficient supporting purchase documentation (i.e. receipts), approvals and stipulation to be paid for using Township funds.



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Additional Internal Control and Process Recommendations to Consider			
Category	Issue	Implication	Recommendations to Consider
Tracking of Unfinished Business	There is no clear process for tracking unfinished business at Council meetings.	Risk of unfinished business not being completed or resolved. Unorganized record keeping may lead to inefficiencies and increase costs as unfinished business leads to delays.	The Township might consider maintaining a log of unfinished business, which can be reviewed during Council meetings.
Treasury	A bank account was opened in the Township's name without proper approvals.	Unauthorized accounts opened in the Township's name could expose the Township to risk of theft of cash or exposure to debt.	The Township might consider consulting with their financial institution to ensure an up-to-date list of signing authorities and authorized users is in place. This list should be revisited on a regular basis and amended immediately should Township personnel change.
Vendor Payment	No review of changes made to vendor master lists are performed.	Lack of review and lack of controls over vendor files increase the likelihood of errors or fraud by creation of fictitious vendors or manipulating information of existing vendors.	The Township might consider incorporating regular review of change logs related to the Vendor Master list to ensure all changes made are accurate and legitimate.
Whistleblower Mechanism	No whistleblower mechanism is in place to allow for anonymous reporting by Township personnel, Council members, constituents, or third parties.	Inappropriate activities may go undetected if Township personnel, Council members, constituents or third parties do not have a way to report incidences.	The Township might consider implementing an anonymous whistleblower program. This would involve providing Township personnel, Council members, constituents and third parties with information on how they can reach out anonymously, include steps that would be taken. The Township could also consider including the expectation of Township personnel and Council members to report any inappropriate activity as part of their Code of Conduct. Whistleblowers should be protected from retaliation for making a report.



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6 Independence

This report was prepared by Karen Grogan, MBA, DIFA, CPA, CA, CBV, CFF and Tyler Reavell, CPA, CA.

We believe that we are independent of the Township and that we have prepared our report in an independent and objective manner. Moreover, our fees for this engagement are not contingent upon our findings or any other action or event resulting from the use of this report.

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A Appendix A: Scope of Review

Our comments, calculations and analysis as contained in this report are based on our review of the following information:

- Vendor YTD Purchases Report for the years 2019, 2020, 2021 and 2022
- By-Law No. 2008-15 Accounting treatment for tangible capital assets approved July 21, 2008
- By-Law No. 2019-44 Procurement of goods and services policies and procedures approved October 7, 2019
- By-Law No. 2019-06 Code of Conduct Policy for Members of Council approved January 21, 2019
- Capital Asset Additions and Disposals Summary for the years 2020, 2021 and 2022
- Vehicle Additions and Disposals Details for the years 2020, 2021 and 2022
- Capital Asset Register
- Offer to Adams Brothers dated November 12, 2020
- 2019, 2020, 2021 and 2022 Approved Operating and Capital Budgets
- Direct Deposit Reports for pay dates December 1, 2, 12, 29 and 31, 2020
- Certain meeting minutes from Regular, Special and In-Camera Council meetings as listed in Schedules 2-8
- Certain invoice copies issued by vendors selected as described in the Methodology section
- Certain Reports to Council prepared by Township personnel as listed in Schedules 1-8
- Certain quotation, RFQ, RFP and Tender documents, including bids and bid evaluations
- Certain bank statements of the Township as listed in Schedules 2-8
- All iterations of the 2022 draft budget presented to Council



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- Staff Report to Council No. T-2022-04 “2022 Third Quarter Operating and Capital Budget Variances



B Appendix B: Fraud Risk Register

The following table outlines the potential fraud risks that were determined from discussions with the Project Team and Township Council, review of Township documentation, results obtained from an organization-wide survey delivered to Township personnel and Council and our experience in conducting fraud risk assessments with other organizations and governments. It is generally accepted that fraud occurs when there is a combination of the motivation, opportunity, rationalization, and capability to act inappropriately. The risks have been developed based on the operational context of each area to identify situations and scenarios that could occur given the right mix of motivation, opportunity and rationalization, and thus they are primarily hypothetical situations as currently worded.

As a reminder, the following definition of fraud has been used for the purpose of this assessment: *“Fraud is an intentional act or omission by one or more individuals under the employment of the Township, or third parties, involving the use of deception, falsehood or other fraudulent means to obtain an unjust or illegal advantage resulting in deprivation to the Township and/or a personal benefit to the individual.”*

Township of McKellar Fraud Risk Register			
Fraud Risk Title	Fraud Risk Description	Fraud Scheme Description (i.e. how the fraud risk can materialize)	Type of Fraud
1) Bribery and/or corruption	A scheme in which an employee misuses their influence in a business transaction in a way that violates their duty to the employer in order to gain a direct or indirect benefit (e.g., schemes involving bribery)	1) Payment of bribes by Township personnel. 2) Bribe/kickback/gifts received by Township personnel for preferential treatment of potential suppliers through receipt of cash or non-cash gift. 3) Township personnel colluding with outside parties to facilitate market access or trade.	Corruption
2) Carrying on a personal business using Township resources	An employee running a personal business while on Township time and using their resources such as Township email, printers, mailing materials etc.	1) Use of the Township's assets by personnel in the course of running a personal business.	Asset misappropriation
3) Cyber-attacks and IT system breaches	Risk that there could be unauthorized access to the Township's systems and/or critical assets/information.	1) Unauthorized system access to alter, freeze, or falsify data, possibly involving Township personnel colluding with bad actors, to obtain a personal benefit or to deprive the Township of assets/access to its data.	Asset misappropriation
4) Inappropriate use of confidential information	Risk that information obtained through access of information systems, databases, email communications, personal information retained by the Township is exploited by Township personnel.	1) Township personnel using confidential knowledge or information for personal gain on investments. 2) Inappropriate access by Township personnel and/or misuse of confidential and/or commercially sensitive information via information systems, databases, email communications, personal information, etc. 3) Inappropriate access to and/or use of third-party credit card information by Township personnel. 4) Inappropriate access by Township personnel to confidential information while working remotely. 5) Township personnel may be disclosing 'grey areas' or 'loopholes' to third parties.	Corruption
5) Intentional manipulation of financial results and reporting	Risk that the Township may intentionally and deceitfully disclose/report information that contain errors and/or omissions.	1) Manipulation of asset values by Township personnel resulting in inappropriately reflected balance sheet amounts. 2) Manipulation of bookkeeping/accounting records in order to reflect revenue and/or expenses that do not represent the actual performance of the Township.	Financial statement fraud
6) Invoice fraud	Fictitious, falsified or inflated invoices received from external parties may result in increased improper costs.	1) Township personnel pocketing fees that are payable to the Township for legitimate invoices. 2) Township personnel or external parties issuing fictitious invoices and pocketing fees.	Asset misappropriation
7) Manipulation of key performance indicators	Risk that Township personnel manipulate a quantifiable measure that is used to assess performance in order to receive a higher year-end bonus for example.	1) Township personnel may work to the specific measurements of KPIs for financial incentive at the expense of other business objectives by either manipulating results or ignoring elements not being measured or rewarded.	Financial statement fraud
8) Misrepresentation of candidate	Risk that an employee/contractor makes untruthful representations about their qualifications and/or experience.	1) Township personnel misrepresenting their qualifications and/or experience in order to gain employment/promotion.	Corruption



Township of McKellar Fraud Risk Register			
Fraud Risk Title	Fraud Risk Description	Fraud Scheme Description (i.e. how the fraud risk can materialize)	Type of Fraud
qualifications/experience			
9) Misuse of the Township's tangible assets	Risk that employees/contractors use the Township's tools, equipment, and/or other tangible assets for personal advantage or use without authorization.	<ol style="list-style-type: none"> 1) Personal use of IT devices by Township personnel. 2) Personal use of specialized equipment, fleet vehicles, trailers, office space, etc. by Township personnel. 	Asset misappropriation
10) Payroll fraud	Risk that work hours, sick days, vacation, leave, or overtime hours are misreported by employees/contractors in order to receive additional remuneration and/or time off which may result in increased/ improper costs.	<ol style="list-style-type: none"> 1) Creation of fictitious or 'ghost' personnel in the payroll system in order to receive unearned salary. 2) Township personnel may be planted or installed by a third-party for the benefit of the employee and the third-party. 	Asset misappropriation
11) Phishing and/or ransomware	Risk that there could be unauthorized access to the Township's systems and/or critical assets/information.	<ol style="list-style-type: none"> 1) Phishing/email schemes, possibly involving Township personnel colluding with bad actors, to obtain a personal benefit or to deprive the Township of assets/access to its data. 2) Pharming attempts involving Township personnel to entice other Township personnel to disclose sensitive data. 	Asset misappropriation
12) Procurement fraud	Risk that Township personnel and vendors will conspire in the award of contracts to inappropriate vendors and/or that these contracts are awarded for inappropriate/ unapproved goods or services and/or values that are higher than the necessary price for the goods/services received. Includes schemes such as bid rigging and vendor collusion.	<ol style="list-style-type: none"> 1) Bid Rigging - Collusion between vendors to maintain control over procurement process initiated by the Township. 2) Price Fixing - Collusion between vendors to inflate bids and/or maintain control over the market conditions such that to impact supply and demand and maintain a higher price for the Township's procurements. 3) Inappropriate subcontracting of contract by a vendor who involves a subcontractor knowing that it can profit from a mark-up of the subcontractor's product/service since the subcontractor would not be qualified to bid on the contract directly. 4) Contracts awarded without open, fair and transparent procurement process, including the process followed for smaller vendors. 5) Contracting requirements provided to a bidder in advance of the release of the bid to allow them more preparation time over their competitors. 6) Contracting requirements intentionally specific in a manner resulting in only one eligible bidder. 7) Township personnel intentionally splitting contracts in order to bypass Township requirements for additional approvals, authorizations, competitive quoting, change order reviews, and/or other purchasing requirements. 8) Contract amendment processed intentionally for a scenario that should have required a new contract. 9) Contracting renewals intentionally left to the last minute that necessitate a contract amendment as opposed to a tendering opportunity. 10) Unauthorized procurements (non-Township business, personal purchases). 11) Purchases from unauthorized vendors, for personal benefit. 12) Purchases of illegal materials or materials obtained via illegal means. 13) Township personnel colluding to purchase assets for personal benefit. 	Corruption
13) Theft of cash and/or cash equivalents	Risk that Township personnel will steal cash or cash equivalents.	<ol style="list-style-type: none"> 1) Township personnel skimming cash for personal benefit. 2) Township personnel purchasing personal items on the Township's accounts without providing reimbursement. 	Asset misappropriation
14) Theft of electronic data (e.g. confidential information)	Risk that the Township's critical data assets are accessed and/or taken without authorization internally or externally.	<ol style="list-style-type: none"> 1) Theft of confidential or commercially sensitive Township data or data entrusted to the Township, by Township personnel. 2) Intentional release of confidential information by Township personnel for personal benefit. 	Asset misappropriation



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Township of McKellar Fraud Risk Register			
Fraud Risk Title	Fraud Risk Description	Fraud Scheme Description (i.e. how the fraud risk can materialize)	Type of Fraud
		3) Information leaked to unauthorized parties during meetings on digital platforms.	
15) Theft of physical/tangible assets	Risk that Township personnel and/or external parties steal tangible assets.	1) Current Township personnel stealing physical assets for personal benefit. 2) Departing Township personnel stealing physical assets for personal benefit. 3) External parties stealing physical assets for personal benefit. 4) Theft of tools and equipment by Township personnel or external parties. 5) Theft of general/office supplies by Township personnel. 6) Theft of fixtures and/or any other Township property by Township personnel or external parties.	Asset misappropriation
16) Theft of time by Township personnel	Risk that work hours, sick days, vacation, leave, or overtime hours are misreported by employees/contractors in order to receive additional remuneration and/or time off which may result in increased/ improper costs.	1) Time spent on secondary employment during Township work hours. 2) Township personnel take leave for unapproved absences, including leaving work early, false appointments and nor working time as charged to the Township.	Asset misappropriation
17) Undisclosed conflict of interest	Risk that Township personnel make an inappropriate decision or action that was influenced by the employee's or his relatives, associates and friends' personal, financial and/or business interests.	1) Township personnel providing services or doing business with regulated parties, outside of their role at the Township. 2) Township personnel not removing themselves from discussions involving individuals or organizations they are related to in fact or appearance.	Corruption
18) Waste and/or abusive spending	Risk that the current high-cost/economic environment will result in waste and/or abusive spending.	1) Excess spending and/or misuse of public funds by Township personnel.	Asset misappropriation
19) Withholding of material financial information	Withholding of information that may impact governing decisions of the Council for one's own benefit.	1) Township personnel intentionally omitting information in reports to Council, including budget reports, that may have impacted Council's decision on the matter.	Corruption



C Appendix C: Fraud Risk and Control Matrix

	Risk Title	Fraud Risk Description	Mitigating Measures	Potential Gaps and Other Considerations	Recommendations
1	Risk 9 - Misuse of the Township's tangible assets	Risk that employees/contractors use the Township's tools, equipment, and/or other tangible assets for personal advantage or use without authorization.	<p>The Township has some physical access controls in place to prevent theft of vehicles and other tangible capital assets.</p> <p>The Township's Code of Conduct for Council members discusses the appropriate uses of tangible assets.</p>	<ol style="list-style-type: none"> 1) The Township's Capital Asset Policy was approved July 21, 2008. <ol style="list-style-type: none"> a. The Capital Asset Policy may be out of date and insufficient relative to the Township's current operations. 2) There is limited guidance on the requirements surrounding the disposal of tangible capital assets in the Township's Capital Asset Policy. <ol style="list-style-type: none"> a. Without a clearly defined process in place surrounding the disposal of capital assets at the Township, personnel may not take the appropriate steps necessary to reduce potential risk to the Township. 	<ol style="list-style-type: none"> 1) The Township could consider undertaking a review and update of the Capital Asset Policy, if needed, to ensure information in the Policy is sufficient and relevant to current operations at the Township. The Township could also consider reviewing currency of other Township policies to determine if other policies might be similarly out of date. 2) The Township could consider implementing a policy specifically covering disposal of real property, particularly those considered surplus, to ensure the appropriate steps are clearly defined and formalized.
2	Risk 4 – Inappropriate use of confidential information	Risk that information obtained through access of information systems, databases, email communications, personal information retained by the Township is exploited.	<p>The Township has language in their employment contracts outlining how employees are to handle confidential information.</p> <p>The Township's Code of Conduct for Council members provides requirements for the use of confidential information.</p>	<ol style="list-style-type: none"> 1) No Code of Conduct is in place for Township Staff. The Code of Conduct listed on the Township website is only applicable to Council members. <ol style="list-style-type: none"> a. Township personnel may not be aware of accepted behaviors and rules of ethics. Increased risk of decisions made by Township staff that is not consistent with values. 2) There is little to no ethics or Code of Conduct training in place for Township personnel. The training that is available is optional. <ol style="list-style-type: none"> a. Township personnel may not know how to approach ethical issues which may lead to decisions that are not in the best interest of the Township. Personnel may not know accepted behaviors with 3rd parties and who they should contact if they face ethical or code of conduct issues. 	<ol style="list-style-type: none"> 1) The Township might consider enacting a Code of Conduct applicable to all Township personnel. 2) The Township could consider implementing some regular and refresher training for Township personnel, commensurate with job responsibilities, covering the topics listed in the Code of Conduct, particularly surrounding ethics and the use of confidential information. The Township could ensure personnel are aware of all policies and procedures that are relevant to their role, including how and where to access them.
3	Risk 10 – Payroll fraud	Risk that work hours, sick days, vacation, leave, or overtime hours are misreported by employees/contractors in order to receive additional remuneration and/or time off which may result in increased/improper costs.	<p>There are some informal processes in place relating to payroll at the Township.</p> <ul style="list-style-type: none"> • Timesheets are approved by department heads and sent to the Treasurer, who processes the payroll deposits. • Hiring and termination decisions are approved by Council. • Payroll is reconciled monthly as part of the bank reconciliation process. • Pay rate changes are approved by Council. • The payroll module is password protected with 	<ol style="list-style-type: none"> 1) No second level of review is performed over bi-weekly payroll procedures. The Treasurer is responsible for both the payroll processing and review of payroll reports. <ol style="list-style-type: none"> a. Lack of segregation of duties in the process increases the likelihood of errors and malicious entries. 2) No reconciliation of changes to pay rates in the accounting software to rates approved by Council. <ol style="list-style-type: none"> a. Differences between actual pay rates and approved pay rate may go unnoticed leading to errors in payroll. 3) No review of Treasurer payroll, the Treasurer is responsible for preparing and approving their own timesheets. <ol style="list-style-type: none"> a. Lack of segregation of duties in the process increases the likelihood of errors and malicious entries. 	<ol style="list-style-type: none"> 1) The Township could consider assigning the task of payroll processing to a different individual. Payroll reports can then be reviewed by the Treasurer. 2) Township might consider periodically reconciling pay rates in the payroll module to pay rates approved by Council, to identify any inconsistencies and ensure pay rates are correct. 3) At a minimum, the Township could immediately implement a process to review payroll of the individuals responsible for payroll information and entries (currently the Treasurer).



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	Risk Title	Fraud Risk Description	Mitigating Measures	Potential Gaps and Other Considerations	Recommendations
			access limited to the Treasurer and Clerk/Administrator. <ul style="list-style-type: none"> Annual payroll and vacation reconciliation is completed as part of the T4 process. 		
4	Risk 12 – Procurement fraud	Risk that Township personnel and vendors will conspire in the award of contracts to inappropriate vendors and/or that these contracts are awarded for inappropriate/unapproved goods or services and/or values that are higher than the necessary price for the goods/services received. Includes schemes such as bid rigging and vendor collusion.	The Township's Procurement Policy stipulates escalating procurement processes based on values of purchases. Invoices are approved by department heads, processed by accounts payable and approved by the Treasurer. Accounts payable reports are presented to Council monthly. Formal Requests for Quotation, Requests for Proposal or Requests for Tender are issued for higher value purchases.	<ol style="list-style-type: none"> No training is provided to employees in relation to the Procurement Policy. <ol style="list-style-type: none"> Township personnel may not be aware of requirements and/or expected behaviors in relation to procurement. Formal agreements or purchase orders are often not created, despite the requirement outlined in the Procurement Policy. <ol style="list-style-type: none"> Without formal documentation in place, the Township may be subjected to risk of misunderstandings with vendors, order errors, duplicate payments and lack of clear terms. There are instances of inconsistency throughout the Procurement Policy (E.g., numerical thresholds written as one amount in text and another numerically, such as fifteen thousand dollars (\$25,000)). <ol style="list-style-type: none"> Discrepancies in the policy may lead to loopholes being taken advantage of by Township personnel. There is no requirement for use of change orders, resulting in budget overages to be reported to Council for approval. <ol style="list-style-type: none"> Without the requirement for change orders to be approved by Council, there is potential for the Township to incur higher expenditures than initially approved in the budget. 	<ol style="list-style-type: none"> The Township could consider implementing some regular and refresher training for Township personnel, commensurate with job responsibilities, in relation to Procurement Processes. The Township could implement a process to ensure personnel are aware of all policies and procedures that are relevant to their role, including how and where to access them. The Township could consider enforcing the requirement to complete a purchase order or formal agreement with the vendor prior to an invoice being issued, including implementing a 3-way match as part of the accounts payable process, requiring reconciling of an invoice, purchase order and packing slip or proof of delivery. The Township could consider reviewing and updating the Procurement Policy, as needed, with a particular focus on inconsistencies and vagueness. The Township could consider adding a section to the Procurement Policy outlining the use of change orders, including reporting to Council for approval (E.g., when a change results in an overage of the greater of \$1,000 or 5% of the initial budgeted amount).
5	Risk 18 – Waste and/or abusive spending	Risk that the current high-cost/economic environment will result in waste and/or abusive spending.	There are some informal processes in place relating to budgeting at the Township. Budget discussions occur between department heads and the Treasurer when preparing the budget for Council. A quarterly variance analysis is performed to compare budget to actuals and presented to Council. Reporting to Council is done on a detailed level, with the final budget being approved by Council.	<ol style="list-style-type: none"> The Township does not currently have a formalized process or policy regarding budgeting. <ol style="list-style-type: none"> A formal process document could outline roles and responsibilities in relation to the operating budget process. Without a formal process, personnel do not have an objective guide or standard to guide or evaluate performance of budget-related objectives. There are no policies or processes outlining requirements of the Township to report financial results to Council. <ol style="list-style-type: none"> Council may not be receiving financial information required for decision making on a timely basis. Some budgeted expenses incurred by multiple cost centers are included within a single cost center in the budget (E.g., Fuel costs, insurance). 	<ol style="list-style-type: none"> The Township could consider formalizing and documenting an operating budget process outlining, at a minimum: <ul style="list-style-type: none"> Method of preparing the Township's budget; Roles and responsibilities of Township personnel in relation to budgeting; Timing of budget milestones and deliverables; Review and approval of the budget; and Evaluation of Township performance against the budget. The Township could consider formalizing a process to report financial results to Council outlining, at a minimum: <ul style="list-style-type: none"> Frequency of reporting to Council; Timing of reporting;
6	Risk 19 – Withholding of material financial information	Withholding of information that may impact governing decisions of the Council for one's own benefit.			



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	Risk Title	Fraud Risk Description	Mitigating Measures	Potential Gaps and Other Considerations	Recommendations
				<p>a. If revenues or expenses are not allocated to cost centers at an appropriate level of detail, the Township may have difficulty analyzing the source of variances.</p> <p>4) The Township does not appear to have formalized internal controls related to their annual operating budget process. Internal controls are processes effected by an entity's Board of Directors, management and other personnel designed to provide reasonable assurance of the achievement of objectives in the following categories:</p> <ul style="list-style-type: none"> - Operational effectiveness and efficiency; - Financial reporting reliability; - Legal and regulatory compliance. <p>a. Strong internal controls are important to increase operational efficiency, safeguard assets increase accuracy in financial reporting, and prevent and detect fraud.</p> <p>5) The Township did not present the Q2 2022 variances to Council. The Township does not have a formalized schedule for presenting quarterly variances to Council.</p> <p>a. Council may not have information required for decision making and governance.</p> <p>6) Budgets have not been approved until up to six months into the fiscal year.</p> <p>a. Without an approved budget in place prior to the start of a fiscal year, it is more difficult for the Township to track its execution against the budget and provides opportunity for information that would have normally been presented to Council to be missed.</p> <p>7) Commentary presented in the Township's budget variance reporting to Council is overly broad.</p> <p>a. Council may not have information required for decision making and governance. By not providing more detailed commentary upfront, Council may have more questions for Township Staff thereby increasing meeting lengths, back and forth between Council and Township Staff and potential for unfinished business to be lost.</p> <p>8) The detailed budget presented to Council may not be clear to the reader.</p> <p>a. An overly detailed or unorganized budget may lead to confusion for the reader and result in increased back and forth between Township Staff and Council members.</p>	<ul style="list-style-type: none"> - Information to be reported; and - Roles and responsibilities of Township personnel in relation to reporting to Council. <p>3) The Township could consider undertaking a review of budget allocations to ensure that costs are allocated to Cost Centers appropriately to facilitate the Township's ability to monitor and understand the performance of the Township relative to budget.</p> <p>4) The Township could consider undertaking a review of internal controls critical to operating budgets including variance analysis and formalizing and implementing those controls. The Township could consider leveraging the Committee of Sponsoring Organizations (COSO) or another framework to guide their internal controls journey.</p> <p>5) The Township could consider formalizing a schedule outlining timing and frequency of reporting to Council regarding quarterly budget variances.</p> <p>6) The Township could consider beginning their budgeting process prior to the start of the fiscal year in order to have an approved budget in place for the entire duration of the year.</p> <p>7) The Township could consider providing more detailed commentary on budget variances, particularly those over a defined threshold or of significant interest to allow for better communication and understanding by Council.</p> <p>8) The Township could consider implementing the following formatting changes in their detailed budget:</p> <ul style="list-style-type: none"> - Excluding accounts with nil balances; - Aggregating lines relating to the same account; - More clearly segregating departments; - Including a surplus/(deficit) subtotal for each department and an overall total.

Schedule 1

Targeted Analysis - Misuse of the Township's Tangible Capital Assets

Review of Selected Vehicle Disposals

Sample #1 - Sterling 2008

Purchase Date:	7/1/2008	
Purchase Price:	\$ 192,666.16	
Amortization:	\$ 147,710.72	
NBV:	\$ 44,955.44	Not fully amortized, however, per Mr. Kantiya, the asset's condition at the time of disposal was such that it was no longer drivable.
Useful Life:	15 years	
New/Used:	New	
Description:	2008 Sterling STE	

Requirements per Capital Asset Policy	Action taken for Disposal	Adherence to Policy	Documents Reviewed
The difference between the net proceeds on disposal of a tangible capital asset and the net book value of the asset should be accounted for as a revenue or expense in the statement of operations.	At the time of the disposal the asset's NBV was \$44,955.44. The Township received \$5,000 in trade from Adams Brothers in lieu of cash, resulting in a loss on disposal of \$39,955.44 for the asset.	MET - recording of loss appears appropriate.	Township Asset Register Adams Brothers Offer dated November 12, 2020
Disposal of tangible capital assets that are moveable personal property is the responsibility of Council and the Clerk Administrator. Department heads shall notify the Clerk Administrator when assets become surplus to their needs, so that the asset can be assessed by the Clerk Administrator for the method of disposal. The Clerk Administrator shall notify the Treasurer in order that the asset register can be adjusted.	Department Head notified the Clerk/Administrator that the equipment was surplus. Treasurer then notified by the Clerk/Administrator.	MET - appropriate process appears to have been utilized to inform of the asset being surplus.	
Disposal of real property will be the responsibility of Council and the Clerk Administrator or his/her designate.	N/A - asset not real property	N/A	
When other constructed tangible capital assets are taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate must notify the Clerk Administrator of the asset description and effective date. The Clerk Administrator will notify the Treasurer, who is responsible for adjusting the asset registers and accounting records recording a loss/gain on disposal.	N/A - asset not constructed	N/A	

Schedule 1

Targeted Analysis - Misuse of the Township's Tangible Capital Assets

Review of Selected Vehicle Disposals

Sample #2 - 1978 Dodge D300 Mini Pumper

Purchase Date:	7/1/2000	
Purchase Price:	\$ 28,685.00	
Amortization:	\$ 28,685.00	
NBV:	\$ -	Fully amortized at time of disposal
Useful Life:	20 years	
New/Used:	Used	
Description:	1978 Dodge W40	

Requirements per Capital Asset Policy	Action taken for Disposal	Adherence to Policy	Documents Reviewed
The difference between the net proceeds on disposal of a tangible capital asset and the net book value of the asset should be accounted for as a revenue or expense in the statement of operations.	At the time of disposal the asset was fully amortized and was donated to Firefighters without Borders. As such, there was no gain/loss on disposal to be recorded.	MET - no gain or loss to be recorded.	FD-2022-01 Staff Report to Council dated July 12, 2022 Township Asset Register
Disposal of tangible capital assets that are moveable personal property is the responsibility of Council and the Clerk Administrator. Department heads shall notify the Clerk Administrator when assets become surplus to their needs, so that the asset can be assessed by the Clerk Administrator for the method of disposal. The Clerk Administrator shall notify the Treasurer in order that the asset register can be adjusted.	Department Head notified the Clerk/Administrator that the equipment was surplus. Treasurer then notified by the Clerk/Administrator.	MET - appropriate process appears to have been utilized to inform of the asset being surplus.	
Disposal of real property will be the responsibility of Council and the Clerk Administrator or his/her designate.	N/A - asset not real property	N/A	N/A
When other constructed tangible capital assets are taken out of service, destroyed or replaced due to obsolescence, scrapping or dismantling, the department head or designate must notify the Clerk Administrator of the asset description and effective date. The Clerk Administrator will notify the Treasurer, who is responsible for adjusting the asset registers and accounting records recording a loss/gain on disposal.	N/A - asset not constructed	N/A	N/A

Schedule 2

Targeted Analysis - Procurement Fraud

Sample #1 - GIN-COR Invoice #57431

Sample Details

Vendor	GIN-COR Industries Inc.
Date	10/18/2019
Invoice Number	57431
Amount	\$1,507.49
Description	Hex Nut, Quick Hitch

Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Low Value Purchases				
8.03.2	Normal or maintenance purchases that are proposed prior to the adoption of the annual budget shall be authorized by the Clerk Administrator, Treasurer or Department Head having a value not exceeding ten thousand dollars (\$10,000). Purchases exceeding ten thousand dollars (\$10,000) shall be authorized by Council.	Products purchased appear to be normal or maintenance in nature and do not exceed \$10,000. Voucher approved by signing authority, Greg Gostick.	MET - nature of items purchased (nuts and bolts) appear to be maintenance related, total value is less than \$10,000 and purchase was part of 2019 operating budget.	Invoice #57431 from Gin-Cor Industries Inc. Cheque Requisition #25247 November 2019 Bank Statement
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	
Receipt of Goods				
18.01	The Department Head shall: (a) arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the Contract, and (b) inform the Treasurer of discrepancies immediately.	Copy of voucher was approved by Signing Authority, Greg Gostick, confirming the product and price.	MET - approval of payment indicated acceptance of items received.	Cheque Requisition #25247

Schedule 3
Targeted Analysis - Procurement Fraud
Sample #2 - Telequip Systems Limited Invoice #TELEQUIN108196

Sample Details	
Vendor	Telequip System Limited
Date	6/17/2021
Invoice Number	TELEQUIN108196
Amount	\$3,829.57
Description	Equip Systems Limited

Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Low Value Purchase				
8.03.2	Normal or maintenance purchases that are proposed prior to the adoption of the annual budget shall be authorized by the Clerk Administrator, Treasurer or Department Head having a value not exceeding ten thousand dollars (\$10,000). Purchases exceeding ten thousand dollars (\$10,000) shall be authorized by Council.	Products purchased appear to be normal and maintenance in nature and do not exceed \$10,000. Voucher approved by signing authority, Ron Harrison.	MET - purchase was for portable radios and pagers, total value is less than \$10,000 and purchase was part of 2021 operating budget.	Invoice #TELEQUIN108196 from Telequip Systems Limited Cheque Requisition #5471 September 2021 bank statement
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	
Receipt of Goods				
18.01	The Department Head shall: (a) arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the Contract, and (b) inform the Treasurer of discrepancies immediately.	Copy of voucher was approved by signing authority, Ron Harrison confirming the product and price.	MET - approval of payment indicated acceptance of items received.	Cheque Requisition #5741

Schedule 4				
Targeted Analysis - Procurement Fraud				
Sample #3 - Morrows Plumbing & Heating Inc. Invoice #18918				
Sample Details				
Vendor	Morrows Plumbing & Heating Inc.			
Date	10/21/2022			
Invoice Number	18918			
Amount	\$13,411.97			
Description	Firehall Furnace Install			
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Request for Quotation - Informal (purchases between \$5,001 and \$15,000)				
8.04.1	For the procurement of goods, services or construction having a Contract Value of five thousand and one dollars (\$5,001) or more but not exceeding fifteen thousand dollars (\$15,000), an informal Request for Quotation shall be utilized (which shall be deemed to be the "goal" of the Informal Request for Quotation form of procurement).	Quotation from Morrows Plumbing & Heating obtained in March 2022.	MET - quotation was sought and received from Morrows Plumbing & Heating.	Township of McKellar Staff Report #4 dated October 1, 2022 Invoice #18918 from Morrows Plumbing & Heating Inc Quote #1917 from Morrows Plumbing & Heating Inc
8.04.2	Two Quotations, either by telephone or in writing shall be solicited, provided that the proposed purchase comes within the approved budget appropriations. These purchases do not require formal advertising or receipt of sealed Bids. The Quotations shall be reviewed, and the results tabulated to determine the Award of the Contract for same.	Quote from Morrows Plumbing & Heating was the only quote obtained. An RFP was also issued on August 31, 2022 with the objective of procuring more proposals.	NOT MET - only one quotation was obtained, however though an RFP was subsequently issued, no further quotes were obtained.	Township of McKellar Staff Report #4 dated October 1, 2022 Township of McKellar Staff Report #T-2022-5 dated December 6, 2022 RFP - FD-2022-01-HEATING Cover Page Quote #1917 from Morrows Plumbing & Heating Inc
8.04.3	Notwithstanding the requirement to solicit a minimum of two quotations, a Department Head, in consultation with the Clerk-Administrator, shall not be precluded from awarding the contract to a qualified Bidder in the event that two quotation are not received provided that the "goals" of the by-law are maintained.	Morrows Plumbing & Heating was awarded the contract following consultation between the Fire Department Head and the CAO to allow for single sourcing.	MET - appropriate actions and consultations were taken following the receipt of only one quotation.	Township of McKellar Staff Report #T-2022-5 dated December 6, 2022
Sole Source Purchase				
8.12 (a)	A Sole Source Purchase may be used for procurement of goods, services, or construction for Contracts of any Contract Value, in the following circumstances: i. where the compatibility of a purchase with existing equipment, facilities or service is a paramount consideration and the purchase must be made from a sole source; ii. where a good is purchased for testing or trial use; iii. where the Corporation purchases supplies for resale; iv. where the Corporation has a rental contract with a purchase option and such purchase option could be beneficial to the Corporation; v. notwithstanding anything in this policy, where a purchase is determined by Council to be fair and reasonable and is made from a non-profit corporation supported by the Corporation, the Corporation may make such purchase as a Sole Source Purchase; vi. where goods are offered for sale by tender, auction or negotiation such purchase will be deemed to be a Sole Source Purchase and the Clerk-Administrator may authorize the submission of a Bid or the conduct of negotiations where the Clerk-Administrator determines the purchase to be clearly in the best interest of the Corporation; vii. for matters involving security, police matters, or confidential issues, a purchase may be made in a manner that protects the confidentiality of the contractor or the Corporation. Such purchases may be made as a Sole Source Purchase; which for the purposes of this section shall also be deemed to be the "goals" of the Sole Source Purchase form of procurement.	Morrows Plumbing & Heating quote was obtained in March 2022 and was the only quote obtained. After posting an RFP with the objective of procuring more proposals on August 31, 2022, it closed on September 21, 2022 and yielded zero replies. Single Source was therefore used to purchase to ensure proper installation of new boiler prior to winter to avoid the risk of water tanks freezing. Single Source Purchase was brought to Council in a Staff Report from the Department Head following discussions with the CAO.	MET - the purchase met the requirement under point i. for requiring sole sourcing. Appropriate steps were completed to attempt to gather further quotations, presented to Council and approved by the appropriate levels of staff.	Township of McKellar Staff Report #4 dated October 1, 2022 Township of McKellar Staff Report #T-2022-5 dated December 6, 2022
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	

Schedule 4				
Targeted Analysis - Procurement Fraud				
Sample #3 - Morrows Plumbing & Heating Inc. Invoice #18918				
Sample Details				
Vendor	Morrows Plumbing & Heating Inc.			
Date	10/21/2022			
Invoice Number	18918			
Amount	\$13,411.97			
Description	Firehall Furnace Install			
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Receipt of Goods				
18.01	The Department Head shall: (a) arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the Contract, and (b) inform the Treasurer of discrepancies immediately.	Copy of voucher was approved by signing authority, Robert Morrison confirming the product and price.	MET - approval of payment indicated acceptance of items received.	Cheque requisition #6555

Schedule 5				
Targeted Analysis - Procurement Fraud				
Sample #4 - Clark-Kavanagh Homes Inc. Invoice #7649				
Sample Details				
Vendor	Clark-Kavanagh Homes			
Date	11/5/2020			
Invoice Number	7649			
Amount	\$18,498.10			
Description	Steamer/Sewer Snake			
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Prescribed Council Approval				
7.01	Despite any other provisions of this by-law, the following Contracts are subject to Council approval: (f) any contract having a value in excess of fifteen thousand dollars (\$15,000).	\$17,000 was approved in the 2020 Capital Budget for a new steam generator.	MET - approval of purchase over \$15,000 was obtained through the approval of the 2020 Capital Budget.	
Request for Quotation - Formal (purchases between \$15,001 and \$25,000)				
8.05.1	For the procurement of goods, services or construction having a Contract Value of fifteen thousand and one dollars (\$15,001) or more but not exceeding twenty five thousand dollars (\$25,000), a formal Request for Quotation shall be utilized (which shall be deemed to be the "goal" of the Formal Request for Quotation form of procurement)	A formal quotation process was not completed for this purchase as the vendor was the only provider of a steamer in the region.	NOT MET - did not go through formal quotation process.	
8.05.3	Notwithstanding the requirement to solicit a minimum of three quotations, a Department Head, in consultation with the Clerk-Administrator shall not be precluded from awarding the contract to a qualified Bidder in the event that three quotation are not received provided that the "goals" of the by-law are maintained.	Contract was awarded to Clark-Kavanagh Homes being the only provider of steamer in the area.	NOT MET - though the contract was awarded, no formal RFQ was issued.	Invoice #7649 from Clark-Kavanagh Homes
Sole Source Purchase				
8.12 (a)	A Sole Source Purchase may be used for procurement of goods, services, or construction for Contracts of any Contract Value, in the following circumstances: i. where the compatibility of a purchase with existing equipment, facilities or service is a paramount consideration and the purchase must be made from a sole source; ii. where a good is purchased for testing or trial use; iii. where the Corporation purchases supplies for resale; iv. where the Corporation has a rental contract with a purchase option and such purchase option could be beneficial to the Corporation; v. notwithstanding anything in this policy, where a purchase is determined by Council to be fair and reasonable and is made from a non-profit corporation supported by the Corporation, the Corporation may make such purchase as a Sole Source Purchase; vi. where goods are offered for sale by tender, auction or negotiation such purchase will be deemed to be a Sole Source Purchase and the Clerk-Administrator may authorize the submission of a Bid or the conduct of negotiations where the Clerk-Administrator determines the purchase to be clearly in the best interest of the Corporation; vii. for matters involving security, police matters, or confidential issues, a purchase may be made in a manner that protects the confidentiality of the contractor or the Corporation. Such purchases may be made as a Sole Source Purchase; which for the purposes of this section shall also be deemed to be the "goals" of the Sole Source Purchase form of procurement.	Single Source was used to purchase as the vendor was the only provider of the steamer in the area.	MET - the purchase met the requirement under point i. for requiring sole sourcing.	
8.12 (b)	The Award of any Sole Source Purchase Contract having a Contract Value in excess of fifteen thousand dollars (\$15,000) requires Council approval.	\$17,000 was approved in the 2020 Capital Budget for a new steam generator, however the Sole Source Purchase does not appear to have been specifically approved by Council.	NOT MET - It does not appear that this sole source purchase was brought to Council for approval.	2020 Budget

Schedule 5				
Targeted Analysis - Procurement Fraud				
Sample #4 - Clark-Kavanagh Homes Inc. Invoice #7649				
Sample Details				
Vendor	Clark-Kavanagh Homes			
Date	11/5/2020			
Invoice Number	7649			
Amount	\$18,498.10			
Description	Steamer/Sewer Snake			
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	
Receipt of Goods				
18.01	The Department Head shall: (a) arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the Contract, and (b) inform the Treasurer of discrepancies immediately.	Invoice denoted that cash was due on delivery, as such, the payment was provided following inspection by the Department Head, Greg Gostick.	MET - approval of payment indicated acceptance of items received.	Invoice #7649 from Clark-Kavanagh Homes

Schedule 6

Targeted Analysis - Procurement Fraud

Sample #5 - Duncor Enterprises Inc. Invoice #2022622

Sample Details

Vendor	Duncor Enterprises Inc.
Date	9/15/2022
Invoice Number	2022622
Amount	\$318,895.31
Description	Duncor Job 2022-030

Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Request for Tender (Purchases exceeding \$25,001)				
8.06 (a)	For the procurement of goods, services or construction having a Contract Value of twenty five thousand and one dollars (\$25,001) or more, provided that the proposed purchase comes within the approved budget appropriations, a Request for Tender shall be used where all of the following criteria apply: i. two or more sources are considered capable of supplying the good, service or construction; ii. the good, service or construction is adequately defined to permit the evaluation of Tenders against clearly stated criteria; and iii. the market condition are such that Tenders can be submitted on a common and competitive pricing basis; which for the purpose of this section, shall also be deemed to be the "goal" of the Request for Tender form of procurement.	Request for Tender was issued as all criteria applied to the purchase, relating to road construction.	MET - correct form of procurement used given the applicable criteria.	Tendor No. PW-2022-04-DLST
8.06 (b)	The Department head, in consultation with the Clerk-Administrator and/or the Treasurer, shall prepare a purchase requisition containing the relevant specification, terms and conditions for the acquisition.	No purchase requisition was prepared.	NOT MET.	
8.06 (c)	The form of the request for tender shall, to the extent possible, use standardized documentation, provided that if such documentation is provided by professional advisors, the advisors shall confirm the adequacy and appropriateness of their standardized documentation.	Tenders submitted using Standard Forms, provided by the Township's office.	MET - standardized forms used by the vendor.	Tender Bid prepared by Duncor Enterprises Inc.
8.06 (e)	Notice of the Tender shall be given by formal advertising. Notice shall also be given to all Bidders who were required to be Pre-qualified and to all Bidders who were required to submit an Expression of Interest.	Tender advertised on website, social media, and in the newspaper.	MET - appropriate advertising u	Township of McKellar website McKellar Township Facebook page Tendor No. PW-2022-04-DLST
8.06 (f)	Each advertisement for Tender shall typically contain the following information: i. Location where Tender documents may be obtained. ii. Amount of non-refundable fee for the documents, if applicable. iii. Data and time of tender closing and opening. iv. General specification of goods, services or construction to be performed. v. Name and phone number of contact person. vi. Each tender advertisement shall contain the following statements: "Tenders on the prescribed Tender Form and sealed in an envelope clearly marked as such will be received by the Clerk-Administrator at the Township of McKellar - 701 Hwy. 124, P.O. Box 69, McKellar, ON P0G 1C0." and " The lowest or any tender will not necessarily be accepted".	All requirements are clearly included in the tender document.	MET - all required information included.	Tendor No. PW-2022-04-DLST

Schedule 6				
Targeted Analysis - Procurement Fraud				
Sample #5 - Duncor Enterprises Inc. Invoice #2022622				
Sample Details				
Vendor	Duncor Enterprises Inc.			
Date	9/15/2022			
Invoice Number	2022622			
Amount	\$318,895.31			
Description	Duncor Job 2022-030			
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
8.06 (g)	The Closing Date for the Tender shall be no sooner than two weeks following publication in the local media unless the urgency of the requirement dictates otherwise and approval by resolution of Council has been obtained.	Tender was advertised March 30, 2022 and closed April 14, 2022.	MET - 15 days occurred between publication and closing date.	Township of McKellar website McKellar Township Facebook page Tendor No. PW-2022-04-DLST
8.06 (h)	The Tender Form, supplied by the municipality, must be fully completed and in the possession of the Clerk-Administrator on or before the Tender Closing date and time. Tenders received after the closing time shall not be considered but shall be returned unopened to the Bidder.	Two bid submissions received on April 14, 2022 prior to the 1pm closing time.	MET - no late bids received.	Summary of Tenders - PW-2022-04-DLST
8.06 (i)	Sealed Tenders with a public opening shall be required.	Public opening occurred on April 19, 2022.	MET.	Summary of Tenders - PW-2022-04-DLST
8.06 (l)	The Tender shall be opened by the Clerk-Administrator or designate and Department Head. The envelope, Form of Tender, cheque, and Agreement to Bond, if required, for each individual tender shall be clipped together. The Clerk-Administrator or designate shall announce the name of the Bidder, the general specifications, the total amount of each bid, and the total number of bids received. All persons present at the Tender Opening shall be advised that the tenders will be referred to the designated person responsible for the Tender and that a recommendation will be made to Council.	Bids opened by Clerk-Administrator.	MET - appropriate person opened the bids.	Summary of Tenders - PW-2022-04-DLST
8.06 (m)	The Clerk-Administrator shall promptly file all certified cheques or other security with the Treasurer for safekeeping and prepare a Summary of Tenders containing the name of each bidder, the general specifications, and the total amount of each bid. The Summary of Tenders shall be made available to the public.	Summary of Tenders prepared outlining the required information.	MET - Summary of Tenders prepared appropriately.	Summary of Tenders - PW-2022-04-DLST
8.06 (t)	Award of any Tender having a Contract Value in excess of twenty five thousand dollars (\$25,000) requires Council approval.	Council resolved that the tender of Duncor Enterprises Incorporated in the amount of \$264,541.12 plus applicable taxes be accepted at the May 10, 2022 meeting of Council.	MET - resolution of Council signed by Mayor Peter Hopkins.	Resolution No. 22-168
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	
Contracts Documents				

Schedule 6

Targeted Analysis - Procurement Fraud

Sample #5 - Duncor Enterprises Inc. Invoice #2022622

Sample Details

Vendor	Duncor Enterprises Inc.
Date	9/15/2022
Invoice Number	2022622
Amount	\$318,895.31
Description	Duncor Job 2022-030

Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
13.01	Where the purchase of goods, services or construction has been authorized, the contract shall be executed by the Mayor and Clerk-Administrator and shall be in a form approved by Clerk Administrator	No formal contract was executed for the purchase.	NOT MET.	

Bid Evaluation Committee

17.01	The Clerk Administrator shall establish a bid evaluation committee composed of, at a minimum, three members from the following: the Department Head who is responsible for the call for bids in question, an outside professional, a member of Council, the Clerk Administrator, and another staff member with special experience in the field of the particular call for bids.	The bid evaluation committee consisted of two individuals, the Department Head who is responsible for the call for bids in question, and the Clerk-Administrator.	NOT MET - bid evaluation committee was one person short of the requirement.	PW-2022-000 - 2022 Lowest Tender Results
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Schedule 7
Targeted Analysis - Procurement Fraud
Sample #6 - Tatham Engineering Ltd. Road Needs Study

Sample Details	
Vendor	Tatham Engineering Ltd.
Date	5/31/2021 - 11/30/2021
Invoice Number	70088, 70868, 71335, 71724, 72443, 72902, 73764
Amount	\$25,091.43
Description	Road Needs Study

Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Request for Proposal (purchases exceeding \$25,001)				
8.07 (a)	For the procurement of goods, services, or construction having a Contract Value of twenty five thousand and one dollars (\$25,001) or more, provided the proposed purchase comes within the approved budget appropriations, a Request for Proposal shall be used where after applying the following criteria, it is determined that the Request for Proposal is a more appropriate form of procurement than Tender: i. the procurement is required as a result of a peculiar problem, requirement or objective; ii. the selection of the Supplier depends more upon the effectiveness of the proposed solution, than the price alone; iii. one or more of the criteria for issuing a Tender cannot be met; iv. it is expected that negotiation with one or more Bidders may be required with respect to any aspect of the Contract; and v. the precise good, service or construction, or the specifications thereof are not known or are not definable and it is expected that Bidders will further define them; which for the purposes of this section shall also be deemed to be the "goals" of the Request for Proposal form of procurement.	Request for Proposal was issued as the selection was more dependent on the proposed solution as opposed to a Request for Tender.	MET - correct form of procurement used given the applicable criteria.	Request for Proposal - Provision of Engineering Services for a Comprehensive 2021 Road Needs Study
8.07 (b)	The Department Head in consultation with the Clerk-Administrator and/or the Treasurer shall prepare a purchase requisition containing the relevant specifications, terms and conditions for the acquisition.	No purchase requisition was prepared.	NOT MET.	
8.07 (c)	Notice of the Request for Proposal shall be given by formal advertising. Notice shall also be given to all Bidders who were required to be Pre-qualified and to all Bidders who were required to submit an Expression of Interest.	RFP advertised on website, social media, and in the newspaper.	MET - appropriate advertising undertaken.	
8.07 (d)	The Award of any Request for Proposal having a Contract Value in excess of twenty five thousand and one dollar (\$25,001) requires Council approval.	Council accepted the proposal of Tatham Engineering Limited in the Provisional of a Comprehensive Engineered Road Needs Study in the amount of \$24,475 plus applicable taxes be accepted at the April 13, 2021 meeting of Council.	MET - motion moved by Councillor Carmichael and seconded by Councillor Ancinelli	April 13, 2021 Council Meeting Minutes

Schedule 7				
Targeted Analysis - Procurement Fraud				
Sample #6 - Tatham Engineering Ltd. Road Needs Study				
Sample Details				
Vendor	Tatham Engineering Ltd.			
Date	5/31/2021 - 11/30/2021			
Invoice Number	70088, 70868, 71335, 71724, 72443, 72902, 73764			
Amount	\$25,091.43			
Description	Road Needs Study			
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
8.06 (c)	The form of the request for tender shall, to the extent possible, use standardized documentation, provided that if such documentation is provided by professional advisors, the advisors shall confirm the adequacy and appropriateness of their standardized documentation.	RFPs submitted using Standard Forms, provided by the Township's office.	MET - standardized forms used by the vendor.	RFP Bid prepared by Tatham Engineering Limited.
8.06 (g)	The Closing Date for the Tender shall be no sooner than two weeks following publication in the local media unless the urgency of the requirement dictates otherwise and approval by resolution of Council has been obtained.	Tender was advertised March 1, 2021 and closed March 19, 2021.	MET - 19 days occurred between publication and closing date.	Request for Proposal - Provision of Engineering Services for a Comprehensive 2021 Road Needs Study
8.06 (h)	The Tender Form, supplied by the municipality, must be fully completed and in the possession of the Clerk-Administrator on or before the Tender Closing date and time. Tenders received after the closing time shall not be considered but shall be returned unopened to the Bidder.	Three proposals were received within the time frame.	MET - no late bids received.	Township of McKellar Staff Report #PW-2021-6 dated April 13, 2021
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	
Contracts Documents				
13.01	Where the purchase of goods, services or construction has been authorized, the contract shall be executed by the Mayor and Clerk-Administrator and shall be in a form approved by Clerk Administrator	No formal contract was executed for the purchase.	NOT MET.	
Bid Evaluation Committee				
17.01	The Clerk Administrator shall establish a bid evaluation committee composed of, at a minimum, three members from the following: the Department Head who is responsible for the call for bids in question, an outside professional, a member of Council, the Clerk Administrator, and another staff member with special experience in the field of the particular call for bids.	The bid evaluation committee consisted of two individuals, the Treasury Assistant and the Deputy Clerk.	NOT MET - bid evaluation committee was one person short of the requirement.	

Schedule 8				
Targeted Analysis - Procurement Fraud				
Sample #7 - Inholmes Bridge Capital Project				
Sample Details				
Vendor	Algonquin Bridge		RHH Engineering	
Date	8/22/2022 - 11/30/2022		10/11/2022	
Invoice Numbers	INV-08556-961, INV-08684-961, INV-08703-961, INV-08711-961		22018	
Amount	\$153,283.83		\$10,904.50	
Description	Inholmes emergency bridge - drawing, engineering, fabrications, delivery		Damage inspection, engineering designs	
Policy Section	Policy Requirement	Action taken for Purchase	Requirement Met?	Documents Reviewed
Sole Source Purchase				
8.12 (a)	A Sole Source Purchase may be used for procurement of goods, services, or construction for Contracts of any Contract Value, in the following circumstances: i. where the compatibility of a purchase with existing equipment, facilities or service is a paramount consideration and the purchase must be made from a sole source; ii. where a good is purchased for testing or trial use; iii. where the Corporation purchases supplies for resale; iv. where the Corporation has a rental contract with a purchase option and such purchase option could be beneficial to the Corporation; v. notwithstanding anything in this policy, where a purchase is determined by Council to be fair and reasonable and is made from a non-profit corporation supported by the Corporation, the Corporation may make such purchase as a Sole Source Purchase; vi. where goods are offered for sale by tender, auction or negotiation such purchase will be deemed to be a Sole Source Purchase and the Clerk-Administrator may authorize the submission of a Bid or the conduct of negotiations where the Clerk-Administrator determines the purchase to be clearly in the best interest of the Corporation; vii. for matters involving security, police matters, or confidential issues, a purchase may be made in a manner that protects the confidentiality of the contractor or the Corporation. Such purchases may be made as a Sole Source Purchase; which for the purposes of this section shall also be deemed to be the "goals" of the Sole Source Purchase form of procurement.	The purchase was made in an emergency, so it was sourced from a single company as they are the only ones who manufacture the bridge.	MET - given the abrupt need for the purchase and the uniqueness of the asset to be purchased, sole sourcing appears to be reasonable.	Township of McKellar Staff Report #PW-2022-02 dated June 24, 2022 Algonquin Bridge Invoices: INV-08556-961, INV-08684-961, INV-08703-961, INV-08711-961 RHH Engineering Invoice #22018
8.12 (b)	The Award of any Sole Source Purchase Contract having a Contract Value in excess of fifteen thousand dollars (\$15,000) requires Council approval.	Initially approved by Council on June 24, 2022, with an amended amount of \$332,839 plus HST approved for the project on July 28, 2022.	MET - Council approval was appropriately obtained.	Township of McKellar Staff Report #PW-2022-02 dated June 24, 2022 Township of McKellar Staff Report #PW-2022-03 dated July 28, 2022
Form of Contract				
12.01	The Award of a contract may be made by way of an Agreement or as a Purchase Order.	No agreement or purchase order was created.	NOT MET.	
Contracts Documents				
13.01	Where the purchase of goods, services or construction has been authorized, the contract shall be executed by the Mayor and Clerk-Administrator and shall be in a form approved by Clerk Administrator	No formal contract was executed for the purchase.	NOT MET.	
Receipt of Goods				
18.01	The Department Head shall: (a) arrange for the prompt inspection of goods on receipt to confirm conformance with the terms of the Contract, and (b) inform the Treasurer of discrepancies immediately.	Copy of vouchers were approved by signing authority, Greg Gostick or Ina Watkinson confirming the product and price.	MET - approval of payment indicated acceptance of items received.	Cheque Requisition #6528, 6517 Cheque Requisition #6669



Resolution No. 23 11 03

Date: November 9, 2023

Moved By: Teri Brandt Seconded By: Joel Constable


Carried: X Defeated:

THAT the District of Parry Sound Social Services Administration Board supports the National Housing Accord’s multi-sector approach to ending Canada’s rental housing crisis, including their 10 recommendations;

AND THAT the District of Parry Sound Social Services Administration Board supports the attached letter from NOSDA;

THEREFORE BE IT RESOLVED THAT a copy of this resolution be forwarded to the two Members of Parliament representing the District of Parry Sound, the Federal Minister of Finance, and the Federal Minister of Housing;

AND FURTHER BE IT RESOLVED THAT a copy of this resolution be shared with Municipalities within the District of Parry Sound requesting their support of this resolution.


Rick Zanussi, Board Chair

	<u>FOR</u>	<u>AGAINST</u>		<u>FOR</u>	<u>AGAINST</u>
Ryan Baptiste	_____	_____	Teresa Hunt	_____	_____
Jerry Brandt	_____	_____	Ted Knight	_____	_____
Teri Brandt	_____	_____	Tom Lundy	_____	_____
Janice Bray	_____	_____	Jamie McGarvey	_____	_____
Ted Collins	_____	_____	Peter McIsaac	_____	_____
Joel Constable	_____	_____	Sharon Smith	_____	_____
Mike Dell	_____	_____	Rick Zanussi	_____	_____
Gail Finsson	_____	_____			

THE NATIONAL HOUSING ACCORD

A Multi-Sector Approach to Ending Canada's Rental Housing Crisis



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Thank you to the following participants:

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Foreword by the Authors

August 15, 2023

Canada's housing crisis is worsening dramatically. Millions of people – particularly those with the lowest incomes – are facing rapidly rising housing costs, driven significantly by an extreme lack of supply of the right types of rental housing. This is driving a wave of new homelessness, eating up increasing percentages of workers' incomes and causing untold stress and suffering. The Government of Canada has set a range of ambitious targets to realize the Right to Housing, address housing affordability and end homelessness, but we are currently sliding backwards.

Meanwhile many new market-based rental projects are stalled as a result of dramatically increased interest rates, high government taxes fees and charges, insurance premiums, and higher production input costs.

This comes within the context of record population growth. Population growth and immigration are essential to our country's economic and cultural prosperity, but our housing system is failing people who have a right to housing, no matter how long they have been here.

Adding substantial new supply to address rental affordability is key to solving the housing crisis. One third of Canadians rent, with a higher proportion renting in our urban centres which experience the most significant challenges with affordability. Having sufficient affordable, secure and accessible rental housing is essential for young people, seniors, Indigenous peoples, women-led single parent households, newcomers, students, people on low-incomes and those exiting homelessness. Right now, we are failing to provide these groups with affordable housing and too many are suffering. When there is a shortage of supply, rents get bid up by those most able to afford higher rents.

We must urgently build a healthy rental housing system to ensure affordability for all, meet the federal government's commitment to the progressive realization of the Right to Housing, support economic growth and end homelessness. We require practical solutions to dramatically increase the supply of rental housing. We need rental housing of all kinds: market-rate, affordable, co-operative, non-profit, supportive, and otherwise, to house our growing population today and in the years to come.

We recently brought together a group of housing experts from the private and non-profit sectors, including investors, developers, owners and policy experts for a Roundtable to brainstorm solutions to address this crisis and restore rental housing affordability. The outcome of the Roundtable is summarized in this Accord - Ten Recommendations - a series of rapidly actionable recommendations for the 2023 Fall Economic Statement and Budget 2024.

The Ten Recommendations recognize that no one actor in the system can achieve Canada's housing targets single handed. The federal government must lead the way through a coordinated effort with key stakeholders – including not-for-profits and the private sector – while accounting for resources, the financial viability of building supply, the productivity and innovation to reach targets, and the will to create conducive regulatory environments, all while closing the gap for affordable housing.

This is a significant task, for which our Ten Recommendations are a starting point.

Together, these recommendations will help millions of people have a safe, secure and affordable place to live, create jobs and raise incomes, meet the needs of our growing population and play a major role in ending homelessness.

The housing sector is ready to step up and address this crisis, but we need the federal government to join us and step into their vital housing leadership role.

Tim Richter

President & CEO,
Canadian Alliance to
End Homelessness

Dr. Mike P. Moffatt

Founding Director,
PLACE Centre at the
Smart Prosperity Institute

Michael Brooks

CEO,
REALPAC

Summary

Canada needs an Industrial Strategy to end its housing crisis. To address the rental housing shortage, a cross-sector gathering of private and non-profit sector experts collaborated to chart a way forward.

Rents have been increasing rapidly in many parts of the country, primarily caused by a lack of accessible, climate-friendly, affordable and market-rate purpose-built rental units to house a growing population. Increasing rents inflict the most significant harm on the lowest-income Canadians, including seniors, people on fixed incomes, single-parent led households, students, newcomers to Canada and Indigenous peoples. Rising rents are also contributing to a wave of new homelessness - the number of people losing their housing from unaffordability nationally is on the same scale as people losing their housing from Canada's largest natural disasters. Further, our housing crisis threatens economic growth, pricing workers out of the communities where their skills are needed most.

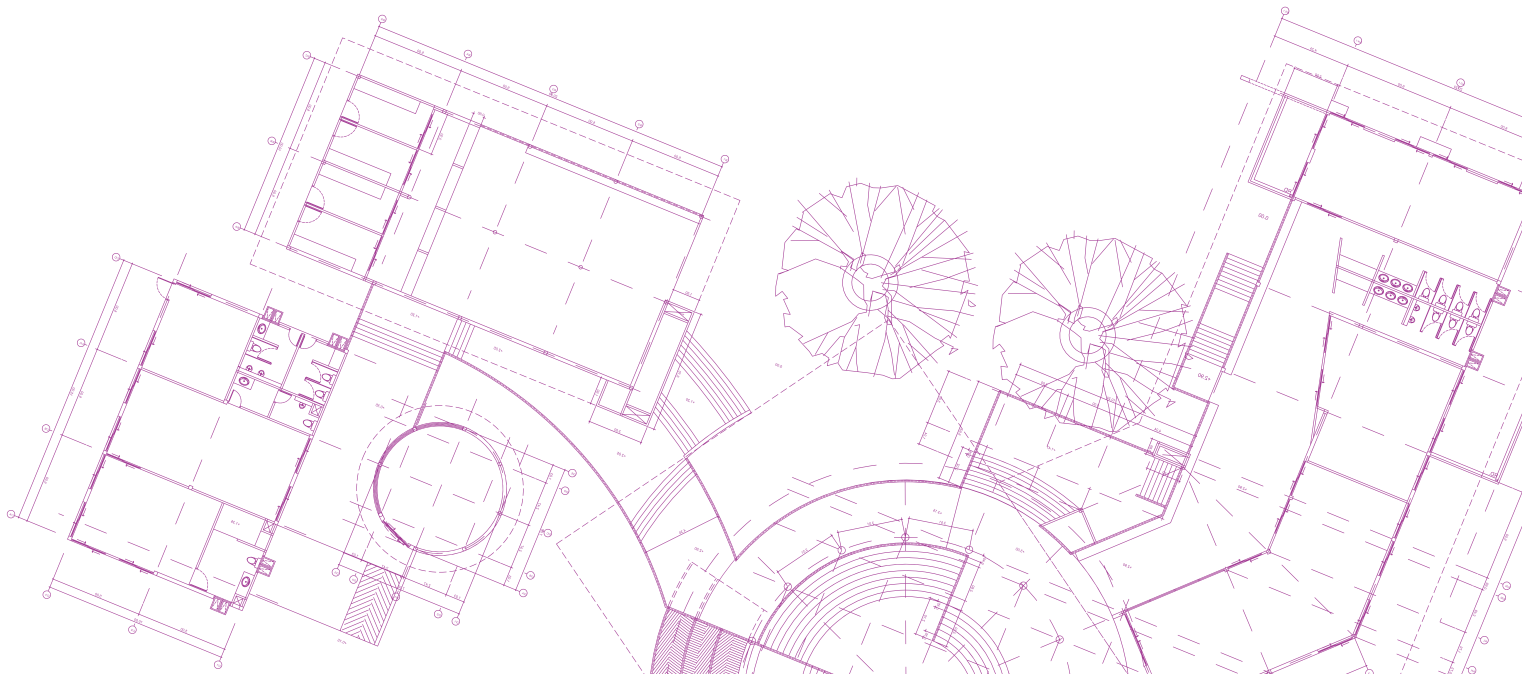
Restoring affordability will require tripling home building over the next seven years. For this to happen, the federal government must work with all orders of government, along with builders, developers and the higher education sector and address the bottlenecks preventing purpose-built rental housing from being built.

In the National Housing Strategy Act of 2019, the federal government made the progressive realization of the right to housing a cornerstone of its housing policy. Under the current conditions, this commitment will not be achieved.

To build more purpose-built rental housing, the federal government must invest directly in affordability while also taking steps to restructure Canada's rental housing industry for private, non-profit and public builders and operators.

This report provides ten recommendations focused on how the government can increase the supply of non-market housing, create the conditions for more market housing to be built and provide financial assistance to families precariously housed and at risk of falling into homelessness. This report and its recommendations act as a blueprint for an Industrial Strategy that would bring together public and private builders, the non-profit housing sector, investors and labour to build two million purpose-built rental units in seven years.

The report's key messages have been summarized into eight points on the next page for convenience.



Eight Key Points

1. To restore affordability to Canada's housing market, 5.8 million homes must be built by 2030,¹ roughly two million being purpose-built rental units needing to be built in the seven years between the start of 2024 and the end of 2030.² A goal this ambitious requires a robust Industrial Strategy.
2. The federal government must work to meet the obligations of the National Housing Strategy Act and the progressive realization of the right to housing. This obligation means that federal policy must prioritize those in greatest need, set targets and timelines for eliminating homelessness and deploy the maximum available resources to achieve their housing policy.
3. Building two million rental units in seven years will require the federal government to co-develop a coordinated plan with all orders of government, including a set of targets and accountability measures.
4. The plan must address six bottlenecks to building more housing: a lack of coordination, a shortage of inputs from labour to materials, high costs, low productivity, inability to get timely approvals and the insufficient construction of non-market housing.
5. The federal government must create the conditions for the market to build more housing by using the policy levers they control to address those six bottlenecks. These include tax reform, innovation policy and Canadian Mortgage and Housing Corporation (CMHC) reform.
6. The federal government must also recognize that more substantial investments in non-market housing are needed. This recognition should include a blueprint to fund deeply affordable and supportive housing, along with seniors housing, Indigenous-led housing and student residences, and support for non-profits to purchase existing affordable rental properties. Canada must double the existing social housing stock of 655,000 units to bring the country up to OECD and G7 averages.
7. The federal government must prioritize innovation in homebuilding, as existing resource constraints and costs will make it impossible to build homes in sufficient quantities without significant changes to how and what we build.
8. The federal government must also provide immediate financial supports to aid with affordability. These supports should include a Homelessness Prevention and Housing Benefit (HPHB), which would provide immediate rental relief to up to 385,000 households at imminent risk of homelessness, and a Portable Housing Benefit (PHB).

¹ The 5.8 million number comes from the CMHC report [Canada's Housing Supply Shortages: Estimating what is needed to solve Canada's housing affordability crisis by 2030](#). The 5.8 million figure covers the nine-year period from the beginning of 2022 to the end of 2030. There were 219,942 housing completions in 2022, according to the [CMHC data portal](#), and Canada should roughly match that figure in 2023. This suggests that Canada will need over 5.3 million housing completions in seven years (2024-30 inclusive) to achieve this target.

² Roughly 37.8 per cent of all housing completions in Census Metropolitan Areas and Census Agglomerations with at least 50,000 people were purpose-built rentals, according to the [CMHC data portal](#). Maintaining that ratio would require that 2.2 million of that 5.8 million be purpose-built rental units. In 2022, 68,254 purpose-built rental units were completed, a figure 2023 should roughly match. Subtracting that from our 2.2 million, leaves a need for two million rental completions in seven years (2024-30 inclusive) to achieve the target.

This report makes the following ten recommendations to the federal government designed to accelerate the completion of purpose-built rental units and to provide income support for renters.

Ten Recommendations

01

Recommendation 01:

Create a coordinated plan with all three orders of government and create an Industrial Strategy led by a roundtable of public and private builders, the non-profit housing sector, Indigenous housing experts, investors and labour. The federal plan should include targets and accountability measures. The plan should include enhanced data collection, more robust and frequent population forecasts and better research to understand Canada's housing system. The plan should also include a blueprint to fund deeply affordable housing, co-operative housing and supportive housing, along with seniors housing and student residences and double the relative share of non-market community housing.

05

Recommendation 05:

To ensure innovations achieve scale, the federal government should help develop a robust innovation strategy for housing, including procurement policy and innovation centres for housing construction.

02

Recommendation 02:

The federal government should help create a national workforce and immigration strategy on housing, including construction trades and other employment classes related to housing production.

04

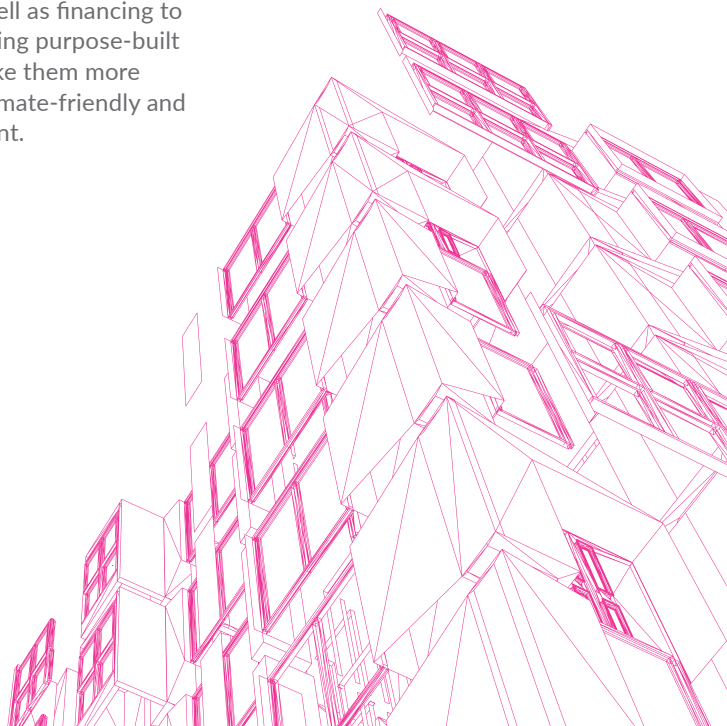
Recommendation 04:

Provide low-cost, long-term fixed-rate financing for constructing purpose-built rental housing, as well as financing to upgrade existing purpose-built rentals to make them more accessible, climate-friendly and energy efficient.

03

Recommendation 03:

The federal government should help reform CMHC fees and the federal tax system, including changes to capital cost provisions and eliminating the GST/HST on purpose-built rental housing to incentivize the construction of purpose-built rental housing.



06

Recommendation 06:

The federal government should help reform the National Building Code to drive innovation in the homebuilding sector.

07

Recommendation 07:

Streamline the CMHC approvals process, which can include a Code of Conduct for Builders and a catalogue of pre-approved designs to allow for the fast-tracking of purpose-built rental housing.

08

Recommendation 08:

Create property acquisition programs for non-profit housing providers to help purchase existing rental housing projects and hotels and facilitate office-to-residential conversions. These programs could include capital grants, provision of pre-approved debt financing, funds that provide secondary debt and equity financing, or other innovative levers that help with the initial costs without saddling the providers with operating and significant debt servicing costs.

09

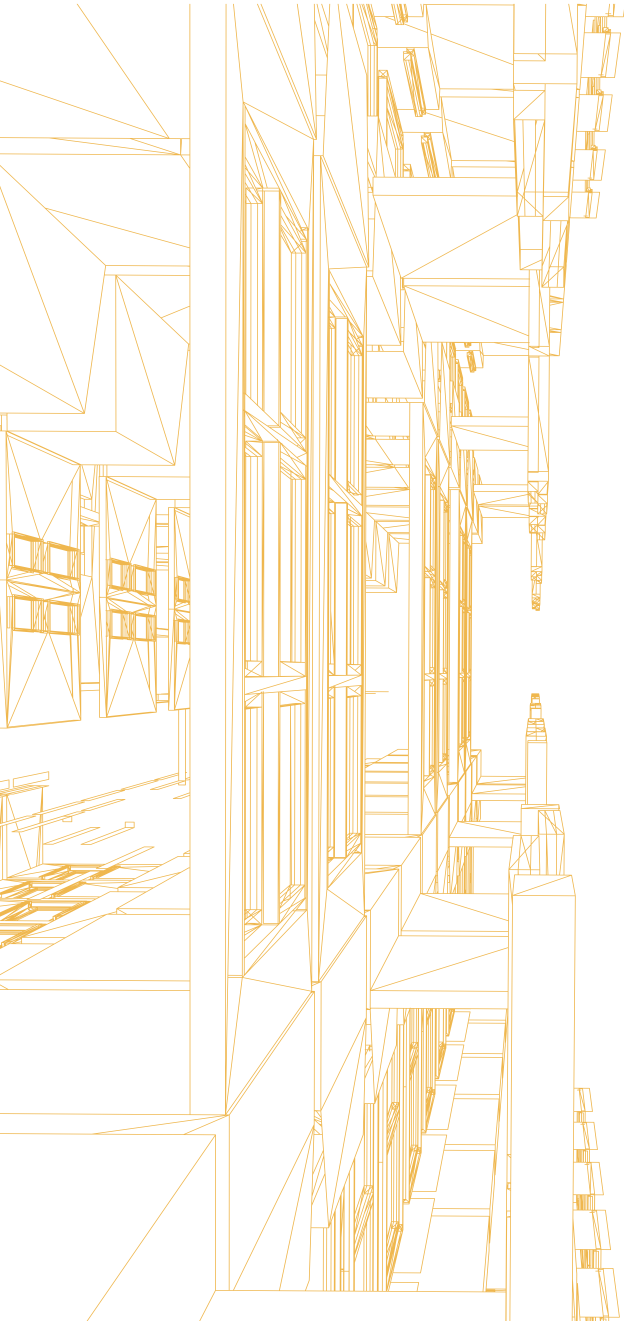
Recommendation 09:

Create a Homelessness Prevention and Housing Benefit (HPHB), which would provide immediate rental relief to up to 385,000 households at imminent risk of homelessness, help over 50,000 people leave homelessness and reduce pressure on Canada's overwhelmed homeless systems.

10

Recommendation 10:

Reform the Canada Housing Benefit to better target individuals and families with the greatest housing needs by replacing it with a Portable Housing Benefit (PHB).



Practical Solutions to Canada's Rental Affordability Crisis

Rents have been increasing rapidly in many parts of the country and, in the words of the CMHC, “affordable units for low-income renters are extremely rare outside of Québec.” The causes are numerous but include a lack of accessible, climate-friendly, affordable and market-rate purpose-built rental units to house a growing population. The CMHC estimates that Canada will need to build 5.8 million homes, of all types, between 2022 and 2030, which is triple Canada's historic homebuilding rate, to restore affordability. In 2022, 37.8 per cent of all housing starts were purpose-built rental units.³ Just under 2.2 million of the 5.8 million target would need to be purpose-built rental units to maintain this ratio, with just over two million needing to be built in just seven years.⁴ We propose a ten-point plan the federal government can implement to increase Canada's supply of purpose-built rental housing substantially, increase the supply of non-market community housing and financially support low-income renters.

A multi-tiered approach is needed. Over the past few decades, the construction of purpose-built rental units has not kept up with population growth, affecting affordability. This approach requires broad-based measures to address the bottlenecks preventing the market from building more of these units. However, we must also recognize that the market is unlikely to build sufficient affordable units, particularly those in the lowest income quintiles, so non-market housing solutions are needed. Finally, we must also recognize that “forever” affordability is critical, so this report provides several recommendations to support non-profit housing.

Canada's Rental Affordability Crisis

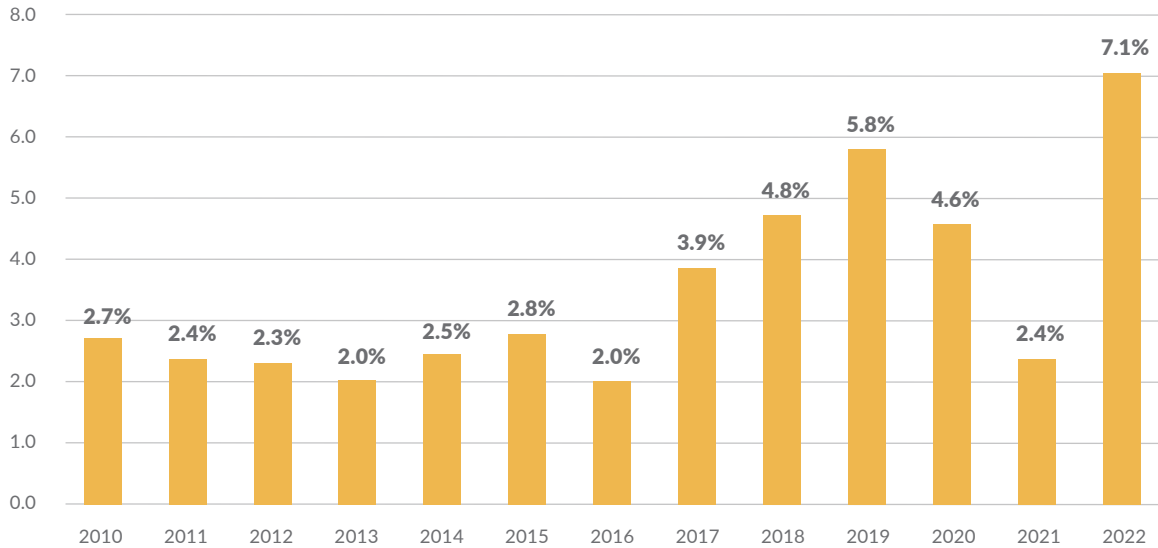
Rising rents are creating affordability challenges for many renters. For each of the past 13 years, the average monthly rent on a 1-bedroom apartment has increased at or above Canada's two per cent inflation target, according to data from the CMHC, as shown in Figure 1. Over the past seven years, the rent on a one-bedroom apartment has increased by 32 per cent, while average weekly earnings have risen by less than 23 per cent.⁵ Such rapid rent increases can devastate those on a fixed income or experiencing precarious employment.

³ Source: Starts by Dwelling Type by Provinces (In Census Metropolitan Areas and Census Agglomerations with at least 50,000 people), [CMHC Housing Market Information Portal](#). Note that this estimate excludes areas outside a Census Metropolitan Areas and Census Agglomerations with at least 50,000 people. In 2022, 85 per cent (180,656 of 212,942) housing completions were outside in a Census Metropolitan Areas and Census Agglomerations with at least 50,000 people. Of the 180,656 completions, 68,254 were purpose-built rentals, constituting 37.78 per cent of all completions in Census Metropolitan Areas and Census Agglomerations with at least 50,000 people.

⁴ Roughly 37.8 per cent of all housing completions in Census Metropolitan Areas and Census Agglomerations with at least 50,000 people were purpose-built rentals, according to the [CMHC data portal](#). Maintaining that ratio would require that 2.2 million of that 5.8 million be purpose-built rental units. In 2022, 68,254 purpose-built rental units were completed, a figure 2023 should roughly match. Subtracting that from our 2.2 million, leaves a need for two million rental completions in seven years (2024-30 inclusive) to achieve the target.

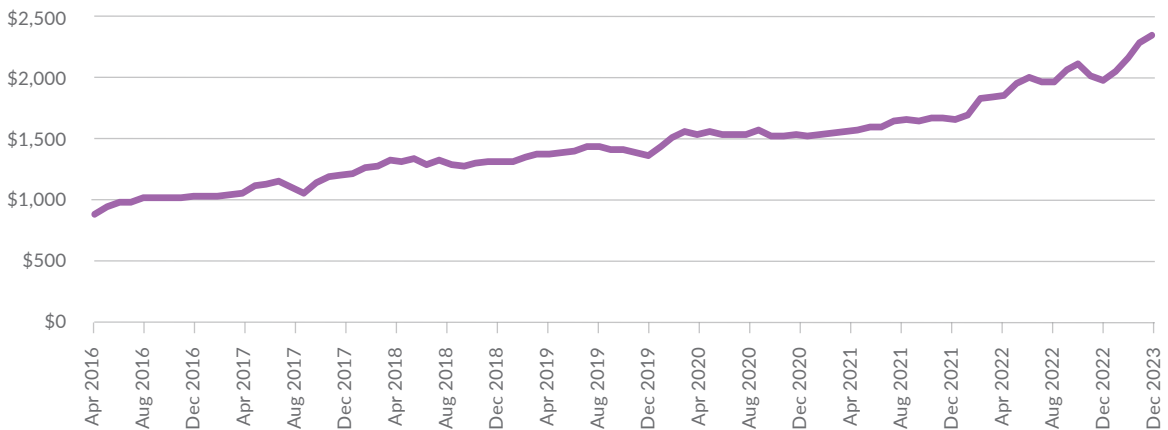
⁵ Source: Employment, average hourly and weekly earnings (including overtime) and average weekly hours for the industrial aggregate excluding unclassified businesses, monthly, seasonally adjusted, [Statistics Canada Table 14-10-0222-01](#).

Figure 1 Increase in Average Rents for a 1-Bedroom Apartment, Canada⁶



Rent increases have been remarkably rapid for rents on new leases in many parts of the country. One example is Guelph, Ontario: Figure 2 shows rents on new leases for one-bedroom apartments in the city. In just six years, from June 2017 to June 2023, rents on newly leased one-bedroom apartments had doubled in Guelph, reaching \$2,300.

Figure 2 Average Rents on New Leases, 1-Bedroom Apartments, Guelph, Ontario⁷



The [January 2023 CMHC Rental Market Report](#) finds that the share of apartment units that are affordable to the lowest 20 per cent of income is effectively zero in most Ontario metros, including Belleville, Toronto, Kingston, Peterborough, Kitchener-Cambridge-Waterloo, Hamilton, Sudbury, Ottawa, St. Catharines and Windsor. This group can afford less than five per cent of Winnipeg, London, Halifax, Victoria and Vancouver units. In the words of the CMHC, “affordable units for low-income renters are extremely rare outside of Québec.”

⁶ Source: Average Rent by Bedroom Type by Provinces, [CMHC Housing Market Information Portal](#). Data for October of each given year.

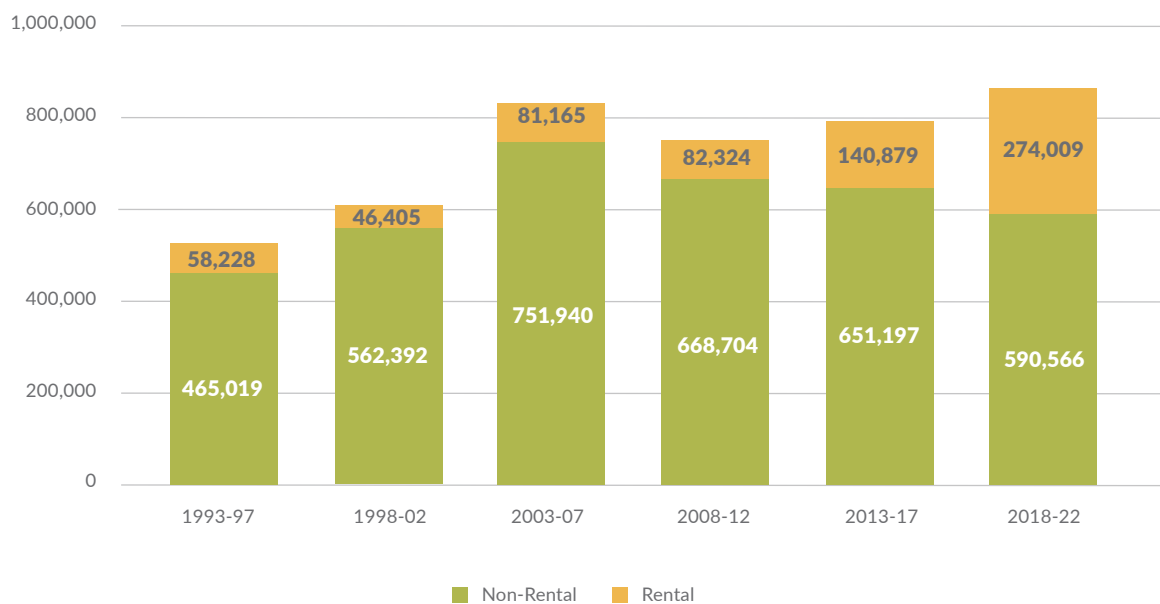
⁷ Source: [Zumper Research - Guelph, ON Rent Prices](#)

There is no single cause for the spike in rents in Canada. Still, one contributing factor is the population of renters growing faster than that of purpose-built rental properties. In the five years from July 1, 2017, to June 30, 2022, the population of 20–44-year-olds in Canada grew by over one million, thanks in part to an increase in the number of international students. It grew by less than 425,000 in the five years before that.⁸ Canada's population grew by 2.4 million in the last five years, compared to 1.8 million in the five years prior. But despite this population growth, particularly in the number of young adults, Canada built very few purpose-built rental units to house this population.

A Lack of Purpose-Built Rentals is Contributing to Canada's Rental Affordability Crisis

The construction of purpose-built rental units has increased in recent years. Figure 3 shows that in the previous five years, the number of purpose-built rental units constructed has increased by over 130,000 units relative to the five years prior (274,009 in 2018-22 vs. 140,879 in 2013-17), offset by a 60,000 unit decrease in the number of other forms units constructed (590,566 in 2018-22 vs. 651,197 in 2013-17). While the overall number of units constructed is in the right direction, it is essential to note that while the number of units completed is up 72,500 in 2018-22 relative to 2013-17, the growth in the young adult population is up nearly 600,000 persons in 2018-22 relative to the prior period. In short, housing completions are not keeping up with population growth.

Figure 3 Housing Completions by Five-Year Period, CMAs and CAs with at Least 50,000 People, Canada⁹



⁸ Source: Population estimates on July 1st, by age and sex, [Statistics Canada Table 17-10-0005-01](#).

⁹ Source: Completions by Dwelling Type by Provinces (In Census Metropolitan Areas and Census Agglomerations with at least 50,000 people), [CMHC Housing Market Information Portal](#).

Much of the increase in purpose-built rental construction can be attributed to a single province: Québec. In the last five years, Québec has built over 100,000 purpose-built rental units, as shown in Figure 4. Although less than 17 per cent of Canada's population growth occurred in the province of Québec from 2018-22, the province was responsible for 39 per cent of all new purpose-built rental units, nearly as many as Ontario and British Columbia combined. Not coincidentally, Québec is the one province that CMHC identifies as still having available, affordable units for low-income renters.

Figure 4

Purpose-Built Rental Completions 2018-22, CMAs and CAs with at Least 50,000 People, Canada¹¹

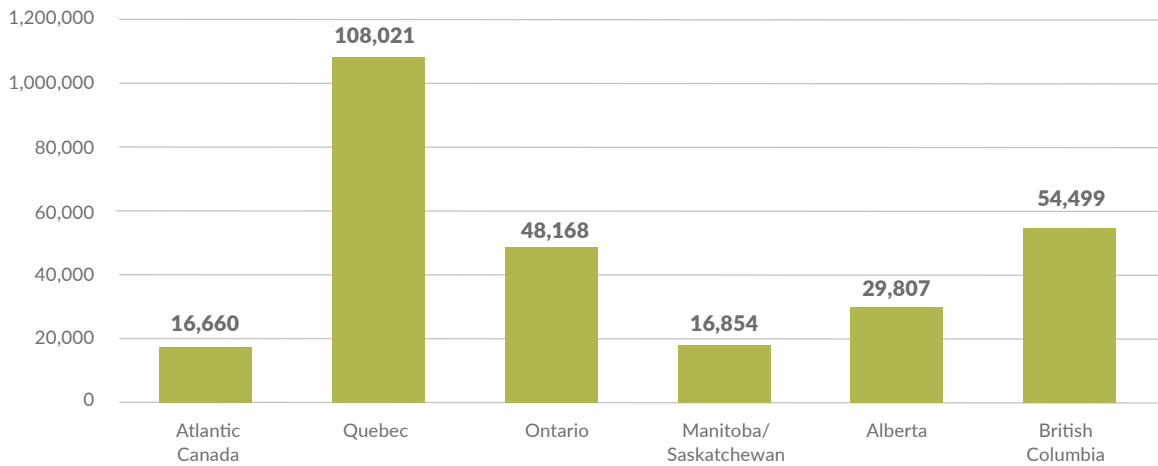
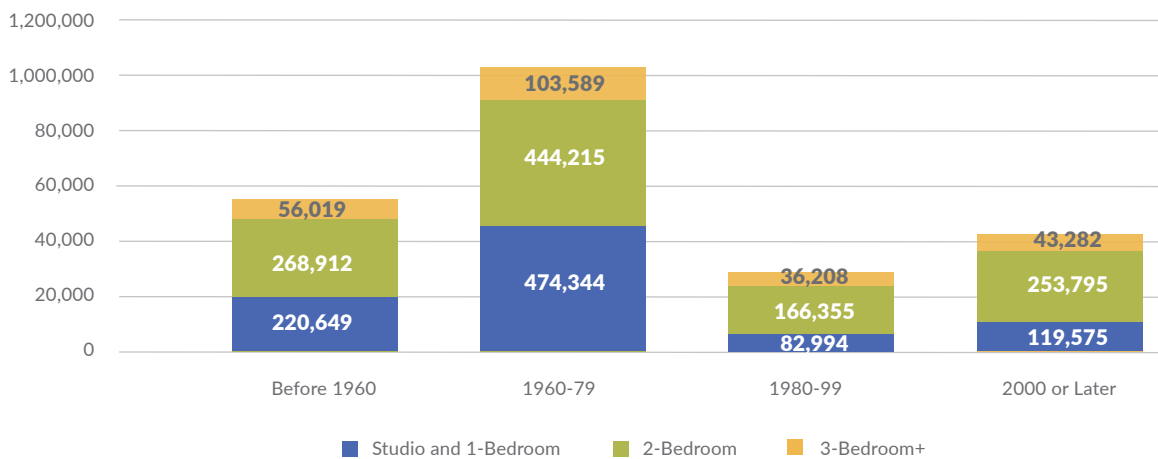


Figure 5

Canada's Purpose-Built Rental Stock by Year of Construction and Number of Bedrooms in October 2022¹²



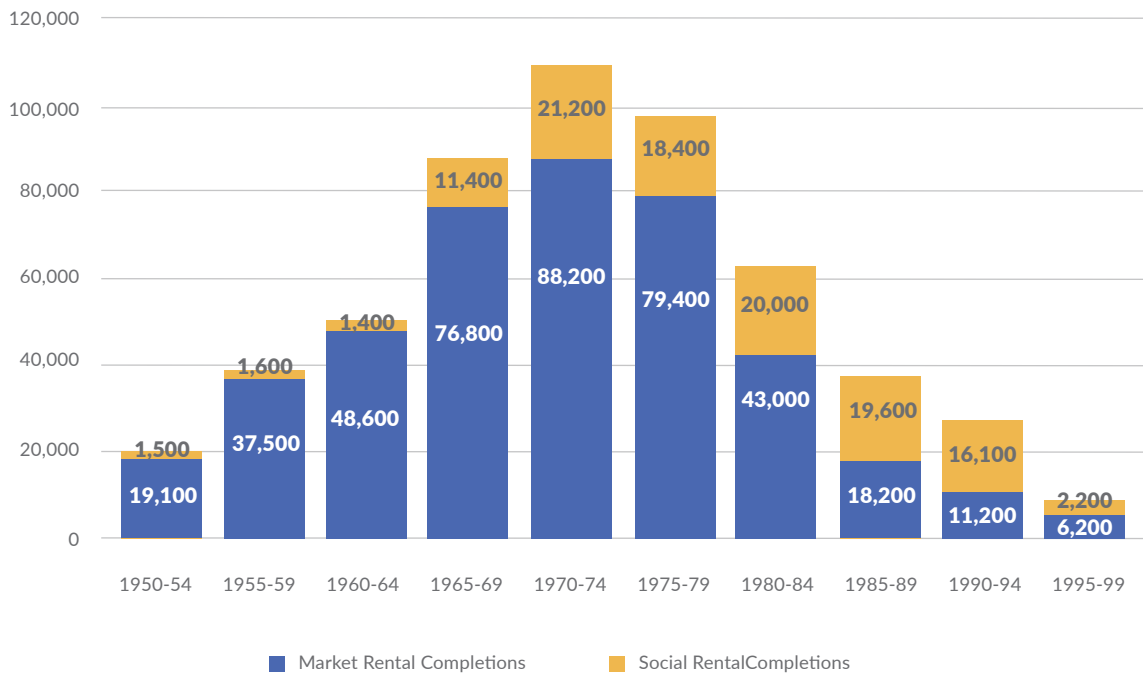
¹⁰ Between July 1, 2017 and June 30, 2022, Canada's population grew by 2,384,666 persons, with Québec's population growing by 393,596, contributing 16.5 per cent to Canada's total. Source: Population estimates on July 1st, by age and sex, [Statistics Canada Table 17-10-0005-01](#).

¹¹ Source: Completions by Dwelling Type by Provinces (In Census Metropolitan Areas and Census Agglomerations with at least 50,000 people), [CMHC Housing Market Information Portal](#).

¹² Source: Canada's Purpose-Built Rental Stock by Year of Construction and Number of Bedrooms in October 2022, [CMHC Housing Market Information Portal](#).

Despite the increase in purpose-built rental properties, most of Canada's purpose-built rental stock is over forty years old. Figure 5 shows Canada's purpose-built rental stock, as of October 2022, by date of construction and number of bedrooms. It shows that in the last 42 years, fewer purpose-built rental units were built than in the twenty years from 1960-79. It also shows a relative lack of housing units containing three or more bedrooms. In each of the four periods of the chart, 3-bedroom units comprise just over 10 per cent of the housing stock.

Figure 6 Average Annual Purpose-Built Rental Completions by 5-Year Period, Canada¹³



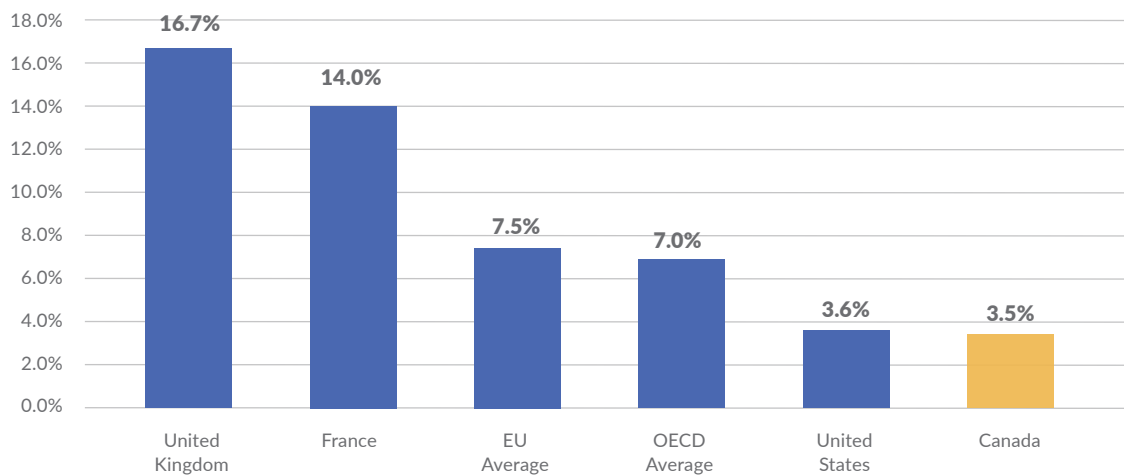
The decline in purpose-built rental construction occurred in both market and social rental components. Greg Suttor's report [Rental Paths from Postwar to Present: Canada Compared](#), published by the University of Toronto's Cities Centre, details the decline in purpose-built rental construction, which began in the mid-1970s. Figure 6, using data from the report, shows the scaling up of purpose-built rental construction in Canada from the 1950s to the early 1970s, then the substantial decline in completions during the 1980s and 1990s.

¹³ Data Source: [Rental Paths from Postwar to Present: Canada Compared](#), University of Toronto's Cities Centre

Canada's Social Housing Stock is Half of the OECD and G7 Average

The decline in social housing construction has caused Canada to fall behind many of our OECD and G7 partners and has helped contribute to a lack of affordability. A January 2023 [Scotiabank report](#) finds that there are roughly 655,000 social housing units in Canada, with 58 per cent owned by governments, 26 per cent owned by non-profits and 10 per cent with a co-op ownership model. Canada's social housing stock represents 3.5 per cent of all Canadian housing, half of the OECD average, as shown in Figure 7. The Scotiabank report calls for more social housing to be built, stating, "Canada needs a more ambitious, urgent and well-resourced strategy to expand its social housing infrastructure. Aims to double the stock of social housing across the country could be a start." The Canadian Housing and Renewal Association's 2022 [Blueprint for Housing](#) has made a similar recommendation, calling on the federal government to "double the proportion of housing in Canada considered community housing by the year 2035."

Figure 7 Number of Social Rental Dwellings as a Share of the Total Number of Dwellings, 2020 or Latest Year Available¹⁴



Governments across Canada recognize the need to build more housing of all forms. The federal government has set a target for [3.5 million homes](#) to be built between 2022 and 2031, with the Ontario government pledging to build [1.5 million homes](#) during that period. These goals represent a doubling of housing completions over the previous decade but may be too modest, according to research from the CMHC. Instead of doubling housing completions, in [Housing Shortages in Canada: Solving the Affordability Crisis](#), the CMHC finds that Canada will need to triple housing completions. Specifically, the report finds the country will need to build 5.8 million housing units, of all types, in the nine years between 2022 and 2031, with 2.6 million of those needing to be in Ontario if Canada is genuinely going to tackle our housing affordability crisis. While the CMHC did not estimate the number of purpose-built rental units needed, approximately two million of the 5.8 million would need to be purpose-built rental units to maintain current housing start ratios.

Tripling home building in such a short time presents a monumental challenge. To do so, all orders of government, along with builders, developers and the higher education sector, must understand their roles in the system, along with the bottlenecks that prevent housing construction from being increased. The PLACE Centre report *Working Together to Build 1.5 Million Homes* has identified six core challenges to achieving our housing supply targets. The federal government has a role to play in each.

¹⁴ Data Source: [Public policies towards affordable housing](#), OECD.

Addressing the Bottlenecks that Prevent the Construction of Accessible, Climate-Friendly and Affordable Purpose-Built Rental Housing

All orders of government must begin identifying and breaking down the barriers preventing rental housing construction. The PLACE Centre has identified six core challenges to achieving our housing supply targets:

- A. **Coordination:** No one actor in the system can ensure that housing completions keep pace with population growth. All levels of government, the higher education sector, builders, developers and the non-profit sector all play vital roles. This requires actors in the system to share data, coordinate their actions and keep each other accountable.
- B. **Ability:** Building homes requires sufficient labour, materials, equipment, land and capital. Not having enough plumbers, to enough bathtubs, to enough money to pay for plumbers or bathtubs, will prevent the necessary quantities of homes from being built.
- C. **Viability:** Or, as developers ask, “will it pencil?” For-profit builders and developers will not build unless it makes economic sense for them to do so. Revenue from building homes must sufficiently exceed the costs, which is particularly challenging when we also need homes to be affordable to families across the income spectrum.
- D. **Productivity:** There may be some inputs to homebuilding where we cannot double or triple them in such a short time. Homebuilding needs to be more productive and innovative. By being more productive and innovative, we can build more housing with fewer inputs, increasing the ability and viability of building homes.
- E. **Permission:** The regulatory environment needs to allow housing to be built, with minimal delays, while producing them safely, protecting the environment and creating great communities for all ages.
- F. **Non-Market Housing:** There are housing needs that the market cannot meet. These gaps create the need for governments and not-for-profit actors to build everything from supportive living housing units to student residences and do so in sufficient quantities.

The federal government plays a role in each of these six core challenges. This paper recommends steps the federal government can take on each challenge to accelerate housing completions.

We should also recognize, however, that it will take time to build these homes and that affordability challenges will persist. As such, we have added a seventh set of policy recommendations to provide financial support for low-income renters.

Across these seven areas, we provide a total of ten recommendations to the federal government, some with subparts, designed to accelerate the completion of accessible, climate-friendly and affordable purpose-built rental units and to provide income support for renters.

A. Coordination

No one actor in the system can ensure that housing completions keep pace with population growth. All levels of government, the higher education sector, builders, developers and the non-profit sector all play vital roles. This requires actors in the system to share data, coordinate their actions and keep each other accountable.

01

Recommendation 01: Create a coordinated plan with all three orders of government and create an Industrial Strategy led by a roundtable of public and private builders, the non-profit housing sector, investors and labour. The federal plan should include targets and accountability measures. The plan should include enhanced data collection, more robust and frequent population forecasts and better research to understand Canada's housing system. The plan should also include a blueprint to fund deeply affordable housing, co-operative housing and supportive housing, along with seniors housing and student residences and double the relative share of non-market community housing.

This recommendation contains several components, including:

- a. **Create and mandate a supply-side roundtable on housing.** The roundtable would include all three orders of governments, along with investors, funders, owners, operators, developers, labour, builders and non-profit stakeholders, including urban, rural and northern Indigenous housing experts. The table would propose, test and review housing policy for achieving federal, provincial and municipal supply targets. It would create a standard set of definitions for terms such as "affordability" to ensure alignment across programs. The body would be able to propose adjustments to labour, immigration, funding models, industrial regulations and government programs, from all orders of government, in real-time to innovate and fine-tune housing programs across Canada. The roundtable should also examine the role the tax system, both as a whole and at the individual tax level, plays in discouraging, or encouraging, housing development, as taxes compromise a substantial portion of development costs. The recommendation for a roundtable is aligned with Recommendation 166 from the March 2023 [Responding to the Challenges of Our Time](#) report by the Standing Committee on Finance, which states "[c]ommit to building up the affordable housing stock and to bring together provincial and municipal business and non-profit partners at the table to find innovative solutions and to expedite zoning, permitting and development processes."
- b. **Work collaboratively to craft a set of housing targets for each level of government.** These can include housing completions (or starts) targets for the federal government, provinces and major municipalities aligned with the CMHC's Affordability Crisis report figures. However, these targets must go beyond mere units and incorporate targets for the mix of housing and approval speed for each order of government. The targets should also include targets and timelines for substantially increasing non-market community housing in Canada.
- c. **Tie federal funding to municipalities on their progress towards hitting their targets, with additional funding for those that exceed it.** The targets should not just include unit and cost targets, which municipalities have limited control over, but also include targets on approval times. Additional financial support could be given to communities undertaking zoning reforms to allow for more as-of-right construction.

- d. **Promote evidence-based policymaking through additional research, data and forecasts.** This plan should include more granular and frequent population forecasts by the federal government. Monthly CMHC data releases should include additional information on smaller communities. Additional research on the impact of population growth through immigration and non-permanent residents on the supply and demand of housing is needed, along with work on a better understanding of housing as a system and better data on homelessness. This research will require increased funding to Statistics Canada, the CMHC and non-governmental research institutes.
- e. **Jointly create a plan designed to reduce the inflow into the homeless service system and accelerate the outflow in the form of permanent housing move-ins from the homeless system. This plan should include, at a minimum, significant funding for building rent geared to income and supportive housing.** There is a significant need for these units. The Canadian Alliance to End Homelessness report [Recovery for All](#), from June 2020, advocated for a plan “to assist a total of 350,000 families or individuals: including 245,000 affordable units, with a blend of new build and preserving existing [Naturally Occurring Affordable Housing] stock through non-profit acquisition [as well as] 50,000 Permanent Supportive Housing spaces to end chronic homelessness.” The plan should set rent geared to income and supportive housing targets incorporating recent population growth. The plan should align with the social housing target set in recommendation 1b and consider individuals with diverse needs, from seniors to refugees to persons experiencing mental health issues. Finally, the plan should also jointly craft for the financing of those units.
- f. **Co-create a plan and a fund to build additional student residences across Canada.** Canada is experiencing an international student boom, straining housing markets in communities with high enrollments relative to the population. This drives up rents and the price of family-friendly housing, as those homes are purchased by investors and converted into student rentals. Building more student residences at our colleges and universities would ease these pressures.
- g. **Co-create a plan and share best practices on building housing for seniors in the neighbourhoods where they wish to live.** Seniors living on fixed incomes can be particularly vulnerable to increasing rents. Creating more housing options for seniors can create more options and reduce upward rent pressures. It can also incentivize seniors to sell their current family-sized homes, allowing the next generation of families with young children to move into existing neighbourhoods with schools, parks and other amenities.
- h. **Immediately launch and implement the federally funded Co-operative Housing Development Program, committed to in the 2022 Federal Budget and work with other levels of government to scale up co-op housing development across the country.**
- i. **Support a For-Indigenous, By-Indigenous Urban, Rural and Northern housing strategy, and deliver the initial \$4BN over 7 years allocated in the 2023 Federal Budget through NICH, the National Indigenous Housing Collaborative Inc.**

B. Ability

Building homes requires sufficient labour, materials, equipment, land and capital. Not having enough plumbers, to enough bathtubs, to enough money to pay for plumbers or bathtubs, will prevent the necessary quantities of homes from being built.

02

Recommendation 02: The federal government should help create a national workforce and immigration strategy on housing, including construction trades and other employment classes related to housing production.

A lack of skilled labour will substantially limit Canada's ability to build enough housing. The October 2022 CMHC report, [Labour Capacity Constraints and Supply Across Large Provinces in Canada](#) projects that while Ontario, Québec and British Columbia will need to double housing starts over the next decade to reach the CMHC's 2030 affordability supply target, labour constraints will limit these provinces to increases of 36 per cent, 41 per cent and 29 per cent respectively, under the best case scenario.

The federal government should work with the other two orders of government, the higher education sector trades unions and builders to co-develop a detailed workforce and immigration strategy on housing. It should provide labour market projections by province and trade, identify the most significant shortages and create a plan to address those imbalances. That plan should include a combination of training for those in Canada, targeted immigration programs to encourage skilled, temporary and permanent foreign workers, along with productivity enhancements to ensure we are getting the most out of every skilled tradesperson.

A wide array of potential reforms could be enacted as part of a national workforce and immigration strategy on housing. The Ontario Road Builders' Association has [recommended](#) a three-point plan, including "[removing] bias in the immigration point system that favours better-educated prospects over less-educated workers who might have skills in construction labour," and "[enhancing] the ability to match construction skills where needed and more immediately." Ensuring portability between employers of skilled tradespeople is critical, to allow these important workers to use their skills where they are most needed. Pathways to permanent residency and greater protections for Temporary Foreign Workers must also be considered. Canada's need for skilled tradespeople extends beyond the limits of existing Temporary Foreign Worker programs.

C. Viability

Or, as developers ask, "will it pencil?" For-profit builders and developers will not build unless it makes economic sense for them to do so. Revenue from building homes must sufficiently exceed the costs, which is particularly challenging when we also need homes to be affordable to families across the income spectrum.

Unfortunately, many much-needed purpose-built rental projects are not viable, given the costs and the existing tax structure.

In December 2021, the CMHC published the Research Insight [Purpose-Built Rentals Facing Financial Feasibility Challenges](#). The CMHC commissioned the Altus Group [to conduct a study](#) examining the financial viability of creating market-rate purpose-built rental housing in six cities: Vancouver, Calgary, Winnipeg, Toronto, Montreal and Halifax. Not surprisingly, the research found that project economics made the construction of purpose-built rentals unviable in most (but far from all) cases:¹⁵

Market rents are consistently below economic rents (i.e., rents required to make a project financially viable). In other words, market rents are rarely sufficient to cover the development and construction costs of projects, regardless of the project size, location and quality of the finishes.

The federal government has several levers to increase the after-tax rate of return on rental housing and increase access to financing, allowing more projects to pencil. They include the following two recommendations.

03

Recommendation 03: The federal government should help reform CMHC fees and the federal tax system, including changes to capital cost provisions and eliminating the GST/HST on purpose-built rental housing to incentivize the construction of purpose-built rental housing.

¹⁵ We should note that construction costs are up substantially since 2021, harming viability further beyond what is suggested in the Altus report.

This recommendation contains several components, including:

- a. **The federal government should remove GST/HST from new capital investments in purpose-built rental housing.** Removing the GST/HST has been recommended by several groups, including the [Canadian Rental Housing Providers for Affordable Housing](#). Removing both the federal and provincial components of the HST would reduce the development cost of new purpose-built rental housing in Canada, according to the report [Encouraging Construction and Retention of Purpose-Built Rental Housing in Canada](#). The [2015 mandate letter](#) to Finance Minister Bill Morneau also included “[r]emove the GST on new capital investments in rental housing” as a top priority.
- b. **Defer capital gains tax and recaptured depreciation due upon the sale of an existing purpose-built rental housing project, providing that the proceeds are reinvested in the development of new purpose-built rental housing.** This recommendation is from the report [Encouraging Construction and Retention of Purpose-Built Rental Housing in Canada](#). Owners of rental properties under the existing tax system are disincentivized from selling older projects and redeploying the capital to new builds. This reform would remove that disincentive and encourage building new purpose-built rentals.
- c. **Increase the Capital Cost Allowance (CCA) on newly constructed purpose-built rental buildings.** Increasing the current 4 per cent CCA on newly constructed purpose-built rental projects and provisions to defer capital gains taxes would provide strong incentives to create new purpose-built rental housing. Even higher rates could be given to projects that meet accessibility, affordability and energy efficiency/GHG reduction targets, similar to CMHC’s MLI Select financing program, to provide additional incentives for projects with these qualities to get built. This reform is an idea explored in the piece [How Canada can create more rental housing](#).
- d. **The CMHC should examine the point system in the MLI Select program for new construction to increase the number of purpose-built rentals that are affordable.** MLI Select provides enhanced loan terms for landlords that can demonstrate affordability, sustainability and accessibility. MLI Select is a vitally important program. However, very few projects have met the affordability criteria due to the onerous eligibility requirements. The affordability criteria should be adjusted to allow for the building of more affordable units. Affordability criteria for existing buildings under MLI Select should also be re-examined to help preserve existing affordable units and incentivize landlords to adjust rents on some units to affordable levels.
- e. **When selling to a non-profit operator, land trust, or non-profit acquisition fund, provide a capital gains tax break to private owners of multi-purpose rental.** This initiative would incentivize selling to non-profits and protect affordable purpose-built rental housing.
- f. **Create an affordable housing tax credit for developers that invest equity in community purpose-built rental housing projects.** The U.S. Low Income Housing Tax Credit could provide a template for such a tax credit.

04

Recommendation 04: Provide low-cost, long-term fixed-rate financing for constructing purpose-built rental housing, as well as financing to upgrade existing purpose-built rentals to make them more accessible, climate-friendly and energy efficient.

Despite Canada’s affordability crisis and housing shortages, [housing starts are falling due to rapidly rising interest rates](#). Existing financing mechanisms have been [criticized](#) for having unclear underwriting criteria, lengthy approval times and inconsistent market rate evaluation methods. In a period of rising and volatile interest rates, developers face significant risks when building new affordable purpose-built rentals or upgrading existing units for energy efficiency and their interest payments will rise in the future. These problems can be solved if the CMHC or the Canada Infrastructure Bank were to provide 25-year, fixed-rate financing for projects, including both new builds and upgrades, that meet certain accessibility, affordability

and climate-friendly criteria. The CMHC should also be provided with additional funding to increase the underwriting resources to expedite approvals or to outsource the approval process based on defined criteria, as currently, developers often have to obtain interim financing while waiting for approval on a CMHC loan.

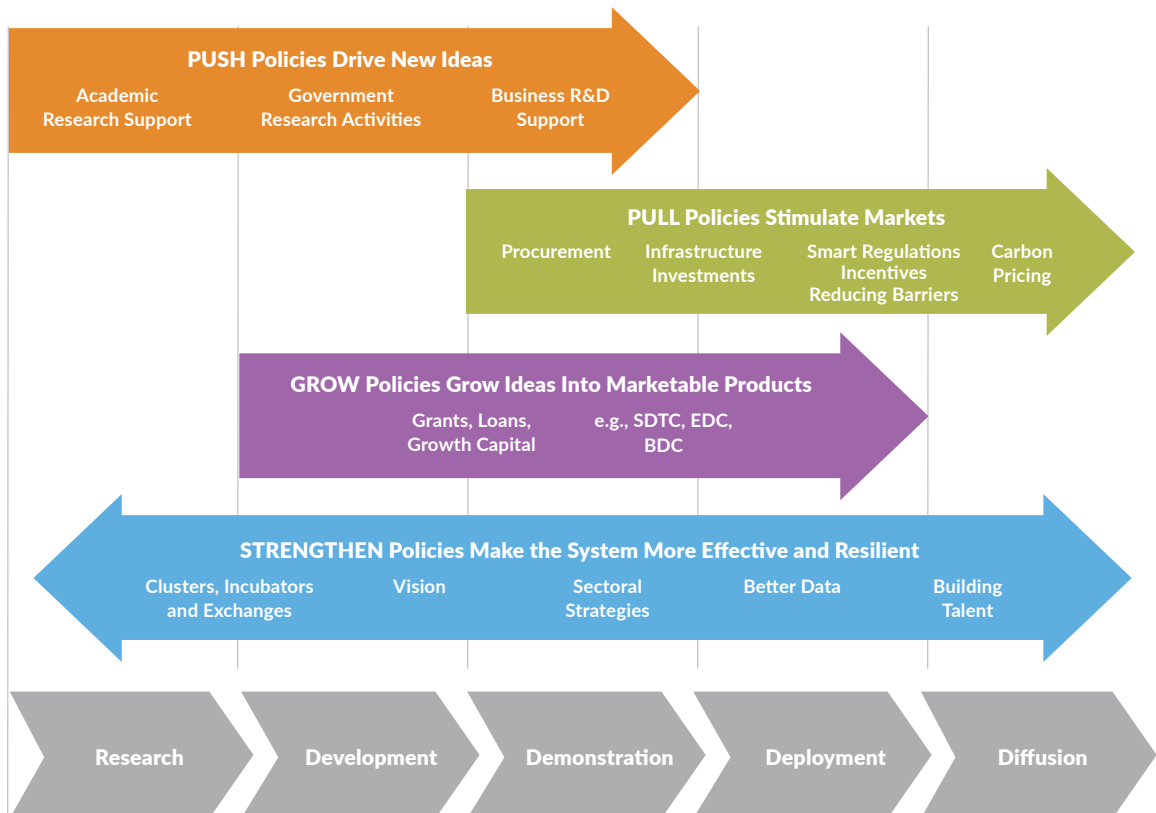
D. Productivity

There may be some inputs to homebuilding where we cannot double or triple them in such a short time. Homebuilding needs to be more productive and innovative. By being more productive and innovative, we can build more housing with fewer inputs, increasing the ability and viability of building homes.

05 **Recommendation 05:** To ensure innovations achieve scale, the federal government should help develop a robust innovation strategy for housing, including procurement policy and innovation centres for housing construction.

The same policy tools used to drive innovation in sectors from electric vehicle manufacturing to agrifood to aerospace can be used to drive innovation in the homebuilding sector. For example, the March 2023 [Responding to the Challenges of Our Time](#) report by the Standing Committee on Finance recommended that the federal government “[p]rovide funding to demonstrate and scale a diverse set of innovative, near-zero emission building materials.” The potential areas for innovation are countless, including modular and off-site construction, panelization and low-carbon concrete. An innovation policy is essentially in ensuring these technologies and companies achieve scale.

As outlined by the Smart Prosperity Institute report [Accelerating Clean Innovation in Canada](#), an innovation strategy should contain push, pull, grow and strength components:



Permissions act as a critical pull component in innovation. For purpose-built rental construction, these permissions reforms would include reforming the National Building Code (see Recommendation 6) and a catalogue of pre-approved designs (Recommendation 7).

E. Permission

The regulatory environment needs to allow housing to be built, with minimal delays, while producing them safely, protecting the environment and creating great communities for all ages.

06

Recommendation 06: The federal government should help reform the National Building Code to drive innovation in the homebuilding sector.

Changes to the building code can drive productivity in the building sector and allow for more accessible, climate-friendly and affordable purpose-built rental projects, which can be less labour-intensive to build. These can include modular housing construction, mass timber and [single egress for multi-unit residential buildings up to 6 storeys](#). These reforms can be coupled with incentives to ensure these innovations are adopted at the provincial level. The federal government could also develop a National Zoning Code, incorporating global best practices in creating density, particularly around transit lines. Like the National Building Code, the federal government cannot mandate provinces and municipalities to adopt its provisions; however, it can encourage them through incentives.

07

Recommendation 07: Streamline the CMHC approvals process, which can include a Code of Conduct for Builders and a catalogue of pre-approved designs to allow for the fast-tracking of purpose-built rental housing.

A [recent review](#) of purpose-built rental projects in the City of Toronto found that “the average length of time between application submission and project completion was 100 months, with the time to reach approval averaging 29 months, the average time from approval to construction averaging 32 months and the construction process averaging 39 months.” Some of the time between approval to construction can be attributed to the approvals process for lending or insurance. While due diligence must occur, these processes can be streamlined by not duplicating efforts on projects with similar features or the same developer. There are several ways of doing so, including:

- a. **Create a code of Conduct for Developers and Builders.** To qualify for government programs, borrowing agreements and other supports, builders and operators must sign on to a code of conduct. This Code should be co-developed by governments and the supply-side roundtable on housing (Recommendation 1) and be aligned with how the Right-to-Housing is framed within the National Housing Strategy Act.
- b. **Create a catalogue of pre-approved housing designs, including mid-rise purpose-built rentals, that are energy-efficient, using innovative methods such as mass-timber and require less skilled labour than traditional forms. Developments that use these designs should be fast-tracked for CMHC and other approvals.** T catalogue of pre-approved designs would speed up approvals processes and create economies-of-scale for new building methods such as modular housing, lower costs through learning by doing and act as a “pull” mechanism to stimulate innovation in the homebuilding sector.

F. Non-Market Housing

There are housing needs that the market cannot meet. These gaps create the need for governments and not-for-profit actors to build everything from supportive living housing units to student residences and do so in sufficient quantities.

Four components from Recommendation 1, in the section on collaboration, have a non-market housing component:

Recommendation 1e: Jointly create a plan designed to reduce the inflow into the homeless service system and accelerate the outflow in the form of permanent housing move-ins from the homeless system. This plan should include, at a minimum, significant funding for building rent geared to income and supportive housing.

Recommendation 1f: Co-create a plan and a fund to build additional student residences across Canada.

Recommendation 1g: Co-create a plan and share best practices on building housing for seniors in the neighbourhoods in which they wish to live.

Recommendation 1h: Immediately launch and implement the federally funded Co-operative Housing Development Program, committed to in the 2022 Federal Budget and work with other levels of government to scale up co-op housing development across the country.

We would add to these another recommendation, which lives outside of the collaboration section, as it can be done solely by the federal government:

08

Recommendation 08: Create property acquisition programs for non-profit housing providers to help purchase existing rental housing projects and hotels and facilitate office-to-residential conversions. These programs could include capital grants, provision of pre-approved debt financing, funds that provide secondary debt and equity financing, or other innovative levers that help with the initial costs without saddling the providers with operating and significant debt servicing costs.

This approach was recommended in the March 2023 [Responding to the Challenges of Our Time](#) report by the Standing Committee on Finance. This recommendation is also aligned with a recommendation from the [Canadian Rental Housing Providers for Affordable Housing](#), which states, “that the government create a fund and financing program to allow non-profits, cooperatives and community land trusts to cost-effectively acquire existing rental housing properties, making them permanently affordable.” [The Co-operative Housing Federation of Canada](#), [Canadian Housing and Renewal Association](#) and the Federation of Canadian Municipalities have also advocated for such an approach. This approach should also include mechanisms to facilitate charitable endowment impact investment in affordable housing. Charitable endowments could help bring additional capital into the system; according to [Philanthropic Foundations Canada](#), public and private foundations in Canada “collectively steward over \$120 billion in assets”.

G. Supports for Low-Income Renters

There are two separate challenges the federal government should address when it comes to ensuring low-income individuals and families can afford suitable housing. The first is mitigating rent inflation's impact and protecting the lowest-income families from homelessness and food insecurity. Our first recommendation addresses that issue:

09

Recommendation 09: Create a Homelessness Prevention and Housing Benefit (HPHB), which would provide immediate rental relief to up to 385,000 households at imminent risk of homelessness, help over 50,000 people leave homelessness and reduce pressure on Canada's overwhelmed homeless systems.

This recommendation is from the Canadian Alliance to End Homelessness' report [Responding to a New Wave of Homelessness](#). The benefit would take a two-stream approach: the first stream would "reduce the flow into chronic homelessness and accelerate exits from chronic homelessness." This stream would up provide financial support of an average of \$600-\$700 per month, to 50,000 persons, for an annual fiscal cost of \$360 million to \$420 million. The second stream would prevent "at risk" populations from becoming homeless. This stream would provide financial support to those paying 40 per cent or more of their income and rent and could cost between \$1 billion and \$3 billion a year, depending on how it was designed. This idea is similar to one the [National Housing Collaborative](#) designed in 2016.

10

Recommendation 10: Ceform the Canada Housing Benefit to better target individuals and families with the greatest housing needs by replacing it with a Portable Housing Benefit (PHB).

Although helpful, the current Canada Housing Benefit poorly targets those in core housing need. The federal government should consider replacing it with a [Portable Housing Benefit](#) (PHB). One such model for a PHB comes from the [National Housing Collaborative](#). This model would provide a top-up to families paying more than 30 per cent of their income in housing. Unlike the Canada Housing Benefit, the PHB would ensure that households "are subsidized on the basis of their actual rent, which allows the amount of benefit to respond very specifically to each household's level of need."




CAEH Canadian Alliance to
End Homelessness


PLACE Centre
Smart Prosperity Institute

REALPAC




THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2023 - 175

DIVISION LIST

YES NO

DATE: November 21, 2023

- Councillor **G. ASHFORD**
- Councillor **J. BELESKEY**
- Councillor **P. BORNEMAN**
- Councillor **B. KEITH**
- Councillor **D. McCANN**
- Councillor **C. McDONALD**
- Mayor **J. McGARVEY**

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

MOVED BY:

SECONDED BY:

CARRIED: ✓ DEFEATED: _____ Postponed to: _____

That Council of the Corporation of the Town of Parry Sound hereby supports attached Motion 2023-10-05 passed on October 10, 2023 by the Near North District School Board which strongly implores the Ministry of Education not to exercise their authority granted by Bill 98 for the closure of rural elementary schools, and

That a study be undertaken to determine which of two rural elementary schools, being either McDougall Public School or Nobel Public School, is the most appropriate to stay open in the West Parry Sound District to serve the area's growing population and alleviate the need to add to the current JK-Grade 12 mega-school construction project; and

That this resolution be forwarded to the Ontario Public School Boards' Association, the Honourable Stephen Lecce Minister of Education, MPP Graydon Smith and West Parry Sound District Municipalities.

Mayor Jamie McGarvey



Motion: 2023-10- 05
Date: October 10, 2023

**BOARD OF TRUSTEES
REGULAR MEETING**

Moved by: Trustee Wesley
Seconded by: Trustee Fuscaldo

WHEREAS the Near North District School Board places significant value on its diverse rural communities and their vital role in shaping public education;

AND WHEREAS the Near North District School Board recognizes the immense benefits of providing rural schools that students can easily access by foot or a short bus ride, fostering healthy living and engagement in before and after-school programs;

AND WHEREAS rural elementary schools serve as a hub for educational, cultural, and community activities, fostering a sense of belonging and unity among students, families, and residents;

AND WHEREAS, despite a previously declining enrolment, the Board has demonstrated exceptional operational efficiency and worked closely with the Ministry of Education to maintain the operation of rural elementary schools;

AND WHEREAS it is the responsibility of the Ministry of Education to ensure equal access to quality education for all students, regardless of their geographical location or socio-economic background;

AND WHEREAS Bill 98 outlines the circumstances under which a board may be required to sell, lease, or otherwise dispose of a school site, part of a school site, or school property, granting the Minister various powers in such dispositions, including the authority to create regulations;

AND WHEREAS the Near North District School Board currently possesses vacant space that could potentially lead to the consolidation or closure of rural elementary schools;

AND WHEREAS the Near North District School Board was required to close and integrate two rural elementary schools to secure funding for a new capital school project in the Town of Parry Sound;

NOW, THEREFORE, BE IT RESOLVED that the Board of Directors of Near North District School Board hereby strongly implores the Ministry of Education not to exercise their authority granted by bill 98 for the closure of rural elementary schools;

BE IT FURTHER RESOLVED, that a copy of this resolution be transmitted to OPSBA Northern Caucus and the Ministry of Education for their consideration.

ACTION: carried Signed: [Signature]



P.O. Box 382
North Bay, ON P1B 8H5
705.497.5555 Ext. 507
admin@nearnorthcrimestoppers.com

November 22, 2023

Dear Mayor Moore and Councillors,

Every January, **Crime Stoppers Month** is recognized around the world for the organization's impact on its communities. Our mission is to STOP, SOLVE, AND PREVENT CRIME-TOGETHER!

Near North Crime Stoppers (NNCS), which serves the Districts of Nipissing and Parry Sound is a registered charitable program that enhances community safety across the region. Despite all the modern technology available to law enforcement agencies, one of the most cost-effective and successful methods to prevent or solve crime is when someone anonymously reports a TIP to Crime Stoppers through the TIPLINE or the website. We do not subscribe to any call tracing technology, so tips remain confidential and are passed on to the appropriate law enforcement agency.

To date, NNCS has received 22,468 calls from tipsters, contributing to the arrest of 1,786 individuals, and over \$4.3 million in property and cash having been recovered. Nearly \$58 million in drugs, destined for our communities, have been seized because of Crime Stoppers anonymous, valuable information.

The success of Crime Stoppers rests heavily on community engagement through awareness and support of many partners, with municipalities being key stakeholders. Recognizing and supporting Crime Stoppers helps municipalities to support their local **Community Safety and Well Being Plans** plan.

We are asking your council to **pass a resolution recognizing January 2024 as Crime Stoppers Month**, and post/share messaging on your social media sites and electronic boards in your community. You can keep an eye on <https://www.facebook.com/NearNorthCrimeStoppers> , our website <https://nearnorthcrimestoppers.com>

If your council agrees to proclaim January as Crime Stoppers month, please contact us so that we can recognize your municipality on our social media platforms. If you would like to learn more about our program, we would be happy to present information upon request. Thank you for your continued support.

Sincerely,

A handwritten signature in black ink, appearing to read "Brandon Fenton".

Brandon Fenton
Chair

A handwritten signature in black ink, appearing to read "Mary Houghton".

Mary Houghton
Executive Secretary



Township of McKellar

701 Hwy #124, P.O. Box 69, McKellar, Ontario POG 1C0

Phone: (705) 389-2842


Fax: (705) 389-1244


Request for Proposal Opening RFP PW-2023-15 St. Stephen's Church Renovations

Closing Date: October 19, 2023 2:00 p.m.

Vendor	Date/Time Rec'd	Subtotal	HST	Total
B.A. Construction + Restoration	Oct. 19/23 12:40 pm			
Proposal 1 Prepare + Paint wood windows		\$ 74,500.00	\$ 9,685.00	\$ 84,185.00
Proposal 2 Install new windows		\$ 94,500.00	\$ 12,285.00	\$ 106,785.00
Northern View Construction	Oct. 19/23 8:56 am	\$ 65,771.00	\$ 8,550.23	\$ 74,321.23

Request for proposals opened at the Municipal Office at 2:05 p.m. by:


 Karlee Britton
 Deputy Clerk


 Mary Smith
 Treasury Administrative Assistant



TOWNSHIP OF MCKELLAR
 REQUEST FOR PROPOSAL (RFP)
 ST. STEPHEN'S CHURCH RENOVATIONS
 RFP PW-2023-15

Submission Form

Contractor: Northern View Construction
 Address: 11 Riverview Dr McKellar.
 Telephone: 705-203-6364 Email: info@nvcconstruction.ca
 Contact Person: Jeremiah + Jessica Livingston.

Description of Work:

The contractor will be required to provide all machinery, materials, and manpower necessary to complete all work required to fulfill the project deliverables outlined in this RFP.

Location: St. Stephen's Church, 11 Dickinson Road, McKellar, ON P0G 1C0

Subtotal \$ 65,771.00
H.S.T. \$ 8,550.23
TOTAL CONTRACT PRICE: \$ 74,321.23

An Itemized Quotation Must Be Attached or Included In the Proposal Package

The contractor is required to provide the Township with proof of insurance in the amount of \$2,000,000.00, and is responsible for all issues relating to WSIB, insurance etc. for their employees with relation to this contract.

By signing below, I acknowledge that I have read and understand this Request for Proposal PW-2023-15 and I agree to abide by the terms and conditions contained here-in.

Authorized Signature: Jessica Livingston

Name: Jessica Livingston (Please Print or Type)

Date: Oct 18/23.

Witness: [Signature]

Date: Oct. 18/23.

*Note that this submission form is not transferable and any alteration of the Company name entered hereon will be cause for considering the proposal irregular and subsequent rejection of the RFP.

NORTHERN VIEW CONSTRUCTION



Proposed by:

"From roof too footings we've got you covered"

Contact info: 226-343-2414

Jeremiah Livingston

705-203-6364

Email: info@nvconstruction.ca

Proposal To: The Township Of McKellar

Date: October 17, 2023

Contact: Chris Bordeleau 705-389-2842

Email: cbo@mckellar.ca

Address: 11 Dickinson Road, McKellar, ON St. Stephen's Church

Scope of work: Refurbish siding, soffit, and fascia

- Inspect existing walls for damaged, or rotten areas.
- Supply and install new 2"x10" ledger board around base of entire building.
- Replace existing damaged siding boards.(as needed)
- Repair, and sand existing siding on the entire building.
- Caulk, and patch all gaps, and seams on sanded siding.
- Supply and install new exterior primer to all prepped walls.
- Supply and install new exterior White paint to all primed walls.
- Repair, and prep existing soffit, and fascia.
- Supply and install exterior primer, and exterior White paint to soffits, and fascia.
- Remove and dispose of existing stone chimney from the roof line above.
- Frame in existing chimney hole, and install new metal roofing.
- Remove and dispose of existing metal chimney pipe running through the interior of the building.
- Full exterior cleanup upon completion.

Extra Details:

This Proposal does not include any structural repairs.

To include the removal of the existing stone chimney inside
Please Add \$4,385.00+HST

2 weeks would be required to complete the above scope of work.

5 Year Workmanship Warranty!

Total: \$38,979.00

HST: \$5,067.27

Total Sum: \$44,046.27

Signature: _____.

Date of acceptance: _____.

Authorized: _____.

Deposit required _____.



NORTHERN VIEW CONSTRUCTION



Proposed by:

"From roof too footings we've got you covered"

Contact info: 226-343-2414

Jeremiah Livingston

705-203-6364

Email: info@nvconstruction.ca

Proposal To: The Township Of McKellar

Date: October 17, 2023

Contact: Chris Bordeleau 705-389-2842

Email: cbo@mckellar.ca

Address: 11 Dickinson Road, McKellar, ON St. Stephen's Church

Scope of work: New Windows, and refurbish Door

- Remove and dispose of existing windows.
- Clean, Sand, and prep existing door, and entrance walls.
- Clean and inspect existing window openings.
- Supply and install new custom vinyl windows, matching existing décor, and functions.
- Supply and install new stain on door, and entrance walls.
- Supply and install new low expansion spray foam around all new windows.
- Supply and install new high grade exterior caulking around new windows, and doors.(as needed)
- Full interior, and exterior cleanup upon completion.

Extra Details:

This Proposal does not included any structural repairs.

2 weeks would be required to complete the above scope of work.

5 Year Workmanship Warranty!

Total: \$26,792.00

HST: \$3,482.96

Total Sum: \$30,274.96

Signature: _____.

Date of acceptance: _____.

Authorized: _____.

Deposit required _____.



WORKPLACE
HAZARDOUS
MATERIALS
I N F O R M A T I O N
S Y S T E M





Township of McKellar

701 Hwy #124, P.O. Box 69, McKellar, Ontario P0G 1C0

Phone: (705) 389-2842

Fax: (705) 389-1244

PUBLIC NOTICE

Municipal Holiday Closures

MUNICIPAL OFFICE

CLOSED December 25, 2023 to January 1, 2024 inclusive

WASTE TRANSFER STATION

CLOSED December 25, 2023 and January 1, 2024

If you have any questions or concerns, please contact the
Municipal Office at (705) 389-2842.

CORPORATION OF THE TOWNSHIP OF MCKELLAR

BY-LAW NO. 2023-73

**Being a By-law to impose charges on property
owners in a designated area (Craigmore Subdivision)
for the provision of Road upgrades by the Township**

WHEREAS the Township of McKellar has upgraded the roads to serve the lands described in Schedule "A" to this By-law;

AND WHEREAS the Council of the Corporation of the Township of McKellar has determined that the capital costs of the said construction should be charged to and paid by the owners of the land who will derive a benefit from the road upgrades;

AND WHEREAS Section 391 of the Municipal Act, 2001, authorizes the Township to pass by-laws imposing fees or charges on any class of persons for services or activities provided or done by or on behalf of the Municipality and for the use of its property;

NOW THEREFORE the Council of the Corporation of the Township of McKellar hereby enacts as follows:

Imposition of Road Upgrade Charges

- (1) Road upgrade works charges are hereby imposed upon the owners of the lands described in Schedule "A" to this By-law to pay that portion of the capital cost of the road upgrades as set out in Schedule "A".
- (2) The owners of the lands described in Schedule "A" to this By-law shall have the option of paying for the road upgrade works charges imposed on them in either of the following ways;
 - (i) Payment of the full amount on or before March 31, 2024 (no interest rate will be charged)
 - (ii) Payment over one (1) year, starting April 1, 2024, with an interest rate of 5.00% per annum, calculated and payable quarterly. At any time during the one (1) year period, an owner may prepay the full amount or that part remaining together with any interest accrued and unpaid thereon.
 - (iii) Payment over five (5) years, starting April 1, 2024, with an interest rate of 4.93% per annum, calculated and payable quarterly. At any time during the five (5) year period, an owner may prepay the full amount or that part remaining together with any interest accrued and unpaid thereon.
 - (iv) Payment over ten (10) years, starting April 1, 2024, with an interest rate of 4.83% per annum, calculated and payable quarterly. At any time during the ten (10) year period, an owner may prepay the full amount or that part remaining together with any interest accrued and unpaid thereon.
 - (v) In the event that an owner does not choose one of the options for the payment of the road upgrade charges within thirty (30) days after receiving notice from the Municipality, then the owner shall be deemed to have chosen option (i) as set out above.
 - (vi) Any notice required to be given by the Municipality to the owner shall be given at the owner's address according to the last revised Assessment Roll.
 - (vii) Interest shall be due and payable at the same rate as is charged for the non-payment of realty taxes (currently 1.25% per month or 15% per annum), on any road upgrade works charges imposed under this By-law that are due and unpaid.

Billing and Collecting

(3) The Treasurer of the Municipality is hereby appointed and authorized to take all necessary procedures for the billing and collection of the road upgrade works charges. The Treasurer may add the road upgrade charges to the tax roll of the lands described in Schedule "A" to this By-law and collect the said charges in the same manner as municipal taxes, if the owner fails to pay any outstanding dues.

Apportionment

(4) In the event that new parcels of land are created from an existing parcel in respect of which road upgrade works charges has been imposed under this By-law the Council of the Municipality may impose the road upgrade works charges on each new parcel in such manner as the Council considers fair and reasonable having regard to the effect of the Road Upgrade Works on each new parcel which is created and such other matters as it considers appropriate.

Severability

(5) The provisions of this By-law are severable such that if any provision of this By-law is struck down or found to be unenforceable, all other provisions of this By-law shall continue in full force and effect.

Effective Date

(6) This By-law shall come into force and take effect upon the date of its passage.

READ a FIRST and SECOND time this 7th day of November, 2023.

David Moore, Mayor

Ina Watkinson, Clerk/Administrator

READ a THIRD time and **PASSED** in **OPEN COUNCIL** this 5th day of December, 2023.

David Moore, Mayor

Ina Watkinson, Clerk/Administrator

SCHEDULE "A" TO BY-LAW 2023-73

The roads in the Craigmere Subdivision are municipally owned un-assumed roads, that are not maintained by the Township. The Township carried out a project to upgrade the roads in Craigmere Subdivision, which include Craigmere Dr., Braemar Blvd and Lakeview Cres.

There are thirty-nine (39) owners of land in Craigmere Subdivision, plus two (2) properties are owned by the Township of McKellar. These properties are identified as follows:

Civic or Legal Address	Roll No.
1 Braemar Boulevard	492800000135800
2 Braemar Boulevard	492800000137100
3 Braemar Boulevard	492800000135900
4 Braemar Boulevard	492800000137000
5 Braemar Boulevard	492800000136000
6 Braemar Boulevard	492800000136900
7 Braemar Boulevard	492800000136100
8 Braemar Boulevard	492800000136800
9 Braemar Boulevard	492800000136200
10 Braemar Boulevard	492800000136700
11 Braemar Boulevard	492800000136300
12 Braemar Boulevard	492800000136600
13 Braemar Boulevard	492800000136400
14 Braemar Boulevard	492800000136500
16 Craigmere Drive	492800000137900
18 Craigmere Drive	492800000137800
20 Craigmere Drive	492800000137700
22 Craigmere Drive	492800000134800
PLAN 249 LOT 7	492800000134700
26 Craigmere Drive	492800000134600
28 Craigmere Drive	492800000134500
30 Craigmere Drive	492800000134400
32 Craigmere Drive	492800000134300
34 Craigmere Drive	492800000134200
36 Craigmere Drive	492800000134100
1 Lakeview Crescent	492800000137200
PLAN 249 LOT 31	492800000137300
4 Lakeview Crescent	492800000135600
PLAN 249 LOT 32	492800000137400
6 Lakeview Crescent	492800000135500
8 Lakeview Crescent	492800000135400
9 Lakeview Crescent	492800000137500
10 Lakeview Crescent	492800000135300
PLAN 249 LOT 34	492800000137600
12 Lakeview Crescent	492800000135200
14 Lakeview Crescent	492800000135100
16 Lakeview Crescent	492800000135000
18 Lakeview Crescent	492800000134900
CON 5 PT LOT 31 PT LOT 32 BAL OF ACRE NOT IN PLAN 249	492800000138000
PLAN 249 BLOCK B (Township Owned)	492800000135700
PLAN 249 BLK A (Township Owned)	492800000134000

ACTUAL COST FOR CRAIGMORE SUBDIVISION

Item	Cost	Notes
Granular Materials	\$ 65,650.00	Granular A & B
Culverts	\$ 6,500.00	Culverts
Blasting	\$ 3,561.60	Blasting
Tree Removal	\$1,221.12	5 Trees removal cost
Machinery/Equipment	\$27,100.00	Use of Municipally/ Equipment
Legal Cost (Estimated)	\$1,000.00	Legal Cost -Bylaw Review
Consultant Review-(Estimated)	\$2,000.00	Engineer's inspection cost
TOTAL	\$107,032.72	

The total cost of Craigmore's Subdivision project as of September 30, 2023 is \$107,032.72, will be shared equally between the forty-one (39) property owners, plus two (2) properties owned by the Township of McKellar in Craigmore Subdivision identified above. As of September 30, 2023, the total cost for each individual property is \$ 2,610.55.

DRAFT

CORPORATION OF THE TOWNSHIP OF MCKELLAR

BY-LAW NO. 2023-66

Being a By-law to Regulate the Speed of Motor Vehicles on Certain Highways within the Municipality

WHEREAS subsection 2 and 3 of section 128 of the Highway Traffic Act, R.S.O. 1990, Chapter H.8, provides that the Council of a municipality may by by-law prescribe a speed limit of that is not greater than 100 kilometres per hour or motor vehicles driven on any highway or portion of highway under its jurisdiction;

AND WHEREAS it is deemed expedient that the speed of motor vehicles on certain highways in the Corporation of the Township of McKellar be restricted;

AND WHEREAS By-law 2003-13 be hereby repealed;

NOW THEREFORE the Council of the Corporation of the Township of McKellar enacts as follows:

1. When any highway or portion of highway set out below is marked in compliance with the regulations under the Highway Traffic Act, the maximum rate of speed thereon shall be **20 kilometres** per hour.

<u>HIGHWAY</u>	<u>FROM</u>	<u>TO</u>
Armstrong Street	Centre Road	Louisa Street
Bay Drive	Deerfield Road	End
Braemar Boulevard	Lakeview Crescent	End
Catherine Street	Centre Road	Lakeshore Road
Charles Avenue	Elizabeth Avenue	End
Craigmore Drive	Burnett's Road	Burnett's Road
Deerfield Road	McKellar Ferguson Boundary Road	End
Elizabeth Avenue	Hollys Road	End
Genes Court	Manitou Drive	End
Harriett Street	Highway 124	Turtle Lane
Henry Street	Lakeshore Road	End
Islandview Drive	Philip Avenue	End
Kirk Avenue	Philip Avenue	End
Lakeshore Road	Catherine Street	South to Charlie's Lane
Lakeview Crescent	Craigmore Drive	Craigmore Drive
Louisa Street	Catherine Street	Armstrong Street
Manitou Drive	Tait's Island Road	Entire
Marine Drive	Manitou Drive	End
Mary Street	Harriett Street	Catherine Street
North Point Road	Manitou Drive	End
Park Drive	Manitou Drive	End
Patterson Lane	Highway 124	Catherine Street
Philip Avenue	Elizabeth Avenue	End
Pine Point Trail	West Point Drive	End
Sharon Park Drive	Highway 124	End
South Point Drive	Manitou Drive	End
Sparrow Lane	Camp Road	End
Susan Avenue	Elizabeth Avenue	End
West Road	Highway 124	McKellar Ferguson Boundary Road

2. When any highway or portion of highway set out below is marked in compliance with the regulations under the Highway Traffic Act, the maximum rate of speed thereon shall be **40 kilometres** per hour.

HIGHWAY	FROM	TO
Bells Road	Hurdville Road	End
Brownley Road	Centre Road	End
Bruce Trail (FR 152B)	Stoney Road	End
Burnett's Road	Hurdville Road	End
Camp Majala Road	Burnetts Road	End
Camp Road	Centre Road	West to Lot 24, Concession 8
Cardinal Court	Camp Road	End
Cemetery Road	Hurdville Road	End
Centre Road	King's Highway #124	East to Balsam Road
Dickinson Road	Broadbent Road	Fire Route 200
Dockside Drive (FR 152A)	Stoney Road	End
Fire Route 200	Centre Road	End
Fishers Road	Blackwater Road	End
Fords Road	Broadbent Road	Municipal Boundary
Fox Farm Road	Lakeshore Road	Watkins Lane
Frontenac Drive	Moore Ave	End – both East and West Ends
Gardenview Road	Riverview Drive	Silver Birch Circle
Grey Owl Road	Highway 124	End
Hardies Road	Hurdville Road	Lyndsey Lane
Harris Road	Hardies Road	End
Hollys Road	Centre Road	Charles Avenue
Hurdville Road	456 Hurdville Road	Con 3 & 4 PT Lot 34
Jones Road	Hurdville Road	End
Lakeside Crescent	Lakeside Drive	Lakeside Drive
Lakeside Drive	Centre Road	End
Lee's Road	Centre Road	End
Lizzie's Lane	Reins Way	End – both East and West Ends
Lyndsey Lane	Hardies Road	End
Manitou Drive	Tait's Island Road	End
Manitouwabing Estates Road	Burnett's Road	End
Maplewood Drive	Sunnyshore Park Drive	West Point Drive
Martha Drive	McKellar Lake Road	End
McCords Road	Broadbent Road	End
McKellar Ferguson Boundary Road	Highway 124	Municipal Boundary (Both East and West)
McKellar Lake Road	King's Highway #124	West to Lot 32, Concession 13
McKowen Road	Grey Owl Road	End
Meharg Drive	Sunnyshore Park Drive	End
Middle River Drive	Centre Road	End
Moffat Road	Tait's Island Road	End
Moore Avenue	McKellar Lake Road	Frontenac Drive
Pawlett Road	Broadbent Road	End
Rein's Way	Holly's Road	West to Lizzie's Lane
Riverview Drive	Sunnyshore Park Drive	End
Silver Birch Circle	Sunnyshore Park Drive	Sunnyshore Park Drive
Smith Pine Crescent	Burnett's Road	Burnett's Road
Smiths Road	Blackwater Road	End
Spring Hill Road	King's Highway #124	North to King's Highway #124
Stewart Park Drive	Centre Road	End
Stoney Road (FR 152)	Highway 124	End

Stormy Pont Road	Burnett's Road	End
Sunnyshore Park Drive	Hardies Road	End
Swan Boulevard	Balsam Road	End
Tait's Island Road	King's Highway #124	Park Drive
Ted Donnelly Road	McDougall Road	Hurdville Road
The Inn Road	Camp Road	End
Wendy's Lane	Stormy Point Road	End
West Point Drive	Maplewood Drive	End – both East and West Ends

3. When any highway or portion of highway set out below is marked in compliance with the regulations under the Highway Traffic Act, the maximum rate of speed thereon shall be **50 kilometres** per hour.

HIGHWAY	FROM	TO
Balsam Road	Centre Road	East to Municipality of Whitestone Township Line, Lot 15, Concession 14
Broadbent Road	Hurdville Road	East to Municipality of Magnetawan Township Line, Lot 1 Concession 6
Blackwater Road	Hurdville Road	South to Seguin Township Line, Lot 17, Concession 1
Centre Road	Balsam Road	South to Hurdville Road, Lot 22, Concession 3
Hurdville Road	Con 3 & 4 Pt Lot 34	East to Broadbent Road

4. The penalties provided in subsection 14 of Section 128 of the Highway Traffic Act, R.S.O. 1990, shall apply to offences against this By-law.

READ a **FIRST** and **SECOND** time this 3rd day of October, 2023.

David Moore, Mayor

Ina Watkinson, Clerk/Administrator

READ a **THIRD** time and **PASSED** in **OPEN COUNCIL** this 5th day of December, 2023.

David Moore, Mayor

Ina Watkinson, Clerk/Administrator

Karlee Britton

From: Su Keen <[REDACTED]> on behalf of Su Keen
Sent: October 10, 2023 1:12 PM
To: dmoore@mckellar.ca; mhaskim@mckellar.ca; mkekkonen@mckellar.ca; nryeland@mckellar.ca; dzulak@mckellar.ca; Township of McKellar; deputyclerk@mckellar.ca
Cc: Craig Smith; Helen Pallett; Suzanne Poff; [REDACTED] Joan Madigan; Adrian Tait; Brian & Johanne Tait; Gina Palmer; John Palmer; Jim Barron; Alyson Barron; Terry & Pat Oster; Chris Skinner; Mike Richard; Denise O'Brien
Subject: Speed Limit on Lakeside

Dear Mayor and Councillors, McKellar Clerk and Deputy Clerk,

RE: the Public Notice asking for input from the public before the proposed speed limit By-Law changes from the October 3rd Council Meeting are passed.

We are writing regarding the proposed change for Lakeside. If we read correctly, it is proposed to reduce speed only on Lakeside Crescent, between Lakeside Drive and Lakeside Drive - in other words, only on the circle and not anywhere on Lakeside Drive, that leads to Lakeside Crescent.

Respectfully, we feel strongly that the speed limit should be reduced on *all* of Lakeside, both Crescent *and* Drive, beginning immediately upon turning onto Lakeside at Centre Road. Our reasoning is:

1. Lakeside Drive (and Crescent) is driven by many who are on it for the boat ramp. Many of these drivers don't live on the road and are therefore unfamiliar with the tricky curves and hills ahead, as well as the number of pedestrians, children and dogs that walk the road;
2. The straight stretch right off Centre Road is tempting to speeders (especially to disrespectful drivers who don't live on the road), and once at 50 (the current speed limit) or often much higher than that, these drivers don't slow down for the dangerous treed, hilly, windy section of the road;
3. This is not just a summer problem with boat trailers. It is even worse in the winter with incoming fishing huts and snowmobilers, where the hilly section can be very slippery and has a couple of bad blind spots.
4. *All* sections of the road have many dog walkers, elderly pedestrians, and children. The need to reduce speed for safety is not exclusive to the Crescent.

We have all seen many close calls on our road. For all the reasons stated, **we urge you to lower the speed limit on ALL sections of Lakeside beginning at Centre Road.** An additional suggestion would be to install a sign just past 29 Lakeside (so drivers have time to adjust their speed if they haven't already): *Slow down, windy road ahead.*

Respectfully,

Susan Keen & Craig Smith
66 Lakeside Crescent, McKellar

Everyone listed below was consulted and agreed to be included with our request. They are all c.c.'d on this email and their house number on Lakeside is listed in brackets for reference:

1. Helen Pallett ([REDACTED])

2. Greg Keen (■)
3. Suzanne Poff (■)
4. Nino Lodeserto (■)
5. Dave & Joan Madigan (■)
6. Adrian Tait (■)
7. Brian & Johanne Tait (■)
8. Gina & John Palmer (■)
9. Jim & Alyson Barron (■)
10. Terry & Pat Oster (■)
11. Chris Skinner (■)
12. Michel Richard (■)
13. Denise O'Brien (■)



22. Unfinished Business

Date	Res. No.	Item & Description	Assigned to	Status
		Updating Human Resources Policy	Clerk's Dept.	By-law circulated to staff for review, presentation of the By-law on Dec. 19 th .
		Fees & Charges By-law for Craigmore Subdivision Upgrades	Clerk's & Treasury Dept.	Third reading on Dec. 5 th agenda.
		Deerfield-Bay Road Upgrades	Public Works & Clerk's Dept.	Township working with Engineer and Solicitor to gather total project costs – ongoing.
Sept. 13/22	22-353	Agreement with Cogeco Cable	Deputy Clerk	Cogeco does not wish to renew the agreement as the no longer have a need for the tower. They are offering to transfer the tower to the Twp for \$1. Cogeco confirmed they are working on documentation and will forward.
Mar. 7/23	23-204	By-law 2023-23 Being a By-law to Regulate Dogs in the Township	By-law Enforcement Officer	The Town of Parry Sound has sent a draft agreement for Council's review for use of the Town's Impound Facility.
May 16/23	23-352	Volunteer Waiver	Clerk's Dept./ Municipal Solicitor	Currently being reviewed by the Twp's Solicitor after comments received by the Twp's insurance company.
Jul. 4/23	23-470	Re-name Hart Road (formerly Fire Route 306)	Clerk's Dept.	Residents on road have been contacted, they are coming up with another name.
Sept. 19/23	23-646	By-law 2023-66 Being a By-law to Regulate the Speed of Motor Vehicles on Certain Highways within the Municipality	Public Works / Clerk's Dept.	A public notice was issued to seek public comment for the By-law before the third reading. The third reading taking place Dec. 5 th .
Nov. 7/23	23-689	St. Stephen's Church Renovations Tender Award (RFP PW-2023-15)		Deferred until December 5 th
Nov. 21/23	23-726	Placement of a Dry Hydrant	Fire Chief / Director of Operations	The FC & Director of Operations are discussing a suitable location. A report to Council with a new location to follow.

AMO Watchfile not displaying correctly? [View the online version](#)
Add Communicate@amo.on.ca to your safe list



November 16, 2023

In This Issue

- Complete and share our Municipal Employee Survey.
- Community Emergency Preparedness Grant.
- Pilot vehicle questionnaire now open.
- ChargeON funding webinars.
- Volunteer firefighter recruitment and retention.
- ROMA Conference: Delegation requests deadline is November 20, 4pm.
- ROMA Conference: Exhibitor & sponsorship opportunities are going fast.
- Important new training: Understanding Competing Human Rights, Dec. 12.
- Elevate your skills: Navigating Conflict as an Elected Official 2.0 Complex Situations.
- Indigenous Community Awareness Training - new dates.
- ONE Investment webinar: Equity Investing.
- LAS webinar: LED Lighting Success Stories.
- ClearRisk risk management webinar for AMO members.
- SaveOnEnergy Energy Management and Efficient Electrification webinars.
- Canoe Fall webinars: Navistar, Uncrewed vehicles.
- Upcoming event by CAMH's Provincial System Support Program.
- Funded assistance for accessibility and disability management.
- Enbridge Gas' Integrated Resource Planning regional webinars.
- Fleming College seeking municipal partnership projects.
- Careers: AMO/LAS, Toronto, MoECP, Peterborough and ORFA.

AMO Matters

AMO is conducting a survey of Ontario municipal employees to learn about their work experience. [Click here](#) for the survey link and resources to share with your colleagues and staff.

Provincial Matters

Ontario has announced \$5 million through an application-based program to help increase emergency preparedness. Municipalities under 100,000 are eligible to apply. [Applications are due November 30.](#)

Is your jurisdiction participating in a pilot vehicle program for e-scooters, cargo e-bikes, large quadricycles, electric low-speed vehicles, or golf carts? If so, the Ministry of Transportation [needs your input!](#)

The [ChargeON Program](#) will provide up to 75% provincial funding for municipalities to install Electric Vehicle charging stations. Join webinars hosted by Canoe Procurement Group partner Flo on [November 29](#) and the Ministry of Transportation on [November 30](#) to learn more.

The Ontario Fire Marshal is conducting an [online survey](#) for volunteer firefighters and

fire chiefs to inform their understanding on recruiting and retaining volunteer firefighters.

Education Opportunities

Submit your ROMA delegation requests by **November 20, 4pm**. Municipal officials registered for the 2024 ROMA Conference can submit meeting requests with Provincial Ministers and their staff on local matters. To submit your delegation requests [click here](#).

Don't be disappointed! Book your trade show booth today to ensure your participation in the 2024 ROMA Conference. Limited spaces available. Download the [exhibitor package](#) or [sponsorship package](#) today.

AMO and Hicks Morley have developed training to support municipal elected officials and council in understanding their obligations related to human rights and understanding how to manage seemingly competing human rights. You can register for this important training [here](#).

Building on AMO's in demand training, *Navigating Conflict Relationships as an Elected Official, Advanced Strategies for Elected Officials to Master Conflict Relationships* (NCR 2.0), will take you to the next level of negotiating one of the more difficult aspects of local leadership: relationships. If you completed NCR 1.0 and are ready for the next steps in advancing your management of conflict relationships, this workshop is for you, this training is for you. Mark March 20 - 21, 2024 in your calendar and [watch here](#) for registration details.

OFIFC and AMO are offering training to build indigenous cultural competency in municipal government. Through a self-paced learning module and live virtual component, this training will provide knowledge and tools to utilize in moving improved and stronger Indigenous-municipal relations forward in Ontario. [Register today](#) for this sell out training opportunity.

ONE

It's municipal budget time and many of you focused on your 2024 finances, and making every dollar count is important. Over the long term, the growth from equity investments can help fund capital projects and municipal needs. [Register for the November 30 webinar](#) to learn more.

LAS

LAS' turn-key Facility Lighting Service has been helping municipalities upgrade to LED lights for several years. Join our webinar on **November 22 at 10:00am** to hear West Lincoln and Georgina Township share their experience with this cutting edge program. Don't wait - [register today](#).

[Join us November 30](#) for a ClearRisk webinar to review their comprehensive risk management information system to streamline management and analysis of claims, incidents, policies, exposures, assets and more.

The [LAS/Canoe Procurement Group](#) Fall webinar series is coming to a close! Join us on November 23 for a presentation by Navistar on their plans for a sustainable transportation future - [register here](#). On December 7 we'll hear from Aerospace and Deep Trekker, two new vendors in the Uncrewed Vehicles category - [register here](#).

SaveOnEnergy is offering free training webinars for municipal energy/facility

managers and directors. Learn how to integrate energy management principles, identify savings, and reduce cost in your municipal facilities. [Register today](#).

Municipal Wire*

A naturally occurring retirement community (NORC) is a regular residential building that has become home to a high density of older adults. Could NORCs help older adults age in place? In this [webinar](#), November 28, 12:00 – 1:00 p.m. EST you will learn why they matter. This webinar will be of interest to policymakers, administrators and clinicians who provide care to older adults in health care or social service settings in Ontario.

Limited spots remain available for a free and confidential Workplace Disability Management Assessment. For details and an application form, visit the National Institute of Disability Management and Research [website](#).

[Sign up](#) for Enbridge Gas' Integrated Resource Planning Fall webinars to learn more about the IRP process, system needs, and potential projects that have been identified in your region.

[Fleming College](#) is seeking municipal environmental land-use planning and management projects to be implemented by students in the [Environmental Land Management](#) program. Contact [Emily Markovic](#) to discuss partnership opportunities.

Careers

[Business Development Manager - LAS | AMO Business Services](#). Apply to hr@amo.on.ca by November 22.

[Project Director, Business Transformation - City of Toronto](#). [Apply online](#) by November 28.

[Director, Species at Risk Branch - Ministry of the Environment, Conservation and Parks](#). [Apply online](#) by November 27.

[Program Manager, Facilities Preventive Maintenance - City of Peterborough](#). Apply to recruiting@peterborough.ca by November 20.

[Information and Skills Development Coordinator - Ontario Recreation Facilities Association](#). [Apply online](#) by December 15.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

[AMO Watchfile](#) Tel: 416.971.9856

[Conferences/Events](#)

[Policy and Funding Programs](#)

[LAS Local Authority Services](#)

[MEPCO Municipal Employer Pension Centre of Ontario](#)

[ONE Investment](#)

[Media Inquiries](#)

[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

AMO's Partners

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November 23, 2023

In This Issue

- AMO survey: Mapping Diverse Experiences Running for Municipal Office.
- Renewal of Ontario Invasive Species Strategic Plan.
- Community Emergency Preparedness Grant.
- Pilot vehicle questionnaire now open.
- Webinars: Funding for EV charging stations.
- Volunteer firefighter recruitment and retention.
- New federal waste diversion resource document.
- ROMA Conference: Plenary program announcement.
- Important new training: Understanding Competing Human Rights, Dec. 12.
- Save the date: OSUM 2024 Conference.
- Blog: How Technology is Transforming FOI Programs in Ontario Municipalities.
- Don't get caught in the dark!
- ClearRisk webinar for AMO members!
- SaveOnEnergy Energy Management and Efficient Electrification webinars.
- Canoe Fall Webinar: Uncrewed Vehicles(Drones - that is!).
- Data Standards for Planning and Development Applications: Terminology.
- Future of Aging Summit - Register today!
- Funded assistance for accessibility and disability management.
- Fleming College seeking municipal partnership projects.
- Careers: Welland, Toronto and Simcoe County.

AMO Matters

Have you run for municipal office, or considered running for municipal office in Ontario? Do you consider yourself to be from an equity-deserving community? If so, we would love to hear from you! By filling out this short survey, you will help AMO improve our understanding of diverse candidates running for office in Ontario, informing how we create new programs, resources, and advocacy strategies.

Provincial Matters

The Ministry of Natural Resources and Forestry is seeking feedback on the proposed renewal of the Ontario Invasive Species Strategic Plan.

Ontario has announced \$5 million through an application-based program to help increase emergency preparedness. Municipalities under 100,000 are eligible to apply. Applications are due November 30.

Is your jurisdiction participating in a pilot vehicle program for e-scooters, cargo e-bikes, large quadricycles, electric low-speed vehicles, or golf carts? If so, the Ministry of Transportation needs your input!

The ChargeON Program will provide up to 75% provincial funding for municipalities to install Electric Vehicle charging stations. Join webinars hosted by Canoe Procurement

Group partner Flo on [November 29](#) and the Ministry of Transportation on [November 30](#) to find out what you need to do.

The Ontario Fire Marshal is conducting an [online survey](#) for volunteer firefighters and fire chiefs to inform their understanding on recruiting and retaining volunteer firefighters.

Federal Matters

The federal government published *[The Role, Management, and Impacts of Plastics in Organics Waste Diversion Programs \(FR\)](#)* in Canada to support municipal decision making on the inclusion of plastics such in organics recycling programs.

Education Opportunities

[Register](#) for the ROMA 2024 Conference to learn about hot topics impacting rural communities. Plenary stage programming includes panels discussions about *The Future of Feeding Ontario and Experiences and Solutions for Rural and Remote Homelessness*.

AMO and Hicks Morley have developed training to support municipal elected officials and council in understanding their obligations related to human rights and understanding how to manage seemingly competing human rights. You can register for this important training [here](#).

Mark April 30 - May 2 in your calendar for the OSUM 2024 Conference in Orillia. Check back [here](#) as details are confirmed.

LAS

Nine out of 10 municipalities say that budgets have not increased to cope with the Freedom of Information demand. To learn more, [read](#) our Freedom of Information Solutions partner's guest blog.

Don't get caught in the dark as the government phases out fluorescent and other mercury containing lights. The LAS [Facility Lighting Service](#) is your easy-button to environmentally-friendly, efficient LED upgrades. Contact [Christian Tham](#) to find out more and get started today.

ClearRisk will be hosting our training webinar in one week! Come [join us November 30](#) at 11:00 AM ET for an overview of the system and a detailed demonstration.

The final webinar of our [LAS/Canoe Procurement Group Fall](#) series will not disappoint! Join us on December 7th as we hear from Aerospace and Deep Trekker, two vendors in the new Uncrewed Vehicles category - [register here today](#).

SaveOnEnergy is offering free training webinars for municipal energy/facility managers and directors. Learn how to integrate energy management principles, identify savings, and reduce cost in your municipal facilities. [Register today](#).

Municipal Wire*

The Digital Governance Standards Institute has opened public review on [terminology](#) that will be used to establish consistency in data requirements for planning and development applications in Ontario.

RTOERO's inaugural [Future of Aging Summit](#), held in Toronto from May 15 to 17, 2024, unites global experts and thought leaders across numerous sectors to improve

our later years.

Limited spots remain available for a free and confidential Workplace Disability Management Assessment. For details and an application form, visit the National Institute of Disability Management and Research [website](#).

[Fleming College](#) is seeking municipal environmental land-use planning and management projects to be implemented by students in the [Environmental Land Management](#) program. Contact [Emily Markovic](#) to discuss partnership opportunities.

Careers

[General Manager of Corporate & Enterprise Services/Chief Financial Officer \(CFO\) - City of Welland](#). Apply by December 15.

[Director of Community Services - City of Welland](#). Apply by December 15.

[Director Regulatory Compliance Enforcement - City of Toronto](#). Apply by: November 30.

[Economic Development Officer - County of Simcoe](#). Apply by: December 8

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

AMO Contacts

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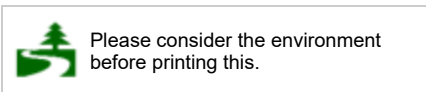
[Municipal Wire, Career/Employment and Council Resolution Distributions](#)

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AMO's Partners

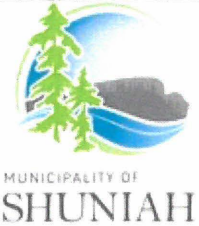


*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



Association of Municipalities of Ontario
200 University Ave. Suite 801, Toronto ON Canada M5H 3C6
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COUNCIL RESOLUTION

Resolution No.: 399-23

Date: Nov 14, 2023

Moved By: 

Seconded By: 

WHEREAS excessive noise resulting from the operation of moving vehicles falls under the jurisdiction of the Highway Traffic Act, R.S.O. 1990, c. H.8. ("Highway Traffic Act") which is enforced by provincially appointed officers;

AND WHEREAS municipalities, including the Municipality of Shuniah, have received complaints from residents regarding noises associated with the use of engine retarder brakes on heavy vehicles;

AND WHEREAS the Ministry of Transportation recommends the use of engine braking in certain circumstances, such as the downgrade located on Spruce River Road to avoid overheating brakes, and as a form of backup brake if brakes fail;

AND WHEREAS a higher engine noise is typically emitted for a short period of time (e.g., ten (10) to thirty (30) seconds), depending on the vehicle's speed and vehicles may make a loud "chattering" or "jackhammer" exhaust noise when this braking system is engaged;

AND WHEREAS this noise can be amplified if the vehicle has no muffler or an improper muffling system;


AND WHEREAS noise emissions from commercial vehicles form part of the Ministry of Transportation's inspection process;

AND WHEREAS installation of "courtesy" signs that request the drivers to limit the use of loud compression style brakes are difficult to enforce and there is evidence of these types of signs not being beneficial;

BE IT RESOLVED THAT the Province of Ontario be requested to enhance enforcement for deficient muffler systems to address concerns around excessive and unnecessary noise from engine brakes.

FURTHER BE IT RESOLVED THAT a copy of this motion be forwarded to Premier Doug Ford, Minister of Transportation Prabmeet Sarkaria, MPP Kevin Holland, MP Marcus Powlowski, MPP Lise Vaugeois, and MP Patty Hajdu.

Carried **Defeated** **Amended** **Deferred**


Signature



From the Office of the Clerk
 The Corporation of the County of Prince Edward
 T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

November 17, 2023

Please be advised that during the regular Council meeting of November 14, 2023 the following motion regarding urging the Federal and Provincial governments to establish a guaranteed livable income was carried:

RESOLUTION NO. 2023-568

DATE: November 14, 2023

MOVED BY: Councillor Roberts

SECONDED BY: Councillor Maynard

WHEREAS on November 23, 2021 Prince Edward County was certified as a 'Living Wage' Employer at the "support" level, through the Ontario Living Wage Network;

AND WHEREAS the Ontario livable wage for Hastings & Prince Edward, in 2022 was determined to be \$19.05, which is \$3.55 more than the Provincial minimum wage rate of \$15.50; and this rate is paid to all staff including students in 2023;

AND WHEREAS our residents on programs such as Ontario Works, receive targeted fixed monthly incomes of \$733, and ODSP recipients receive \$1,376;

AND WHEREAS the current Ontario minimum wage rate, a person working 37.5 hours per week will earn approximately \$2,500 monthly (before tax);

AND WHEREAS in accordance with the 2023 Vital Signs Report, up to 3,500 residents (10.1% to 13.5%) are living on low income (less than \$36,000 a year after taxes) and PEC's median income lags behind Ontario by \$7,500/year;

AND WHEREAS the median rent for one bedroom in Prince Edward County in accordance with the County Housing Plan for 2023 \$1,513 a month;

AND WHEREAS rent is considered affordable, when it is no more than 30% of gross annual income and the number of people receiving government benefits has increased to a level above the provincial average in Prince Edward County. Extrapolated, a full 30% of County residents are deemed to be low-income and unable to afford either market real estate or rental housing prices;

AND WHEREAS as of March 31, 2023, there are 1,089 households on the Prince Edward - Lennox and Addington Social Services wait list for subsidized housing in Prince Edward County;

AND WHEREAS, in accordance with the County Food Collective, Food bank use is up 26% in Prince Edward County and as many as 6,000 residents experience food insecurity over a year's time;

AND WHEREAS on July 25, 2023 Council expressed support for a more generous Canada Child Benefit targeting low-income families struggling with food insecurity and urged Federal government expedite its 2021 election promise to roll-out Canada's first national school food policy, and endorsed the Coalition for Healthy School Food mission to work with partners across Canada to advocate for a universal cost-shared healthy Canada-wide school food program on September 26, 2023;

AND WHEREAS the 2017 Business Retention and Expansion (BR+E) study/survey identified the general affordable workforce housing as a primary obstacle in our workforce attraction;

AND WHEREAS the collected data of housing and poverty statistics, and continuing to examine their pending economic vulnerability as a result is important in establishing a livable income;

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of Prince Edward County join other municipalities across Ontario, including Belleville, Napanee to urge the Federal and Provincial governments to establish a Guaranteed Livable Income program; and

THAT this resolution be sent to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Doug Ford, Premier of Ontario, The Honourable Michael Parsa, M.P.P., Minister of Children, Community and Social Services, Ryan Williams, Bay of Quinte M.P.P., Todd Smith, Bay of Quinte M.P.P, Marit Stiles, Leader of the Official Opposition of Ontario and Pierre Poilievre Leader of the Official Opposition of Canada requesting a response on this matter within 30 days of receipt; and

THAT this resolution be shared with all 444 municipalities in Ontario, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

CARRIED

Yours truly,



Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor Roberts, Councillor Maynard and Marcia Wallace,
CAO

November 17, 2023

Please be advised that during the regular Council meeting of November 14, 2023 the following motion regarding support for the Province to stop the Ministry of the Environment, Conservation and Parks (MECP) proposal to expand the use of the permit-by-rule to waste management systems, storm water management systems, and certain water taking activities was carried:

RESOLUTION NO. 2023-569

DATE: November 14, 2023

MOVED BY: Councillor Maynard

SECONDED BY: Councillor Roberts

WHEREAS the Municipality, in support of the Quinte Conservation Authority, actively supports the Source Water Protection Program, as part of local efforts to implement the Clean Water Act, 2006 and its regulations to protect local municipal drinking water sources;

AND WHEREAS the Ministry of the Environment, Conservation and Parks (MECP) is proposing to expand the use of the permit-by-rule to waste management systems, stormwater management systems, and certain water taking activities;

AND WHEREAS In 2018, Bill 68, the Open for Business Act was passed, whereby it legislated that less complex activities that pose low-risk to the environment should not be required to go through the approval process and instead, should self-register on the Environmental Activity and Sector Registry (EASR);

AND WHEREAS Quinte Conservation Authority has outlined in their October 24, 2023 report to their Board, that the activities proposed to move to the EASR may pose too much risk to drinking water, and can pose threats to human health and the environment;

AND WHEREAS Quinte Conservation Authority noted the source water protection concern generally lies in the fact the Ministry will no longer undertake an up-front detailed review of applications related to the specified activities, thereby potentially weakening regulatory oversight;

AND WHEREAS the specified activities, which have the potential to cause significant adverse impacts to the natural environment and human health will no

longer be subject to public and site-specific scrutiny prior to commencing operation in Ontario;

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of Prince Edward County supports the concerns outlined by Quinte Conservation Authority and urges the Provincial government to stop the Ministry of the Environment, Conservation and Parks (MECP) proposal to expand the use of the permit-by-rule to waste management systems, stormwater management systems, and certain water taking activities; and

THAT this resolution be sent to Premier Doug Ford, Todd Smith, Bay of Quinte M.P.P. and Andrea Khanjin, Minister of the Environment, Conservation and Parks; and

THAT this resolution be shared with all 444 municipalities in Ontario, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), The Eastern Ontario Wardens' Caucus (EOWC) and all Ontario Conservation Authorities.

CARRIED

Yours truly,



Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor Roberts, Councillor Maynard and Marcia Wallace, CAO



**Town of Orangeville**

87 Broadway, Orangeville, ON L9W 1K1

Tel: 519-941-0440

Fax: 519-415-9484

Toll Free: 1-866-941-0440

Corporate Services

November 20, 2023

Re: Ontario Works Financial Assistance Rates

Please be advised that the Council of the Corporation of the Town of Orangeville, at its Regular Council Meeting held on November 13, 2023, approved the following resolution:

WHEREAS poverty is taking a devastating toll on communities, undermining a healthy and prosperous Ontario, with people in receipt of Ontario Works being disproportionately impacted; and

WHEREAS the cost of food, housing, and other essential items have outpaced the highest inflation rates seen in a generation; and

WHEREAS people in need of social assistance have been legislated into poverty, housing insecurity, hunger, poorer health, their motives questioned, and their dignity undermined; and

WHEREAS Ontario Works Financial Assistance rates have been frozen since 2018; and

WHEREAS the newly introduced Common Assessment Tool (CAT) questionnaire developed by the Provincial Government for use with Ontario Works and Ontario Disability Program recipients contains complex and invasive personal health related questions; and

WHEREAS the use of the Common Assessment Tool (CAT) provides no benefit to clients, it does not score, provide results, assess client need, and does not match those in need to the services they require; and

WHEREAS the Common Assessment Tool (CAT) contains questions mirrored in the Ontario Health Common Assessment of Needs, used by health providers; and

WHEREAS privacy obligations under The Personal Health Information Protection ACT (PHIPA) do not extend to municipal delivery agents for Ontario Works; and

WHEREAS designated Service Managers are doing their part, but do not have the resources, capacity, or tools to provide the necessary income and health related supports to people experiencing poverty; and

WHEREAS leadership and urgent action is needed from the Provincial Government to immediately develop, resource, and implement a comprehensive plan to address the rising levels of poverty in Ontario, in particular for those on Ontario Works:

THEREFORE BE IT RESOLVED THAT The Town of Orangeville calls on the Provincial Government to urgently:

- a. **At least double Ontario Works rates and index rates to inflation, answering calls already made by “Raise the Rates” campaign and the “Income Security Advocacy Centre”;**
- b. **Commit to ongoing cost of living increases above and beyond the rate of inflation to make up for the years they were frozen;**
- c. **Commit to jointly working between the Ministry of Children, Community, and Social Services and the Ministry of Health on the best methods of assessing client needs and then matching those in need to the services they require;**
- d. **AND FURTHER THAT** a copy of this motion be sent to the Minister of Children, Community, and Social Services, the Minister of Health, the Minister of Municipal Affairs and Housing, the Association of Municipalities of Ontario, the Ontario Municipal Social Services Association, the Western Ontario Wardens Caucus, the Eastern Ontario Wardens Caucus, and all Ontario Municipalities

Carried.

Yours truly,

Tracy Macdonald
Deputy Clerk



Municipality of South Bruce

MUNICIPAL OFFICE

P.O. Box 540, 21 GORDON ST E. TEESWATER, ONTARIO NOG 2S0
Phone (519) 392-6623x229 | Fax (519) 392-6266 | Email vkennedy@southbruce.ca

September 25, 2023

Via Email

Prime Minister of Canada
House of Commons
Ottawa, ON K1A 0A6
pm@pm.gc.ca

Minister of Municipal Affairs and Housing
College Park 17th Flr, 777 Bay St,
Toronto, ON M7A 2J3
minister.mah@ontario.ca

Premier of Ontario
Legislative Building
Queen's Park
Toronto ON M7A 1A1
premier@ontario.ca

Ministry of Agriculture, Food and Rural
Affairs (OMAFRA)
1 Stone Road West
Guelph, ON N1G 4Y2
minister.omafra@ontario.ca

Lisa Thompson, Huron-Bruce MPP
408 Queen Street, Box 426
Blyth, ON N0M 1H0
lisa.thompsonco@pc.ola.org

Minister of the Environment, Conservation
and Parks
P.O. Box 8097, Station T CSC
Ottawa, ON K1G 3H6
minister.mecp@ontario.ca

Benn Lobb, Huron-Bruce MP
30 Victoria Street North
Goderich, ON N7A 2R6
ben.lobb@parl.gc.ca

AMO
resolutions@amo.on.ca

Dear Sir and Madams,

Re: Ontario Association of Sewage Industry Services (OASIS)

Please be advised that the Municipality of South Bruce Council met at their regular session of Council on September 12, 2023, at which time it heard from the Ontario Association of Sewage Industry Services (OASIS) as a delegate.

In response to the delegation, the following motion was passed:

Motion M23-570

Moved by: Ron Schnurr

Seconded by: Mike McDonagh

THAT Council instructs staff to forward a copy of this presentation along with the formal letter submitted by OASIS to be sent to all levels of Municipal Governments across the Province including but not limited to the various Provincial Ministries, including the Ministry of Municipal Affairs and Housing, Ministry of Environment Conservation and Parks and The Ministry of Agriculture, Food and Rural Affairs and all other relevant parties;

AND FURTHER THAT OASIS be involved in discussions and communications pertaining to the discussed issue to help provide recommendations and solutions to help mitigate the issues surrounding approved disposal sites;

AND FURTHER THAT Council encourage other Municipalities to communicate directly with OASIS to allow for an open, transparent and collaborative dialogue with other stakeholders.

Carried

Should you have any questions in regards to the above resolution please contact our office.

Sincerely,

A handwritten signature in black ink, appearing to read 'Vivian Kennedy', written in a cursive style.

Vivian Kennedy
Deputy Clerk
Municipality of South Bruce

Understanding the Limitations on Hauled Septage Disposal Sites in Ontario



Summary of Discussion



Definition of Municipal Waste as per Ontario Regulation 347 of the Environmental Protection Act (EPA)



Zoning Issues and Concerns



Challenges Faced by Homeowners in Municipalities during Plant Upgrades and Maintenance



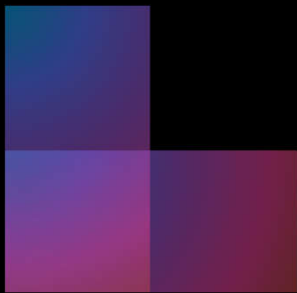
OASIS's Efforts to Promote Awareness and Proper Waste Disposal



Providing Solutions and Recommendations to Municipalities



Final Thoughts



About OASIS

OASIS was established in 1991 to support and represent businesses in the septic, portable toilet and biosolid land application industry. We are dedicated to working with various levels of government, associations and those in related fields to improve and conform to regulations and guidelines pertaining to the sustainability of the environment in the Province of Ontario.



OASIS Strives



To maintain and promote the highest standards of safety, environmental responsibility, regulatory compliance and environmental due diligence.



To institute open forum discussions regarding operational challenges, implementation of maintenance protocols, employee development, administrative practices, and operator safety programs.



To act as a liaison between several tiers of government and Ministries while representing the interests of the industry with legislative recommendations.



To promote uniformity and consistency throughout the industry.

Overall Concern

In Ontario, the lack of proper disposal of septage and septic waste to approved municipal wastewater plants including Ministry of Environment approved wastewater lagoons and field spreading sites poses significant challenges and concerns. This issue encompasses a range of environmental, public health, and regulatory factors that need to be addressed for the well-being of communities across the province.

Lack of Hauled Septage Disposal Sites in Ontario

Proper disposal of septage and septic waste is essential to ensure public health and protect the environment. When septage is not disposed of correctly, it can contaminate water sources, posing risks to human health and ecosystems. Approved municipal wastewater plants play a crucial role in treating and managing septage to mitigate these risks.

- One of the primary challenges arising from the lack of proper disposal is the contamination of water sources. Improperly disposed septage and septic waste can seep into groundwater, lakes, rivers, and other water bodies, polluting them with harmful bacteria, viruses, and other pathogens. This contamination not only endangers the health of those who rely on these water sources for drinking, swimming, or recreational purposes but also harms aquatic life and ecosystems.

Municipal Concern: The call to escalate residential construction has raised significant concerns, particularly regarding waste management. It is impossible to intensify home construction without considering how the resulting waste will be effectively handled. This includes not only domestic garbage waste, which may be directed to landfills, but also septic waste, whether through sewers or hauled septage.

Misconception and Concerns

Ministry of Environment driven studies in partnership with OASIS have shown that application of hauled septage on agricultural properties is a safe and beneficial when completed in accordance with Ministry guidelines. This practice provides effective use of important nutrients. This practise also has been utilized for centuries with the application of manure as a common agricultural practise.

Lack of disposal sites for septic systems poses concerns for the Environment causing homeowners to “take matters into their own hands” if proper disposal facilities are not available.

Definition of “Municipal Waste”

Under **Ontario Regulation 347 of the Environmental Protection Act:**
Municipal Waste: Refers to waste generated by households, commercial establishments, and institutions within a municipality. It includes both solid and liquid waste, such as septage, septic waste, and other forms of non-hazardous waste.

- Point of Consideration: Household garbage generated in the municipality is the responsibility of the municipality to dispose and manage.

Volume of Hauled Septage Managed

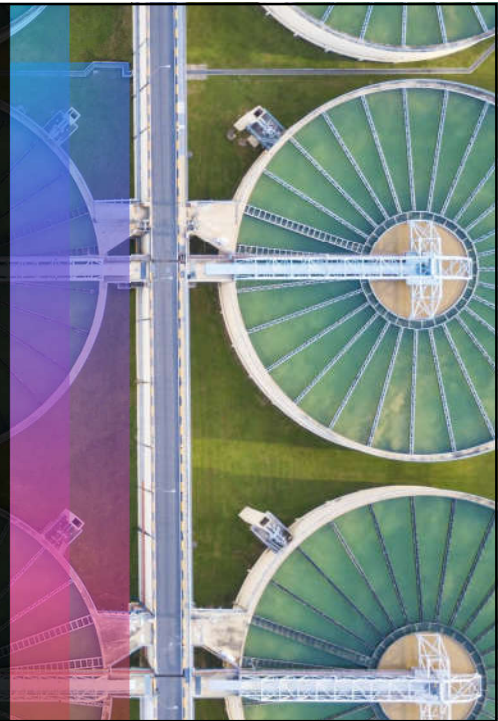
OASIS Members service a wide range of areas and manage a total estimated volume of over 210 million gallons on a yearly basis servicing only Ontario residents.

Northern Ontario: 25-45 million gallons

Central Ontario: 45-75 million gallons

Eastern Ontario: 35-55 million gallons

Western Ontario: 30-35 million gallons



Municipal Zoning

- Existing agricultural zoning designation already takes into account the specific characteristics and requirements of farming activities. These designations are typically established based on extensive research, land suitability assessments, and community development plans. Agricultural land also requires and uses many of the required nutrients provided by the septage being spread.
- MECP monitors these sites very closely with quarterly and annual reports from the operators of these sites to ensure compliance and no regulatory limits are breached. By recognizing the multifunctionality of agriculturally zoned land and its ability to accommodate spreading activities, municipalities can ensure that land-use regulations align with the intended purposes while minimizing the need for rezoning.
- Municipalities must comprehend the fact that operators within their townships who possess or acquire property do not always require rezoning. Agriculturally zoned properties can serve as effective spaces for spreading activities, enhancing soil fertility and resource utilization. Rezoning such properties to a "Commercial/Industrial" zoning category needlessly decreases the land's value and is often unwarranted.

Municipal Challenges

- Many rural housing, community centers, municipal buildings are on septic systems and do not have a common municipal wastewater treatment plant to manage the septage produced in the respective municipality
- When municipalities decide to upgrade or perform maintenance on their wastewater treatment plants, the limited availability of disposal sites poses significant challenges for homeowners.
- Proper disposal becomes even more critical during these periods, as the capacity of approved facilities may be temporarily reduced or eliminated
- Septic Haulers are providing a service to homeowners to help effectively and safely manage the septage produced in their residence or facility
- **Misconception:** When a homeowner requires a septic to be emptied the responsibility does NOT fall entirely on the septic operator to dispose the waste. Municipalities need to provide the infrastructure/resources to dispose of the waste produced in their municipality properly and safely.

Raising Awareness

As a proactive organization, OASIS is committed to creating awareness and encouraging proper waste disposal practices. The association aims to foster an open and transparent dialogue among various stakeholders, including homeowners, municipalities, regulatory bodies, and industry professionals, to address the challenges associated with septage and septic waste disposal.

Municipal Approval: Providing companies the ability to apply and provide Ministry approved and monitored disposal sites is a viable and effective option in the event municipal wastewater infrastructures are not available or provide the capacity required to manage the waste produced in their respective municipalities.

These include but not limited to:

- Ministry of Environment approved wastewater lagoons with the option of introducing alternative wastewater management technologies
- Field Spreading sites

Offering Solutions and Resources

OASIS actively engages with municipalities, conducting workshops, seminars, and public awareness campaigns to educate policy makers about the importance of proper waste disposal. By fostering open communication channels, OASIS encourages dialogue between all stakeholders, facilitating the sharing of knowledge, best practices, and innovative solutions.

To address the limitations in disposal sites and support municipalities in managing septage and septic waste effectively, OASIS offers solutions and recommendations. These may include advocating for the development of additional approved disposal sites, promoting advanced treatment technologies, and collaborating with relevant authorities to streamline waste management processes. OASIS strives to provide municipalities with the necessary tools and guidance to ensure responsible septage management within their jurisdictions.

Action Items

OASIS would like to propose the following action items:

1. A copy of this presentation along with the formal letter submitted by OASIS to be sent to all levels of Municipal Governments across the Province including but not limited to the various Provincial Ministries including the Ministry of Municipal Affairs and Housing, Ministry of Environment Conservation and Parks and The Ministry of Agriculture, Food and Rural Affairs and all other relevant parties.
2. OASIS be involved in discussions and communications pertaining to the discussed issue to help provide recommendations and solutions to help mitigate the issues surrounding approved disposal sites
3. Allow OASIS to communicate directly with other Municipalities in the Province of Ontario to allow for an open, transparent and collaborative dialogue with other stakeholders



OASIS
Ontario Association of
Sewage Industry Services.

 EMAIL:
NUMAIR.UPPAL@OASISONTARIO.ON.CA

 PHONE:
(289) 795 - 2528

 WEBSITE:
WWW.OASISONTARIO.ON.CA



The Corporation of The Township of The Archipelago
Council Meeting

Agenda Number: 15.4.
Resolution Number 23-191
Title: West Parry Sound Economic Development Collaborative
Date: Friday, November 17, 2023

Moved by: Councillor Emery
Seconded by: Councillor MacLeod

WHEREAS the West Parry Sound Economic Development Collaborative was established in 2017 by the seven West Parry Sound municipalities to drive collaborative economic development in the area; and

WHEREAS since its inception, the West Parry Sound Economic Development Collaborative has been fortunate to have been predominately funded through FedNor's CIINO program;

WHEREAS the funding extended to the Collaborative came to an end in November 2023; and

WHEREAS the seven West Parry Sound Municipalities must now look at ways to grow and become sustainable using a self-funded model; and

WHEREAS it is understood that having all seven municipalities working together is best for the entire area; and

WHEREAS it would be detrimental to the area if this collaborate approach ceased to exist; and

WHEREAS there is a strong need for this type of area collaborative to assist with business attraction and retention, sustainable employment with the attraction of high-skilled labour, environmentally friendly business development, and affordable housing strategies within the West Parry Sound area.

NOW THEREFORE BE IT RESOLVED that Council for the Township of The Archipelago hereby supports the continuation of a collaborative approach to economic development in the West Parry Sound area, and the implementation of a Strategic Planning process to establish a long-term vision for

the Collaborative.

Carried



THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2023 – 177

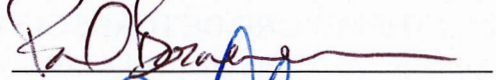
DIVISION LIST

YES NO

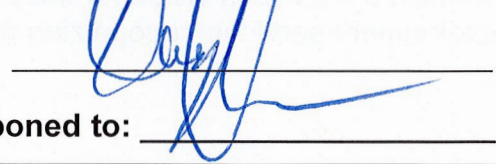
DATE: November 21, 2023

- Councillor **G. ASHFORD**
- Councillor **J. BELESKEY**
- Councillor **P. BORNEMAN**
- Councillor **B. KEITH**
- Councillor **D. McCANN**
- Councillor **C. McDONALD**
- Mayor **J. McGARVEY**

MOVED BY:



SECONDED BY:



CARRIED: DEFEATED: _____ Postponed to: _____

WHEREAS the Town of Parry Sound has an Economic Development Officer (EDO) and administrative assistant responsible for leading, coordinating and developing activities and initiatives that will attract investment, business opportunities and tourism development to the Town of Parry Sound, including the Parry Sound Area Industrial Park and the Parry Sound Area Municipal Airport, and to develop and lead a business retention and expansion program that will increase employment and business growth; and

WHEREAS the other six municipalities within West Parry Sound do not individually employ an EDO, but rather joined in 2017 with the Town of Parry Sound in establishing the West Parry Sound Economic Development Collaborative (the Collaborative) to drive collaborative economic development in the area; and

WHEREAS since its inception, the Collaborative has been fortunate to have been predominately funded through FedNor's Community Investment Initiative for Northern Ontario (CIINO) program;

WHEREAS the funding extended to the Collaborative came to an end in November 2023; and

WHEREAS the seven West Parry Sound municipalities must now look at ways to grow and become sustainable using a self-funded model; and


WHEREAS it is understood that having all seven municipalities working together is best for the entire area; and

WHEREAS it would be detrimental to the area if this collaborate approach ceased to exist; and

WHEREAS there is a strong need for this type of area collaborative to assist with business attraction and retention, sustainable employment with the attraction of high-skilled labour and environmentally friendly business development, and

WHEREAS the Collaborative has indicated that there are sufficient funds in an amount of approximately \$19,000 available to undertake a Strategic Plan process to determine a long-term vision,

NOW THEREFORE BE IT RESOLVED that Council for the Town of Parry Sound hereby supports the continuation of a collaborative approach to economic development in the West Parry Sound area, and the implementation of a Strategic Planning process to establish a long-term vision for the provision of efficient and effective economic development services, recognizing the Town has an Economic Development office.



Mayor Jamie McGarvey



November 29, 2023

RE: West Parry Sound Economic Development Collaborative – Strategic Plan

At the Committee of the Whole Meeting for the Township of Carling held on November 28, 2023 Council passed the following resolution:

Resolution

**Moved by Councillor Kelly
Seconded by Councillor Doubrough**

WHEREAS Carling Township recognizes the benefit of having an Economic Development Officer collaborative responsible for leading, coordinating and developing activities and initiatives that will attract investment, business opportunities and tourism development to West Parry Sound, including the Parry Sound Area Industrial Park and develop and lead a business retention and expansion program that will increase employment and business growth;

AND WHEREAS the seven municipalities within West Parry Sound joined in 2017 in establishing the West Parry Sound Economic Development Collaborative (the Collaborative) to drive collaborative economic development in the area;

AND WHEREAS since its inception, the Collaborative has been predominately funded through FedNor's Community Investment Initiative for Northern Ontario (CIINO) program;

AND WHEREAS the funding extended to the Collaborative came to an end in November 2023;

AND WHEREAS the seven West Parry Sound municipalities must now look at ways to grow and become sustainable using a self-funded model;

AND WHEREAS it is understood that having all seven municipalities working together is best for the entire area;

AND WHEREAS it would be detrimental to the area if this collaborate approach ceased to exist;

AND WHEREAS there is a strong need for this type of area collaborative to assist with business attraction and retention, sustainable employment with the attraction of high skilled labour and environmentally friendly business development;

AND WHEREAS the Collaborative has indicated that there are sufficient funds in an amount of approximately \$19,000 available to undertake a Strategic Plan process to determine a long-term vision,

NOW THEREFORE BE IT RESOLVED that Council for the Township of Carling hereby supports the continuation of a collaborative approach to economic development in the West Parry Sound area, pending the implementation of a Strategic Planning process to establish a long-term vision for the provision of efficient and effective economic development services.

Carried

If you require further information, please do not hesitate to contact the undersigned at 705-342-5856 ext. 9181 or mtaylor@carling.ca

Sincerely

A handwritten signature in cursive script, appearing to read "Mackenzie Taylor".

Mackenzie Taylor
Deputy Clerk



**The Corporation of The Township of The Archipelago
Council Meeting**

Agenda Number: 15.6.
Resolution Number 23-193
Title: Township of McKellar - Request to be released from the West Parry Sound Recreation and Culture Centre Board and Agreement
Date: Friday, November 17, 2023

Moved by: Councillor Ashley
Seconded by: Councillor Manners

WHEREAS the Council for the Township of McKellar entered into the 'West Parry Sound Recreation and Cultural Centre Joint Municipal Service Board Agreement' ("Agreement"), together with five other municipalities on September 10, 2021 (attached); and

WHEREAS Council for the Township of The Archipelago recognizes the benefits that the West Parry Sound Recreation and Cultural Centre will bring to the West Parry Sound area; and

WHEREAS Council for the Township of The Archipelago recognizes the importance of collaborating with all the area municipalities; and

WHEREAS Council for the Township of The Archipelago has been, and remains, fully committed to this project; and

WHEREAS the Township of The Archipelago is a significant contributor to this initiative, with the fewest number of permanent residents; and

WHEREAS Council for the Township of McKellar has passed a resolution seeking release from the West Parry Sound Recreation and Culture Centre Board and its Agreement, in accordance with Section No. 23 of the Agreement.

NOW THEREFORE BE IT RESOLVED that the Council of the Corporation of the Township of The Archipelago does not support McKellar's withdrawal from the West Parry Sound Recreation and Culture Centre Board and the Agreement.

FURTHER BE IT RESOLVED that a copy of this resolution be sent to all West Parry Sound municipalities.

Carried

**West Parry Sound Recreation and Cultural Centre
Joint Municipal Service Board Agreement**

BETWEEN:

The Corporation of the Township of the Archipelago

and

The Corporation of the Township of Carling

and

The Corporation of the Municipality of McDougall

and

Corporation of the Township of McKellar

and

The Corporation of the Town of Parry Sound

and

The Corporation of the Township of Seguin

(collectively referred to herein as "Municipalities")

WHEREAS sections 196 of the Municipal Act, 2001, ("Act") grants the power to establish a municipal service board;

AND WHEREAS section 197 of the Act states that a municipal service board is a body corporate unless the municipality provides otherwise, and further that a municipal service board is an agent of the municipality, and further that a municipal service board is a local board of the municipality for all purposes;

AND WHEREAS section 198 of the Act provides that a municipality may give a municipal service board the control and management of such services and activities of the municipality as the municipality considers appropriate and shall do so by delegating the powers and duties of the municipality to the board in accordance with this Act;

AND WHEREAS section 202 of the Act provides that two or more municipalities may enter into agreements to establish a joint municipal service board and to provide for those matters which,

in the opinion of the participating municipalities, are necessary or desirable to facilitate the establishment and operation of the joint municipal service board, and further that the provisions of the Act that apply to municipal service boards also apply with necessary modifications to joint municipal service boards;

AND WHEREAS a partnership of various municipalities of West Parry Sound and the Shawanaga First Nation and the Wasauksing First Nation communities submitted a joint application under Investing in Canada Infrastructure Program (ICIP) for a West Parry Sound Area Recreation and Culture Centre;

AND WHEREAS the Municipalities have committed financial resources towards the establishment and operation of the West Parry Sound Area Recreation and Culture Centre and are granted voting member status as described herein;

AND WHEREAS the Shawanaga First Nation and Wasauksing First Nation are not financial partners towards the establishment and operation of the West Parry Sound Area Recreation and Culture Centre and are granted non-voting participant status as described herein;

AND WHEREAS the Municipalities now wish to enter into an agreement for the purposes described above;

NOW THEREFORE, IN CONSIDERATION of the terms and conditions herein:

Joint Municipal Services Board

1. A joint municipal services board ("Board") is hereby established by the Municipalities, for the purpose of acting as an agent on behalf of the Municipalities, in the constructing, maintaining, and operating the West Parry Sound Recreation and Cultural Center ("Centre") and confirm that the Board is a body corporate and a local board of the Municipalities.

- (a) The council of each Municipality may appoint one member of council as a voting Member (collectively "Members") to the Board.
- (b) The council of each Municipality may appoint an alternative council member, who in the absence of the Member, is entitled to attend meetings of the Board and vote.
- (c) Members on the Board will have no fixed term of appointment, and will serve at the pleasure of their respective municipal council, but appointments shall not exceed the term of Municipal Council.
- (d) Members will not receive any remuneration, other than for expenses. This does not prevent a member who is also a member of a municipal council or other board from receiving remuneration as a councillor or board member.

- (e) Members have weighted votes. The Board will make decisions by a weighted majority vote, unless specified otherwise in this Agreement. In calculating whether a vote has been carried, only the votes of those present and voting shall be considered according to the following:
- i. The vote of the Members of the Town of Parry Sound and the Township of Seguin each has a weight of three (3);
 - ii. The vote of the Members of the Township of the Archipelago and the Municipality of McDougall each has a weight of two (2);
 - iii. The vote of the Members of the Township of Carling and the Township of McKellar each has a weight of one (1).
- (f) The councils of the Shawanaga First Nation and the Wasauksing First Nation may each appoint one member of their council to the Board as a non-voting participant.
- (g) The Chair and Vice-Chair of the Board may be elected for up to 2 years from amongst the Members. Voting for the positions of Chair and Vice-Chair of the Board will take place at the final meeting of the applicable calendar year with the Chair and Vice-Chair taking office effective January 1 of the following applicable year.

OR

Alternatively, the Board may choose to elect a resident of one of the Municipalities or First Nations as a non-political, non-voting Chair and/or Vice-Chair who is not a Member of any Council. The term of this Chair and/or Vice-Chair may vary in length as determined by the Board from time to time and may extend across electoral terms of Municipal Councils in an effort to provide continuity.

- (h) In the absence of the Chair, the Vice-Chair shall act as the Chair of the Board.
- (i) Regular meetings of the Board will be held at a time and place as determined by the Board. Special meetings may be held, as requested by a majority of the Members, or at the call of the Chair. A minimum of five (5) working days notice shall be provided, unless the meeting has been called on an emergency basis.
- (j) A quorum of the Board is a simple majority of Members.
- (k) Members to the Board shall act in the best interest of the Centre as a whole and shall operate in a prudent financial manner.
- (l) The Board shall pass a procedure by-law for governing the calling, place and proceedings of meetings as required by section 238 of the Act and all meetings shall be open to the public, or as otherwise provided for in section 239 of the Act.

Delegated Authority

2. The Board has full authority and necessary powers to manage the construction, operation and maintenance of the Centre including:

- (a) initiating the design and construction of the Centre;
- (b) obtaining approvals;
- (c) issuing requests for proposals and contracting for services;
- (d) entering into agreements with individuals, corporations and other levels of government, including but not limited to, the Transfer Payment Agreement for the Investing in Canada Infrastructure Program (ICIP): Community, Culture and Recreation Stream;
- (e) fundraising and obtaining sponsorships;
- (f) acquiring ownership and/or leasehold interest in property;
- (g) operating bank accounts and other transactions;
- (h) receiving funding from upper levels of government;
- (i) approving the annual Operating and Capital Budget;
- (j) setting public user fees; and
- (k) executing conveyances of any surplus property.

3. The capital costs for the design and construction of the Centre shall not exceed \$32 Million (the amount of Municipal and ICIP funding available at the time of signing this agreement), but this figure shall not include any additional proceeds raised through fund raising, additional grants, etc.

4. The Board is authorized to add capital improvements (i.e. new projects) to the Centre from time to time up to a limit of \$350,000 per budget year, as adjusted by the annual building construction price index (BCPI) for Ontario. The \$350,000 plus BCPI limit has reference only to the cost to be funded by the Municipalities and does not include any other source of funds acquired by the Board such as government grants, fundraising, or sponsorships.

5. Agreements and conveyances entered into by the Board shall be executed by the Chair and one (1) other Member, or as otherwise directed by the Board. The proceeds of the disposition of any surplus property will be used for the Centre, unless otherwise determined by the Board.

Effective Date

6. The Municipalities and First Nations may appoint Members to the Board prior to the execution of this Agreement, and the Board may make administrative arrangements so that it is able to commence functioning on the effective date of this Agreement.

Insurance Coverage

7. The Board shall maintain sufficient insurance coverage at all times throughout the construction and operation periods of the Centre.

Administering Body

8. The Board may appoint one or more Municipalities, individuals or other agencies, as the Administering Body that, subject to any operating agreement between the Board and an Operating Agent, will be responsible for any or all of the administrative functions for the operation of the Centre on behalf of the Board. The Administering Body may execute agreements on behalf of the Board that are within its authority under this section. Operating Agent means anyone with whom the Board enters into an operating agreement, from time to time. The administrative functions that may be delegated include:
 - a. keeping books, records and accounts;
 - b. liaison with the Operating Agent;
 - c. negotiating agreements with the Operating Agent, individuals, or other persons, subject to the approval of the Board;
 - d. preparing capital and operating budgets;
 - e. preparing user fees;
 - f. billing and receiving payments from Municipalities;
 - g. making payments to the Operating Agent, other individuals, or persons;
 - h. making payments on any debt and other financing payments;
 - i. raising capital financing;
 - j. preparing and keeping minutes of Board meetings, circulating in a timely manner the minutes to the Members, and making the minutes available to the public;
 - k. holding reserve funds;
 - l. operating bank accounts;
 - m. making day-to-day operation and maintenance decisions and implementing or providing for the implementation of those decisions, where they are not being implemented by the Operating Agent, up to a maximum value of \$5,000, or any other value as determined by the Board from time to time; and,
 - n. such other functions that are determined by the Board.
9. The Board or the Administering Body may charge interest at prime (as charged by the bank used by the Board or Administering Body) plus 2.5% on outstanding amounts past due if amounts due to them are not paid when due.
10. The records of the Board and the Administering Body with respect to the Centre shall be audited on a regular basis. Municipalities and their auditors will have access to administrative and financial records related to the Centre upon request.

Annual Budgets & Capital Reserve Fund

11. Each year the Board shall prepare an Operating Budget, a Capital Budget, and public user fees on or before November 15th of the year preceding the year for which the Budget or user fees are prepared.
12. Operating Budgets shall include both direct and indirect costs normally associated with operating and maintaining the Centre, including routine and minor replacement parts, and the costs incurred in administering the Centre. Operating costs will exclude those items agreed by the Board to be capital.
13. The Capital Budget shall project capital replacement and rehabilitation expenditures for the upcoming ten (10) year period which shall be determined by an asset management plan prepared within two (2) years of this Agreement coming into effect to address future capital requirements for the Centre over a ten (10) year period. The asset management plan should be updated from time to time as determined necessary by the Board or as legislated.
14. The Board shall have no authority to borrow funds, save and except in the event that an urgent replacement or rehabilitation expenditure has to be made during the course of the year that is not provided for in the Capital Budget. In this event, the Board may arrange for one or more Municipalities to finance the expenditure (and not from any other source) and shall provide in the Board's future budgets for the repayment of such financing in one or more subsequent years, to the extent that it is not provided for in the Capital Reserve Fund.
15. A Capital Reserve Fund shall be held by the Board for the purpose of ensuring that sufficient funds are deposited annually and held to properly maintain the Centre according to the asset management plan.

Annual Municipal Payments

16. The Municipalities shall share the burden of the annual contributions to the operating budget and the capital budget (including contributions to the capital reserve as determined by the asset management plan) according to the following percentages:

i. Archipelago	12.8
ii. Carling	10.5
iii. McDougall	17.6
iv. McKellar	8.5
v. Parry Sound	26.7
vi. Seguin	23.9
Total	100.0

17. These percentages were calculated using the formula in Schedule "A", as adjusted for the municipal shortfall. These percentages shall be recalculated at least every 10 years using updated data and the percentage of annual contributions shall be adjusted among the Municipalities accordingly.
18. The Board will deliver to each Municipality a statement twice yearly based on the approved budgets. The Municipalities shall make payments to the Board in accordance with the statement.
19. Joint municipal contributions to fund the annual operating deficit shall be capped at \$350,000, annually, indexed to CPI. Any deficit larger than this amount, to be covered by municipal contributions, shall require approval of the Municipalities.

Dispute Mechanism

20. Where a dispute arises between a Municipality(s) and the Board, the Municipality may pass a Resolution outlining the nature of the dispute and request the Board hold a special meeting to consider the matter in dispute. Upon receiving such request, the Board shall hold a special meeting within 45 days to consider the dispute.
21. The Board has authority to settle all disputes put forward by a Municipality(s) save and except for matters concerning the authority granted under this Agreement and/or the interpretation of the terms of this Agreement. Where the Board has held a special meeting to consider a dispute concerning an authority or interpretation matter, and the disputing Municipality remains unsatisfied, the Municipality may refer the matter to arbitration.
22. A dispute may be referred to arbitration pursuant to the provisions of the Arbitration Act, 1991, as amended, and in accordance with the following unless otherwise agreed to by the parties to the arbitration:
 - a. reference to arbitration shall be to a single Arbitrator who shall be selected by agreement of all of the parties to the arbitration and failing such agreement shall be selected by agreement between counsel for each of the parties to the arbitration;
 - b. the Arbitrator shall have the power to award interim and interlocutory injunctions and other equitable relief;
 - c. the Arbitrator shall make its determination in writing within four calendar months of being appointed;

- d. the Arbitrator shall have the power to award the costs of the Arbitrator's services and related costs against either party, however, each party will bear the costs of their own counsel and witness fees; and
- e. either party may appeal the award of the Arbitrator to the Ontario Superior Court of Justice, only on a question of law, with leave of the court. No appeal lies on a question of fact or of mixed law and fact.


Amendments to this Agreement

- 23. Any term in this Agreement may be changed upon a two-thirds vote of the Municipalities, save and except where another municipality wishes to join the Board and enter into this Agreement, or where a municipality wishes to withdraw from the Board and this Agreement, or where the funding formula is to be changed, in which case all Municipalities to this Agreement must give their consent.
- 24. Where there is a dispute among the Municipalities concerning an authority or interpretation matter, and the disputing Municipality remains unsatisfied, the Municipality may refer the matter to arbitration as per section 22.


IN WITNESS WHEREOF the Parties hereto have hereunto affixed their corporate seals duly attested to by their proper signing officers in that behalf as of the 10th day of September, 2021.

The Corporation of the Township of the Archipelago

By: 
 Name: Bert Liverance
 Title: Reeve

By: 
 Name: Maryann Weaver
 Title: Clerk


The Corporation of the Township of Carling

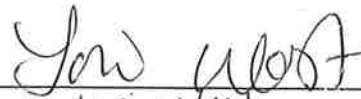
By: 
 Name: Mike Konovak
 Title: Mayor

By: 
 Name: KEVIN MCLLELLAN
 Title: CFO/CLERK

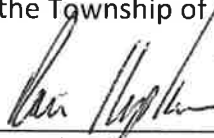



The Corporation of the Municipality of McDougall

By: 
Name: Dale Robinson
Title: Mayor

By: 
Name: Lori West
Title: Clerk

Corporation of the Township of McKellar

By: 
Name: Peter Hopkins
Title: Mayor

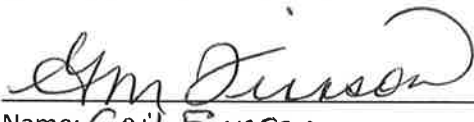
By: 
Name: ROSHAN KANTIYA
Title: ACTING CLERK

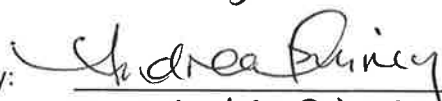
The Corporation of the Town of Parry Sound

By: 
Name: JAMIE MCHARVEY
Title: MAYOR

By: 
Name: Rebecca Johnson
Title: Rebecca Johnson, Clerk/Commissioner
Town of Parry Sound

The Corporation of the Township of Seguin

By: 
Name: Gail Finson
Title: Acting Mayor

By: 
Name: Andrea Spinney
Title: Deputy Clerk

Schedule A to the West Parry Sound Recreation and Cultural Centre Joint Municipal Service Board Agreement

	A	B	C	D	E	F	G	H	I	J	L	M	O	P
1														
2		Option approved for Funding Application												
3														
4														
5		A - 1/3 pop, 1/3 assessment, 1/3 household												
6				Assessment	Households		Population							
7	Archipelago	14.51%	\$	2,042,804,609	3379		531							
8	Carling	9.03%	\$	988,581,854	1812		1125							
9	McDougall	11.51%	\$	735,361,100	1998		2702							
10	McKellar	7.33%	\$	650,276,300	1634		1051							
11	Parry Sound	19.83%	\$	705,586,476	2775		6321							
12	Seguin	29.96%	\$	3,465,463,718	5023		4303							
13	Whitestone	7.84%	\$	589,612,218	1985		1100							
14	Wasauksing	0.00%												
15	Shawanaga	0.00%												
16		100.00%	\$	9,177,686,275	18,606		17,133							
17														
18		B - Driving Distance - Number of Households												
19				0-15km	15-30km		>30km							
20		weighting		80%	50%		10%							
21	Archipelago	8.2%		185	321		2873							
22	Carling	9.3%		225	834		753							
23	McDougall	20.9%		1702	296		0							
24	McKellar	11.2%		0	1613		21							
25	Parry Sound	30.7%		2775	0		0							
26	Seguin	15.4%		550	1200		750							
27	Whitestone	4.4%		0	295		1690							
28	Wasauksing	0.0%												
29	Shawanaga	0.0%												
30		100%		5437	4559		6087							
31														
32		C - MODIFIED OPTION based on Combination of A & B												
33														
34	Archipelago	11.4%												
35	Carling	9.2%												
36	McDougall	16.2%												
37	McKellar	9.3%												
38	Parry Sound	25.3%												
39	Seguin	22.5%												
40	Whitestone	6.1%												
41	Wasauksing	0.0%												
42	Shawanaga	0.0%												
43		100%		1										
44														
45														
46		A	B	C	D	E	Capital Share Unfunded		Funding Grant 73%		Municipal Funded 27%			
47		1/3,1/3,1/3	Driving	(A+B)/2		# of Votes	\$ 32,000,000		\$ 32,000,000		\$ 32,000,000			
48	Archipelago	14.5%	8.2%	11.4%		1.00	\$ 3,648,000		\$ 2,663,040		\$ 984,960			
49	Carling	9.0%	9.3%	9.2%		1.00	\$ 2,944,000		\$ 2,149,120		\$ 794,880			
50	McDougall	11.5%	20.9%	16.2%		2.00	\$ 5,184,000		\$ 3,784,320		\$ 1,399,680			
51	McKellar	7.3%	11.2%	9.3%		1.00	\$ 2,976,000		\$ 2,172,480		\$ 803,520			
52	Parry Sound	19.8%	30.7%	25.3%		3.00	\$ 8,096,000		\$ 5,910,080		\$ 2,185,920			
53	Seguin	30.0%	15.0%	22.5%		3.00	\$ 7,200,000		\$ 5,256,000		\$ 1,944,000			
54	Whitestone	7.8%	4.4%	6.1%		1.00	\$ 1,952,000		\$ 1,424,960		\$ 527,040			
55														
56							\$ 32,000,000		\$ 23,360,000		\$ 8,640,000			
57	Each Municipality will pay their share based on the % in column C													

Cost Sharing of Annual Operations Estimates		Options for Cost Sharing of Capital Costs w/o Grant Estimates		Options for Cost Sharing of Capital Costs w Grant Estimates			
YMCA Model		High		Grant portion: 73%			
				High			
\$	300,000	\$	500,000	\$	32,000,000.00	\$	8,640,000
\$	34,107	\$	56,845	\$	3,648,000	\$	984,960
\$	27,471	\$	45,786	\$	2,944,000	\$	794,880
\$	48,547	\$	80,911	\$	5,184,000	\$	1,399,680
\$	27,759	\$	46,265	\$	2,976,000	\$	803,520
\$	75,757	\$	126,261	\$	8,096,000	\$	2,185,920
\$	67,436	\$	112,393	\$	7,200,000	\$	1,944,000
\$	18,316	\$	30,527	\$	1,952,000	\$	527,040
\$	-	\$	-	\$	-	\$	-
\$	-	\$	-	\$	-	\$	-
\$	299,392	\$	498,987	\$	32,000,000	\$	8,640,000

see table below for calculations (A+B)/2



THE CORPORATION OF THE TOWN OF PARRY SOUND
RESOLUTION IN COUNCIL

NO. 2023 - 174

DIVISION LIST

YES NO

DATE: November 21, 2023

- Councillor **G. ASHFORD**
- Councillor **J. BELESKEY**
- Councillor **P. BORNEMAN**
- Councillor **B. KEITH**
- Councillor **D. McCANN**
- Councillor **C. McDONALD**
- Mayor **J. McGARVEY**

MOVED BY:

SECONDED BY:

CARRIED: DEFEATED: Postponed to: _____

Whereas the Council for the Township of McKellar entered into the 'West Parry Sound Recreation and Cultural Centre Joint Municipal Service Board Agreement' ("Agreement"), attached as Schedule A, together with five other municipalities on September 10, 2021; and

WHEREAS Council for the Town of Parry Sound recognizes the benefits that the West Parry Sound Recreation and Cultural Centre will bring to the West Parry Sound area; and

WHEREAS Council for the Town of Parry Sound recognizes the importance of collaborating with all the area municipalities; and

WHEREAS Council for the Town of Parry Sound has been, and remains, fully committed to this project; and

WHEREAS the Town of Parry Sound is a significant contributor to this initiative; and

WHEREAS participating municipalities to the Agreement are subsidizing the Township of McKellar's discounted funding commitment; and

WHEREAS Council of the Township of McKellar has passed a resolution seeking release from the West Parry Sound Recreation and Cultural Centre Board and its Agreement, in accordance with Section No. 23 of the Agreement.

NOW THEREFORE BE IT RESOLVED that the Council of the Corporation of the Town of Parry Sound does not support McKellar's withdrawal from the West Parry Sound Recreation and Cultural Centre Board and the Agreement.

FURTHER BE IT RESOLVED that this resolution be sent to all West Parry Sound municipalities.

Mayor Jamie McGarvey



November 24, 2023

RE: Township of McKellar's Request to Withdraw from the West Parry Sound Recreation and Culture Centre Board

At the Regular Meeting of Council for the Township of Carling held on November 14, 2023 Council passed the following resolution:

23-058

**Moved by Councillor Doubrough
Seconded by Councillor Wing**

WHEREAS the Township of McKellar passed resolution 23-705 at their November 7, 2023 Council meeting, requesting to withdraw from the West Parry Sound Recreation and Culture Board;

AND WHEREAS the Council for the Township of Carling believes that a project of this nature needs the support of the entire West Parry Sound District.

NOW THEREFORE BE IT RESOLVED that the Council for the Township of Carling does not support the Township of McKellar's request to withdraw from the West Parry Sound Recreation and Culture Board.

Carried

If you require further information, please do not hesitate to contact the undersigned at 705-342-5856 ext. 9181 or mtaylor@carling.ca

Sincerely

Mackenzie Taylor
Deputy Clerk



21 Church Street
Dunchurch, Ontario P0A 1G0
Phone: 705-389-2466 ~ Fax: 705-389-1855

www.whitestone.ca
E-mail: info@whitestone.ca

November 9, 2023

Resolution No. 2023-538

Moved by: Councillor Joe Lamb

Seconded by: Councillor Scott Nash

4.4.1 WPS Recreation and Cultural Centre Agreement

WHEREAS the Municipality of Whitestone remains committed to supporting the West Parry Sound Recreation and Cultural Centre per the funding agreement signed October, 2022; and

WHEREAS the funding agreement required a review of the operating model, projected operating costs, and reserve requirements for the Facility by independent management consultants with expertise in such reviews, to be completed prior to final design of the Facility, at the Boards' cost; and

WHEREAS the Municipality of Whitestone understands that BDO was engaged to undertake this review; and

WHEREAS the Municipality of Whitestone requested a copy of the terms of reference and engagement letter for BDO; and

WHEREAS the Council of the Municipality of Whitestone passed resolution # 2023-327 on July 4, 2023 outlining their thoughts on the review; and

WHEREAS the Municipality of Whitestone Council has now received the Terms of Reference for the BDO report as well as the BDO report dated June 15, 2023 and, have had the opportunity to review this report;

THEREFORE, BE IT RESOLVED THAT the Municipality of Whitestone respectfully informs the Joint Services Board that the BDO report does not meet the requirements as set in the agreement dated October 22, 2022; and

THAT the Municipality of Whitestone requests that representatives from both the Steering Committee and the Joint Services Board meet with the Municipality of Whitestone CAO and Councillor Lamb for further discussions on the matter; and

THAT a copy of this resolution be circulated to MP Scott Aitchison, MPP Graydon Smith and other West Parry Sound municipalities and ICIP.

Recorded Vote:

	YEAS	NAYS	ABSTAIN
Councillor, Janice Bray			(left meeting 7:00 pm)
Councillor, Joe Lamb	X		
Councillor, Scott Nash	X		
Councillor, Brian Woods	X		
Mayor, George Comrie		X	

Carried



FEDERAL FALL ECONOMIC UPDATE 2023

Date: November 21, 2023

1. FALL ECONOMIC UPDATE AND RELATED DOCUMENTS

Click here for the [2023 Fall Economic Update](#).

2. MUNICIPAL HIGHLIGHTS

INFRASTRUCTURE

- Reaffirms the federal government's intention to tie access to federal infrastructure funding to actions by provinces, territories, and municipalities to increase housing supply where it makes sense to do so (p. 20).
- Introduce legislation to establish the Department of Housing, Infrastructure and Communities (currently Infrastructure Canada). Through this legislation, the government will clarify the department's powers, duties and functions as the federal lead for improving housing outcomes and enhancing public infrastructure (p. 24).
- The Canada Infrastructure Bank is exploring further ways to support the needs of communities seeking to develop the infrastructure required to build more homes. Details on this work will be announced by Budget 2024 (p. 24).

HOUSING

- Co-operative housing corporations that provide long-term rental accommodation will become eligible for the removal of the GST on new rental housing, provided the other conditions have been met. The measure is not intended to apply to co-operative housing corporations where occupants have an ownership or equity interest (p. 20).
- Additional \$15B in new loan funding, starting in 2025/26, for the Apartment Construction Loan Program, bringing the program's total to over \$40B in loan funding (p. 21).
- Additional \$1B over three years, starting in 2025-26, for the Affordable Housing Fund. This investment will support non-profit, co-op, and public housing. This top-up is to be supported by \$631M previously intended for the one-time top-up to the Canada Housing Benefit (p. 22).
- \$309.3M in new funding for the Co-operative Housing Development Program. In collaboration with the Co-operative Housing Federation of Canada and other co-op housing partners, CMHC is working to launch the co-developed program in early 2024 (p. 23).
- New Canadian Mortgage Charter, which builds on the government's existing guidance and expectations for how financial institutions are to work with Canadians to provide tailored relief and ensure payments are reasonable for borrowers. Mortgage holders in financial difficulty on their principal residence can expect mortgage relief measures from federally-regulated financial institutions, which are expected to proactively reach out to vulnerable borrowers and make full use of available tools to quickly and efficiently support borrowers through difficult times (p. 27).

SHORT-TERM RENTALS

- Deny income tax deductions, beginning on or after January 1, 2024:
 - for expenses incurred to earn short-term rental income, including interest expenses, in provinces and municipalities that have prohibited short-term rentals; and,
 - when short-term rental operators are not compliant with the applicable provincial or municipal licensing, permitting, or registration requirements (p. 26).
- \$50M over three years, starting in 2024/25, to support municipal enforcement of restrictions on short-term rentals. This will support municipalities with strict regulatory regimes that are having a significant and measurable impact in returning short-term rentals back to the long-term housing market (p. 27).

DISABILITY AND UNEMPLOYMENT

- Introduce a new 15-week shareable EI adoption benefit, at an estimated cost of \$48.1M over six years, starting in 2023/24, and \$12.6M ongoing (p. 42).
- Amendments to the Employment Insurance Act, as well as corresponding changes to the Canada Labour Code, to ensure that workers in federally regulated industries have the job protection they need while receiving the EI adoption benefit (p. 43).
- Up to four additional weeks of EI regular benefits to eligible seasonal workers in 13 economic regions. This new measure is expected to cost an estimated \$69.8M over three years, starting in 2023/24 (p. 43).

3. OTHER INITIATIVES

OTHER

- Amendments to the Competition Tribunal Act to ensure legal cost awards during case adjudication do not prohibit a robust defence of competition (pp. 36-37).
- Amend the Competition Act in order to prevent manufacturers from refusing to provide the means of repair of devices and products in an anti-competitive manner (p. 37).
- Amend the Canadian Payments Act to expand membership eligibility in Payments Canada to payment service providers supervised by the Bank of Canada, credit union locals that are members of a credit union central, and operators of designated clearing houses (p. 41).
- Exempt professional services rendered by psychotherapists and counselling therapists from the GST/HST (p. 42).
- A number of clean economy investment tax credits will be introduced in 2024 for carbon capture, utilization, and storage; clean technology adoption; clean hydrogen; clean technology manufacturing; and clean electricity. The tax credits will be introduced in stages, beginning with legislation introduced for the Carbon Capture, Utilization, and Storage credit and the Clean Technology credit in Fall 2023 (p. 51).
- The federal government will work collaboratively with Canadian pension funds to create an environment that encourages and identifies more opportunities for investments in Canada by pension funds and other responsible investment pools (p. 61).

- The federal government will explore removing the “30% rule” from investments, which restricts Canadian pension funds from holding more than 30% of the voting shares of most corporations (p. 61).
- To improve transparency around pension investments, the government proposes to require large federally-regulated pension plans to disclose the distribution of their investments, both by jurisdiction and asset-type per jurisdiction, to the Office of the Superintendent of Financial Institutions (p. 61).
- The 30-per-cent Clean Technology investment tax credit to include systems that produce electricity, heat, or both electricity and heat from waste biomass. This expansion of the Clean Technology Investment Tax Credit would be available to businesses investing in eligible property that is acquired and becomes available for use on or after the date of the 2023 Fall Economic Statement (p. 54).
- The 15-per-cent Clean Electricity investment tax credit to include systems that produce electricity or both electricity and heat from waste biomass, which would be available as of the date of Budget 2024 for projects that did not begin construction before March 28, 2023 (p. 54).
- Effective for labour costs incurred on or after January 1, 2023, the federal government proposes to increase the yearly limit on labour costs that can be claimed per eligible employee from \$55,000 to \$85,000 and temporary increase the tax credit rate from 25% to 35% for a period of four years (p. 67).
- The government proposes to introduce the Canada Water Agency Act to establish the stand-alone Canada Water Agency, which will contribute to sustainable and coordinated freshwater management across Canada (p. 106).

4. FEDERAL FINANCES

OVERVIEW

- The federal budget deficit is projected to be \$40B, just below the \$40.1B deficit projected for 2023/24 in Budget 2023. This improves to an \$18.4B deficit in 2028/29, or about -0.5% of GDP (p. 10).
- The Canadian economy is now expected to avoid a recession, and instead see subdued growth in the coming quarters as the impacts of higher interest rates continue to build. A gradual recovery is then expected over the course of 2024 (p. 71).
- Overall, private sector economists expect real GDP growth to be 1.1% in 2023 – up from the 0.3% projected in Budget 2023. Growth of 0.4% is now expected for 2024, compared to 1.5% projected in Budget 2023, with growth projected to reach 2.2% in 2025 (p. 71).
- CPI inflation is expected to remain at or above 3% through the first quarter of 2024, with annual average of 3.8% in 2023 and 2.5% in 2024. Inflation is expected to reach 2% by the end of 2024 (p. 71).
- Short-term interest rates have been revised up to 4.8% in 2023 and to 4.3% in 2024. Long-term interest rates were expected to average 3.3% in both 2023 and 2024 and have also been revised by about 0.2% on average per year over the 2023-2027 period (p. 72).
- Crude oil prices are expected to average about US\$78 per barrel in both 2023 and 2024 and to remain around that level in the following years, which is about US\$2 per barrel lower on average per year compared to Budget 2023 (p. 72).

FEDERAL TRANSFERS

Highlighting transfers from the Federal Economic Update 2023, [Table A.1.6, **The Expense Outlook**] (p. 82).

Transfer	Details
Canada Health Transfer (CHT)	The CHT is projected to grow from \$47.1B in 2022/23 to \$62.9B in 2028/29.
Canada Social Transfer (CST)	The CST is projected to grow from \$15.9B in 2022/23 to \$19.0B in 2028/29.
Canada Community-Building Fund	The CCBF is projected to grow from \$2.3B in 2022/23 to \$2.6B in 2028/29.
Equalization	Expected to grow from \$21.9B in 2022/23 to \$29.4B in 2028/29.
Territorial Formula Financing	Expected to grow from \$4.6B in 2022/23 to \$5.8B in 2028/29.

Appendix A: Key Financial Highlights (p. 77)

Summary Statement of Transactions

Table A1.4
Summary Statement of Transactions
billions of dollars

	2022- 2023	2023- 2024	2024- 2025	Projection			
				2025- 2026	2026- 2027	2027- 2028	2028- 2029
Budgetary revenues	447.8	456.2	483.4	502.4	527.4	551.0	573.8
Program expenses, excluding net actuarial losses	438.6	442.2	466.8	484.8	499.4	515.5	534.1
Public debt charges	35.0	46.5	52.4	53.3	55.1	58.4	60.7
Total expenses, excluding net actuarial losses	473.5	488.7	519.2	538.1	554.5	573.9	594.8
Budgetary balance before net actuarial losses	-25.7	-32.5	-35.8	-35.7	-27.1	-22.8	-20.9
Net actuarial gains (losses)	-9.6	-7.6	-2.6	-2.6	0.0	-0.9	2.5
2023 Fall Economic Statement budgetary balance	-35.3	-40.0	-38.4	-38.3	-27.1	-23.8	-18.4
Financial Position							
Total liabilities	1,925.0	1,999.7	2,102.8	2,213.8	2,306.3	2,398.6	2,476.6
Financial assets	642.3	670.1	730.8	799.4	862.9	930.2	988.5
Net debt	1,282.8	1,329.6	1,372.0	1,414.4	1,443.4	1,468.4	1,488.1
Non-financial assets	109.7	113.4	117.4	121.5	123.3	124.6	126.0
Federal debt¹	1,173.0	1,216.2	1,254.6	1,292.9	1,320.0	1,343.8	1,362.2
Per cent of GDP							
Budgetary revenues	15.9	15.9	16.5	16.4	16.5	16.5	16.5
Program expenses, excluding net actuarial losses	15.6	15.4	15.9	15.8	15.6	15.4	15.3
Public debt charges	1.2	1.6	1.8	1.7	1.7	1.7	1.7
Budgetary balance	-1.3	-1.4	-1.3	-1.2	-0.8	-0.7	-0.5
Federal debt	41.7	42.4	42.7	42.2	41.2	40.2	39.1

¹ The projected level of federal debt for 2023-24 includes an estimate of other comprehensive losses of \$0.2 billion for enterprise Crown corporations and other government business enterprises, and an estimate of \$3.0 billion for net remeasurement losses on financial instruments, including swap agreements and foreign exchange forward agreements, in accordance with a suite of new accounting standards for financial instruments that came into effect in 2022-23. For further details regarding these new standards, see Note 3 of the Condensed Consolidated Financial Statements of the Government of Canada in the *Annual Financial Report of the Government of Canada 2022-2023*, available on the Department of Finance website.

Appendix B: Private Sector Forecasts (p. 73)

Table A1.1

Average Private Sector Forecasts

Per cent, unless otherwise indicated

	2023	2024	2025	2026	2027	2028	2023- 2027
Real GDP growth¹							
Budget 2023	0.3	1.5	2.3	2.2	1.9	---	1.7
2023 Fall Economic Statement	1.1	0.4	2.2	2.4	2.2	2.0	1.7
GDP inflation¹							
Budget 2023	0.6	2.0	1.9	1.9	1.9	---	1.7
2023 Fall Economic Statement	0.8	2.0	2.0	2.1	2.1	2.1	1.8
Nominal GDP growth¹							
Budget 2023	0.8	3.6	4.3	4.1	3.9	---	3.4
2023 Fall Economic Statement	2.0	2.4	4.3	4.5	4.3	4.2	3.5
Nominal GDP level (billions of dollars)¹							
Budget 2023	2,837	2,938	3,066	3,192	3,317	---	
2023 Fall Economic Statement	2,868	2,938	3,063	3,202	3,341	3,481	
Difference between Budget 2023 and 2023 Fall Economic Statement	32	0	-2	10	25	---	13
3-month treasury bill rate							
Budget 2023	4.4	3.3	2.6	2.4	2.4	---	3.0
2023 Fall Economic Statement	4.8	4.3	2.9	2.7	2.6	2.6	3.5
10-year government bond rate							
Budget 2023	3.0	2.9	3.0	3.1	3.1	---	3.0
2023 Fall Economic Statement	3.3	3.3	3.1	3.2	3.2	3.3	3.2
Exchange rate (US cents/C\$)							
Budget 2023	74.7	76.8	78.3	79.0	79.3	---	77.6
2023 Fall Economic Statement	74.3	75.2	77.4	78.6	78.7	79.1	76.8
Unemployment rate							
Budget 2023	5.8	6.2	6.0	5.7	5.7	---	5.9
2023 Fall Economic Statement	5.4	6.4	6.2	5.9	5.8	5.7	5.9
Consumer Price Index inflation							
Budget 2023	3.5	2.1	2.1	2.1	2.1	---	2.4
2023 Fall Economic Statement	3.8	2.5	2.1	2.1	2.1	2.1	2.5
U.S. real GDP growth							
Budget 2023	0.8	1.4	2.1	2.0	1.9	---	1.6
2023 Fall Economic Statement	2.1	0.7	1.9	2.0	1.9	1.8	1.7
West Texas Intermediate crude oil price (\$US per barrel)							
Budget 2023	81	81	79	77	78	---	79
2023 Fall Economic Statement	77	78	77	77	77	79	77

Note: Forecast averages may not equal average of years due to rounding. Numbers may not add due to rounding.

¹ Previously published figures have been restated to reflect the historical revisions in the Canadian System of National Accounts and the 2022 Provincial and Territorial Economic Accounts.

Sources: Statistics Canada; for Budget 2023, Department of Finance Canada February 2023 survey of private sector economists, which has been adjusted to incorporate the actual results of the National Accounts for the fourth quarter of 2022 released on February 28, 2023; for the 2023 Fall Economic Statement, Department of Finance Canada September 2023 survey of private sector economists. Both surveys have been adjusted to reflect the historical revisions in the 2022 Provincial and Territorial Economic Accounts.



MUNICIPAL FINANCE
OFFICERS' ASSOCIATION
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Members can stay informed through our eNewsletter and website.



November 24, 2023

RE: West Parry Sound Recreation and Culture Centre Design

At the Regular Meeting of Council for the Township of Carling held on November 14, 2023
Council passed the following resolution:

23-056.6a

**Moved by Councillor Kelly
Seconded by Councillor Doubrough**

WHEREAS the Council for the Township of Carling remains supportive of the West Parry Sound Area Recreation and Culture Centre;

AND WHEREAS the design for the project has recently been made public by the Board;

AND WHEREAS we have one opportunity to get the design right;

AND WHEREAS the design is critical to the long term sustainability of the facility;

AND WHEREAS Carling is receiving a high number of comments with concerns and suggestions around the design in regards to the viewing areas, storage, and other design elements

NOW THEREFORE BE IT RESOLVED that the Council for the Township of Carling asks the Board to give serious consideration to these suggestions and requests, while being respectful of the capital budget and maximizing operational revenue opportunities.

FURTHER that the Board put a significant focus on communicating the design plans with the public.

Carried

If you require further information, please do not hesitate to contact the undersigned at 705-342-5856 ext. 9181 or mtaylor@carling.ca

Sincerely

Mackenzie Taylor
Deputy Clerk

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Tuesday, November 21, 2023

Victoria Leddy
Evermore Ontario

SENT VIA EMAIL: evermoreontario@gmail.com

RE: Declaring Intimate Partner Violence an Epidemic – Evermore Ontario

Dear V. Leddy,
Please be advised of the following motion that was passed at the Monday, November 6, 2023, Goderich Town Council meeting:

Moved By: Councillor Petrie
Seconded By: Deputy Mayor Noel

WHEREAS Intimate partner violence (IPV) is physical, sexual, and emotional abuse and aggression that occurs in an intimate relationship;

AND WHEREAS on the morning of September 22, 2015, Carol Culleton, Anastasia Kuzyk and Nathalie Warmerdam were murdered by a former partner;

AND WHEREAS on June 28, 2022, a five-person jury established as part of a coroner's inquest into the events of September 22, 2015, delivered 86 recommendations;

AND WHEREAS specific legislation addressing family and domestic violence has been passed by six provinces and three territories, however, to date Ontario has not implemented this type of legislation;

NOW THEREFORE BE IT RESOLVED THAT:

1. The Corporation of the Town of Goderich declare an IPV epidemic and call on the Ontario Government to do the same, as per #1 of the Renfrew County Inquest; and
2. This motion be distributed to the Huron-Bruce MP Ben Lobb and MPP Lisa Thompson, Ministry of the Attorney General, Solicitor General, Ministry of Women's Social and Economic Opportunity, Huron County Council and Huron County lower tier municipalities, Goderich Police Services Board, Ontario Provincial Police, Association of Municipalities of Ontario, and the Federation of Canadian Municipalities.

CARRIED

The Town of Goderich
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Yours truly,

Andrea Fisher

Andrea Fisher
Director of Legislative Services/Clerk
/ar

cc. Right Honourable Prime Minister Justin Trudeau, pm@pm.gc.ca.
Hon. Michael Kerzner, Solicitor General of Ontario, michael.kerzner@pc.ola.org
Hon. Doug Downey, Attorney General of Ontario, doug.downey@pc.ola.org
Hon. Charmaine Williams, Women's Social and Economic Opportunity,
charmaine.williams@ontario.ca
Commissioner, Thomas Carrique, Ontario Provincial Police,
County of Huron Council,
Federation of Canadian Municipalities,
Association of Municipalities of Ontario,
Lisa Thompson, Member of Provincial Parliament for Huron-Bruce,
lisa.thompsonco@pc.ola.org
Ben Lobb, Member of Federal Parliament for Huron-Bruce, ben.lobb@parl.gc.ca

**Resolution
Regular Council Meeting**



Agenda Number: 9.4.
Resolution Number 23-371
Title: 23-R-49 Letter of Support - Conservation Officer Reclassification
Date: Monday, November 20, 2023

Seconded by: M. Lubbock

Moved by: S. Cote

WHEREAS Ontario has 196 field Conservation Officers including 6 canine handlers who provide protection to Municipalities Natural Resources and uphold public safety by enforcing hunting and firearm laws and investigate gruesome injuries and even deaths that result from hunting-related accidents; in addition, Conservation Officers are often First Responders and ensure public safety by facilitating evacuations and enforcing Emergency Area orders during forest fires during record breaking wildfires such as we witnessed this past summer; and

WHEREAS Conservation Officers perform comparable work to Police Officers and other Enforcement Officers within the province and are professional, armed Peace Officers trained to police standards and undergo the same training; and

WHEREAS Ontario Municipalities are required that their constituents are informed, and their interests are safeguarded and ensure they have access to outreach and natural resources compliance services; and

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the Township of Coleman does here by support the Ontario Conservation Officer's Association (OCA) in their efforts to have Conservation Officers in the Province of Ontario reclassified as Enforcement Officers and be compensated fairly; and

FURTHER request the support of all Ontario Municipalities; and

FURTHERMORE, THAT this resolution with a letter of support be forwarded to Ontario Premiere Doug Ford, the Minister of Natural Resources Graydon Smith, the Local Provincial Member of Parliament (MPP) John Vanthof, Temiskaming Municipal Association and the Federation of Northern Ontario Municipalities.

CARRIED YES: 4 NO: 0 ABSENT: 0

- S. Cote
- M. Lubbock
- P. Rieux
- L. Perry

Certified True Copy

Christopher W. Oslund
CAO/Clerk - Treasurer

Background:

Ontario's Conservation Officers protect our beloved natural resources and wildlife. They uphold public safety by enforcing hunting and firearm laws and they investigate gruesome injuries and even deaths that result from hunting-related accidents. It's a highly skilled and dangerous law enforcement job. This work can be emotional and traumatizing. This work is often solitary, with Officers working alone in remote areas during inclement weather.

But Conservation Officers aren't recognized, or compensated properly, for the work they do and risks they face. Morale is low, turnover is high and short staffing is putting public safety at risk.

As Municipalities we can support Ontario's Conservation Officers by sending our MPP, the Premier Doug Ford and the Minister of Natural Resources and Forestry, Graydon Smith a letter, to demand that Conservation Officer's are reclassified as Enforcement Officers and be compensated fairly.

Information:

Conservation Officers are a valuable part of our community. They protect our natural resources. They perform outreach and educate the public and they ensure public safety by conducting hunting safety, snowmobile, ATV, and vessel enforcement. They prevent the introduction and spread of invasive species in Ontario.

Public safety legislation includes rules relates to helmets, lifejackets, and other safety and navigational equipment, liquor consumption while operating a vehicle, and dam construction or alteration. This includes enforcing hunting rules related to hunting safety, forest fires, and oil, gas, and aggregates extraction.

Conservation Officers mission is to safeguard the public interest by leading and delivering outreach and natural resources compliance services. They enforce over 25 acts and regulations and work from 48 locations across the province to lead year-round field compliance checks to protect and regulate natural resources and keep the public safe.

Conservation Officers have been engaged in our community in various activities aimed at helping our citizens such as running food drives to help local food banks. They also attend outdoor shows and fishing derbies, local fish and game clubs, trapping councils and naturalists, school classrooms, youth clubs and family focused outdoor events.

In conclusion, they provide investigative and enforcement services related to the safe and sustainable use of natural resources for people to enjoy for generations to come!