



**The Corporation of the City of Temiskaming Shores  
Regular Meeting of Council  
Tuesday, May 3, 2022 – 6:00 p.m.  
City Hall – Council Chambers – 325 Farr Drive**

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**Agenda**

**Land Acknowledgement**

1. **Call to Order**
2. **Roll Call**
3. **Review of Revisions or Deletions to Agenda**
4. **Approval of Agenda**

**Draft Resolution**

Moved by: Councillor

Seconded by: Councillor

Be it resolved that City Council approves the agenda as printed / amended.

5. **Disclosure of Pecuniary Interest and General Nature**

**6. Review and adoption of Council Minutes**

*Draft Resolution*

Moved by: Councillor

Seconded by: Councillor

Be it resolved that City Council approves the following minutes as printed:

a) Regular Meeting of Council – April 19, 2022.

**7. Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes**

None

**8. Question and Answer Period**

**9. Presentations / Delegations**

None

**10. Communications**

a) Lori McDonald, Director of Corporate Services/ Clerk – Town of Bracebridge

**Re:** Request for AMO to Review Challenges to Development in Relation to the Ontario Land Tribunal, 2022-04-19

**Reference:** Received for Information

b) Bonnie Nistico-Dunk, City Clerk – City of St. Catharines

**Re:** St. Catharines Response to Ontario Housing Affordability Task Force Recommendations, 2022-04-19

**Reference:** Received for Information

- c) Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF)

**Re:** Inspection of Approved Insect Pest Management Program

**Reference:** Received for Information

- d) Kerry Schubert-Mackey, Director of Community Health – Timiskaming Health Unit

**Re:** Funding for the Ontario Active School Travel program

**Reference:** Received for Information

- e) Municipal Property Assessment Corporation

**Re:** 2021 Annual Report and Corporate Performance Report

**Reference:** Received for Information

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that City Council agrees to deal with Communication Items 10. a) to 10. e) according to the Agenda references.

**11. Committees of Council – Community and Regional**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that the following minutes be accepted for information:

- a) Minutes of the Business Improvement Area Board of Management meeting held on March 21, 2022; and
- b) Minutes of the Temiskaming Shores Public Library Board meeting held on March 23, 2022.

**12. Committees of Council – Internal Departments**

None

**13. Reports by Members of Council**

**14. Notice of Motions**

**15. New Business**

**a) Request for Proclamation - Longest Day of SMILES (June 19, 2022)**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas Operation Smile Canada recognizes the importance of engaging community members in ways that enable them to use their passion and creativity to encourage positive change; and

Whereas the Longest Day of SMILES® encourages community ambassadors to raise awareness and funds to help a child born with a cleft condition smile and change their life with free, safe, cleft surgery and comprehensive care; and

Whereas from sun-up to sun-down, from coast to coast to coast, Canadians are dedicating June 19th, 2022, and the time leading up to it, to helping children SMILE; and

Whereas Operation Smile Canada is a volunteer-delivered global medical charity that exists to ensure everyone has access to safe, effective surgery that they need wherever they live in the world.

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby proclaims June 19, 2022 as Longest Day of SMILES® in Temiskaming Shores to provide waiting children with exceptional cleft care a hopeful future with a new smile.

**b) Resolution of Support - Safety Measure Considerations for Highway 11**Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas at the April 19, 2022 regular meeting, Council for the City of Temiskaming Shores received a report from the Temiskaming District Road Safety Coalition (TRSC), titled Safety Measure Considerations for Highway 11 between Tobler Road and Wabi River Bridge, and received a presentation and associated letter from the Temiskaming Hospital Professional Medical Staff regarding proposed safety measures for Highway 11 in Temiskaming Shores.

Now therefore be it resolved that the Council of the City of Temiskaming Shores hereby supports the recommendations contained within the Safety Measure Considerations for Highway 11 between Tobler Road and Wabi River Bridge Report developed by the TRSC, and within the letter on behalf of the Temiskaming Hospital Professional Medical Staff; and

Further that a copy of this resolution and the associated correspondence be sent to the Honourable Doug Ford, Premier of Ontario; the Honourable Caroline Mulroney, Minister of Transportation; and John Vanthof, MPP Temiskaming-Cochrane.

**a) Approval of Council meeting Schedule – July 2022 to January 2023**Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Whereas By-law No. 2008-160 (Procedural By-law), as amended indicates that Regular meetings of Council shall be held on the first and third Tuesdays of each month commencing at 6:00 p.m. unless otherwise decided by Council; and

Whereas Council typically reduces summer meetings in July and August to one meeting.

Now therefore be it resolved that Council for the City of Temiskaming Shores does hereby confirms the following schedule of meetings for the months of July 2022 to December 2022:

Tuesday, July 12, 2022	Regular Meeting (2nd Tuesday)
Tuesday, August 9, 2022	Regular Meeting (2nd Tuesday)
Tuesday, September 6, 2022	Regular Meeting
Tuesday, September 20, 2022	Regular Meeting

Tuesday, October 4, 2022	Regular Meeting
Tuesday, October 18, 2022	Regular Meeting
Tuesday, November 1, 2022	Regular Meeting
Monday, November 21, 2022	Inaugural Meeting
Tuesday, December 6, 2022	Regular Meeting
Tuesday, December 20, 2022	Regular Meeting

**c) Memo No. 019-2022-CS – Amendment to By-law No. 2012-155 Cemetery Regulations**

Draft Resolution

Moved by: Councillor  
Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 019-2022-CS; and

That Council directs staff to prepare the necessary by-law to amend By-law No. 2012-155, as amended to regulate municipally-owned cemeteries within the City of Temiskaming Shores, to include a provision for resident interment fee eligibility for those who temporarily moved for health care reasons, for consideration at the May 3, 2022 Regular Council Meeting.

**d) Memo No. 020-2022-CS - Amendment to By-law No. 2018-024 Signage Regulations**

Draft Resolution

Moved by: Councillor  
Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 020-2022-CS; and

That Council directs staff to prepare the necessary by-law to amend By-law No. 2018-024, to regulate signs in the City of Temiskaming Shores, to include additional definitions for clarity purposes, and the addition of a provision restricting the subletting of signs within City-approved encroachment agreements, for consideration at the May 3, 2022 Regular Council Meeting.

**e) Memo No. 021-2022-CS – Municipal Insurance and Risk Management Services Request for Proposal (RFP)**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 021-2022-CS; and

That Council directs staff to release of Request for Proposal titled CS-RFP-004-2022 “Municipal Insurance and Risk Management” services.

**f) Administrative Report No. CS-019-2022 - 2022 Tax Ratios & Tax Rates**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-019-2022;

That Council directs staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2022 calculated using a phased-in elimination of the subclass reduction factors, for consideration at the May 3, 2022 Regular Council meeting; and

That Council directs staff to prepare the necessary by-laws utilizing the 2022 Tax Rates and Water/Sewer Rates, for consideration at the May 3, 2022 Regular Council meeting.

**g) Memo No. 006-2022-PW – Amendment to By-law 2022-073 – EXP Agreement – Engineering Services By-pass Design**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 006-2022-PW; and

That Council directs staff to prepare the necessary by-law to amend By-law No. 2022-073 to enter into an agreement with EXP Services Inc. for engineering services related to the design of a By-pass System at the Robert/Elm Pumping Station, to include an Appendix 2 to Schedule A for the addition of EXP

Services Inc. General Terms and Conditions, for consideration at the May 3, 2022 Regular Council meeting.

**h) Administrative Report No. PW-016-2022 - Textile Diversion Program**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-016-2022; and

That Council directs staff to prepare the necessary By-law to enter into an agreement with Talize Inc./Recycling Rewards for textile collection services, for consideration at the May 3, 2022 Regular Council meeting.

**i) Administrative Report No. PW-017-2022 – Agreement with Recycle Coach for Software Services**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-017-2022; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Recycle Coach for software services related to the City's Solid Waste Management Program, for consideration at the May 3, 2022 Regular Council meeting.

**j) Administrative Report No. RS-008-2022 – Rebecca Street Park Donation**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-008-2022; and

That Council directs staff to prepare the necessary by-law to enter into a funding agreement for a donation towards the purchase of playground equipment to be installed in the Rebecca Street Park in the amount of \$20,000, for consideration at the May 3, 2022 Regular Council meeting.

**k) Administrative Report No. RS-009-2022 – New Liskeard Geotechnical Investigations Award**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-009-2022;

That Council approves the allocation of \$38,119 from the Community Development Reserve towards the New Liskeard Geotechnical Investigations project; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Wood Environment & Infrastructure Solutions, a Division of Wood Canada for the New Liskeard Geotechnical Investigations in the amount of \$42,200 plus applicable taxes, for consideration at the May 3, 2022, Regular Council meeting.

**l) Administrative Report No. RS-010-2022 – Pool & Fitness Centre (PFC) Roof Replacement Award**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. RS-010-2022;

That Council approves the reallocation of funds in the 2022 Capital Budget from the NL Waterfront Paving project in the amount of \$115,000 to the Pool & Fitness Centre (PFC) Roof Replacement;

That Council agrees to allocate an additional \$157,000 from the Working Fund Reserve to the PFC Roof Replacement Project to offset the budget shortfall; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with Designed Roofing Inc. for the PFC Roof Replacement project in the amount of \$1,025,000 plus applicable taxes, for consideration at the May 3, 2022, Regular Council meeting.

**16. By-laws***Draft Resolution*

Moved by: Councillor

Seconded by: Councillor

Be it resolved that:

- By-law No. 2022-076 Being a by-law to amend By-law No. 2012-155 for the operation of municipally owned cemeteries
- By-law No. 2022-077 Being a by-law to amend by-law No. 2018-024 to regulate signs within the City of Temiskaming Shores
- By-law No. 2022-078 Being a by-law to establish Tax Ratios for 2022
- By-law No. 2022-079 Being a by-law to provide for the adoption of 2022 tax rates for municipal and school purposes and to further provide penalty and interest for payment in default
- By-law No. 2022-080 Being a by-law with respect to water and sewer service rates
- By-law No. 2022-081 Being a by-law to amend By-law No. 2022-073 to enter into an agreement with EXP Services Inc. for engineering services related to the design of the by-pass system at the Robert/ Elm Pumping Station
- By-law No. 2022-082 Being a by-law to Being a by-law to enter into an agreement with Talize Inc. / Recycling Rewards for the provision of Textile Collection Services
- By-law No. 2022-083 Being a by-law to enter into an agreement with Municipal Media Inc. d/b/a Recycle Coach for software services related to the City's Solid Waste Management Program
- By-law No. 2022-084 Being a by-law to enter into a funding agreement for a financial contribution towards the purchase of playground equipment to be installed at Rebecca Street Park
- By-law No. 2022-085 Being a by-law to enter into an agreement with Wood Environment & Infrastructure Solutions, a Division of Wood Canada for the New Liskeard Geotechnical Investigations
- By-law No. 2022-086 Being a by-law to enter into an agreement with Designed Roofing Inc. for the Pool and Fitness Centre Roof Replacement Project

be hereby introduced and given first and second reading.

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that:

By-law No. 2022-076;	By-law No. 2022-082;
By-law No. 2022-077;	By-law No. 2022-083;
By-law No. 2022-078;	By-law No. 2022-084;
By-law No. 2022-079;	By-law No. 2022-085; and
By-law No. 2022-080;	By-law No. 2022-086.
By-law No. 2022-081;	

be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

**17. Schedule of Council Meetings**

- a) Regular Meeting – Tuesday, May 17, 2022 at 6:00 p.m.
- b) Regular Meeting – Tuesday, June 7, 2022 at 6:00 p.m.

**18. Question and Answer Period**

**19. Closed Session**

None

**20. Confirming By-law**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that By-law No. 2022-087 being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on **May 3, 2022** be hereby introduced and given first and second reading.

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that By-law No. 2022-087 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

**21. Adjournment**

Draft Resolution

Moved by: Councillor

Seconded by: Councillor

Be it resolved that Council hereby adjourns its meeting at \_\_\_\_\_ p.m.



**The Corporation of the City of Temiskaming Shores**  
**Regular Meeting of Council**  
**Tuesday, April 19, 2022 – 6:00 p.m.**  
**City Hall – Council Chambers – 325 Farr Drive**

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**Minutes**

**Land Acknowledgement**

Mayor Kidd began the meeting by observing the following Land Acknowledgement:

We acknowledge that we live, work and gather on the traditional and unceded Territory of the Algonquin People, specifically the Timiskaming First Nation.

We recognize the presence of the Timiskaming First Nation in our community since time immemorial, and honour their long history of welcoming many Nations to this beautiful territory and uphold and uplift their voice and values.

**1. Call to Order**

The meeting was called to order by Mayor Kidd at 6:00 p.m.

**2. Roll Call**

Council: Mayor Carman Kidd; Councillors Jesse Foley, Doug Jelly, Mike McArthur, and Danny Whalen

Present: Logan Belanger, Clerk  
Christopher Oslund, City Manager  
Kelly Conlin, Deputy Clerk  
Mathew Bahm, Director of Recreation  
Brad Hearn, IT Administrator  
Steve Burnett, Manager of Environmental Services  
Mitchell McCrank, Manager of Transportation Services  
Stephanie Leveille, Treasurer

Regrets: Councillor Patricial Hewitt and Jeff Laferriere

Media: N/A

Members of the Public: 10 in-person, 1 electronic

**3. Review of Revisions or Deletions to Agenda**

None

**4. Approval of Agenda**

*Resolution No. 2022-148*

Moved by: Councillor Whalen

Seconded by: Councillor Foley

Be it resolved that City Council approves the agenda as printed.

**Carried**

**5. Disclosure of Pecuniary Interest and General Nature**

None

**6. Review and adoption of Council Minutes**

*Resolution No. 2022-149*

Moved by: Councillor McArthur

Seconded by: Councillor Jelly

Be it resolved that City Council approves the following minutes as printed:

a) Regular Meeting of Council – April 5, 2022.

**Carried**

**7. Public Meetings pursuant to the Planning Act, Municipal Act and other Statutes**

None

**8. Question and Answer Period**

None

## 9. Presentations / Delegations

- a) Dr. Steven Sears & Dr. Jean Corbin – On behalf of Temiskaming Hospital Professional Medical Staff

**Re:** Proposed Safety Measures for Highway 11 in Temiskaming Shores

Dr. Corbin began by offering condolences and deepest sympathies to the family and friends of those involved in the most recent tragedy along Highway 11, and to all those who have been injured or killed in previous accidents.

The Temiskaming Hospital Professional Medical Staff wished to raise concerns regarding safety of travelling along Highway 11 through our community. As medical practitioners, their duties are to diagnose and treat illnesses, but to help in prevention as well. The Staff would like to become part of the solution by working with the community and local interest groups to help prevent harm from accidents and to potentially help reduce fatalities.

A letter was developed outlining their concerns and recommendations, and was submitted to the Ministry of Transportation. Most notably, the reduction in speed to 60 km/hr. Recognizing that a reduction in speed will not prevent all accidents, but lowering the speed limit would reduce the impact giving drivers and passengers a greater chance of survival.

Dr. Sears continued the presentation by describing the area for the proposed speed limit reduction; i.e., from Radley's Hill Road to Tobler's Road. Speed limits in Temiskaming Shores on Highway 11 are inconsistent when compared to other areas, such as North Bay, Temagami, and Latchford, which have speed reductions to at least 60 km/hr through their communities. In addition, through the Temiskaming Shores corridor, there is a dashed-line near the Wabi Bridge encouraging the acceleration of traffic upon approaching a set of traffic lights when travelling North. In addition, there is no school safety school established along Highway 11 near St-Michel elementary school.

The Temiskaming Hospital Professional Medical Staffs' goal is to bring attention to this matter, and would like to be a member at the table when there is an opportunity to meet with officials from the Ministry of Transportation, and to work with other members of the community/ organizations/ politicians who strive to make our roads and community safer, such as the Temiskaming District Road Safety Coalition.

Members of Council thanks Dr. Corbin, Dr. Sears and their colleagues for the presentation, noted their concerns over this stretch of highway and supported the recommendations. Councillor Whalen further noted that the speed limit reduction should begin just South of Radley Hill Road due to the topography of that area. Mayor Kidd updated that he attended a Team Highway 11 North

Committee meeting last week, which included area Mayors, MTO representatives and OPP officials, to discuss Highway 11 conditions and measures the MTO will be considering to improve safety. Mayor Kidd further noted that the Timiskaming District Road Safety Coalition submitted a detailed report titled Safety Measure Considerations for Highway 11 between Tobler Road and Wabi River Bridge presented in Section 10 – Correspondence. As such, the following resolution was adopted:

Resolution No. 2022-150

Moved by: Councillor Jelly

Seconded by: Councillor McArthur

Be it resolved that Council for the City of Temiskaming Shores directs staff to prepare the necessary motion to support the recommendations outlined by the Timiskaming District Road Safety Coalition.

**Carried**

- b) Nathan Bielaski, Account Executive – Enterprise Fleet Management, Inc.

**Re:** Presenting on Fleet Management – City of Temiskaming Shores

Nathan Bielaski began the presentation by providing an overview of Enterprise Fleet Management's business model and services/ solutions offered, as well as reviewed other local government organizations they have worked with. Utilizing PowerPoint, Mr. Bielaski reviewed a chart of the City's current fleet, and described how they analyze and work with car manufacturers to acquire the best vehicles at the best value for an organization. The model was applied to the City's fleet to outline the cost analysis of when to cycle vehicles for the most effective lifecycle, as well as funding options to maximize the City's annual fleet budget. Mr. Bielaski concluded his presentation by reviewing a slide prepared for fleet planning and cost savings that may be achieved over a 10-year period including from acquisition and maintenance.

Mayor Kidd thanked Mr. Bielaski for the presentation, as well as to the various Committees of Council in advance of the Council meeting. Christopher Oslund, City Manager noted that the Manager of Transportation Services will be preparing a report for a future Council meeting.

**10. Communications**

- a) Krista Green, Communications Specialist - Canadian Mental Health Association (CMHA) – Cochrane-Timiskaming Branch

**Re:** Proclamation Request - May 2-8, 2022 CMHA Mental Health Week, 2022-04-01

**Reference:** Motion presented under Section 15 – New Business

- b) Candy Keillor, Community Engagement Specialist – Operation Smile Canada

**Re:** Proclamation Request – June 19, 2022 Longest Day of SMILES, 2022-04-03

**Reference:** Received for Information

**Note:** Councillor Jelly requested this item be returned for Council consideration

- c) John Paul Newman, Deputy Clerk – Municipality of Clarington

**Re:** Comprehensive Zoning By-law Review Project, 2022-04-05

**Reference:** Received for Information

- d) Amanda Fines-VanAlstine, Council & Committee Coordinator – Municipality of Grey Highlands

**Re:** HST Rebate on New Homes in Ontario, 2022-04-06

**Reference:** Received for Information

- e) The Honourable Lisa M. Thompson, Minister of Agriculture, Food and Rural Affairs

**Re:** Minister’s Order under the Animal Health Act, 2009, for the purpose of limiting the commingling of birds from different locations in Ontario due to avian influenza (H5N1), 2022-04-08

**Reference:** Received for Information

- f) Krystal Oviatt, Chair of the Timiskaming District Road Safety Coalition

**Re:** Safety Measure Consideration for Highway 11 between Tobler Road and Wabi River Bridge, 2022-04-11

**Reference:** Received for Information

**Note:** This item will be returned to the May 3, 2022 Regular Meeting for support

- g) Tracey Atkinson, CAO/Clerk/Planner – Township of Mulmur

**Re:** Resolution for Support – More Homes for Everyone Act, 2022-04-12

**Reference:** Received for Information

- h) Jocelyn Blais, Danielle Perras, Réjeanne Massie-Bélisle, Felicity Buckell, & Michel Massie

**Re:** Niska Park in Memory of Nicole Guertin, 2022-04-12

**Reference:** Referred to the Director of Recreation

- i) Carrie Sykes, Director of Corporate Services/ Clerk – Township of Lake of Bays

**Re:** Resolution for Support – Floating Accommodations, 2022-04-13

**Reference:** Received for Information

- j) Tim Beckett, Acting Ontario Fire Marshal – Ministry of the Solicitor General

**Re:** O. Reg. 343/22: Firefighter Certification, 2022-04-14

**Reference:** Received for Information

*Resolution No. 2022-151*

Moved by: Councillor Whalen

Seconded by: Councillor McArthur

Be it resolved that City Council agrees to deal with Communication Items 10. a) to 10. j) according to the Agenda references.

**Carried**

**11. Committees of Council – Community and Regional**

Resolution No. 2022-152

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that the following minutes be accepted for information:

- a) Minutes of the District of Timiskaming Social Services Administration Board meeting held on March 10, 2022; and
- b) Minutes of the Temiskaming Transit Committee meeting held on March 28, 2022.

**Carried**

**12. Committees of Council – Internal Departments**

Resolution No. 2022-153

Moved by: Councillor Whalen

Seconded by: Councillor Foley

Be it resolved that the following minutes be accepted for information:

- a) Minutes of the Building Maintenance Committee meeting held on March 23, 2022;
- b) Minutes of the Corporate Services Committee meeting held on March 23, 2022;
- c) Minutes of the Protection to Persons and Property Committee meetings held on March 23, 2022 and on March 31, 2022; and
- d) Minutes of the Public Works Committee meeting held on March 23, 2022.

**Carried**

**13. Reports by Members of Council**

Councillor Whalen provided an update regarding the FONOM Conference, including encouraging those travelling to the conference to do so by the ONR Train.

**14. Notice of Motions**

None

**15. New Business**

**a) Request for Proclamation - Canadian Mental Health Association (CMHA) Mental Health Week**

*Resolution No. 2022-154*

Moved by: Councillor Whalen

Seconded by: Councillor Foley

Whereas Mental Health Week is a Canadian tradition, with communities, schools and workplaces rallying to celebrate, protect and promote mental health; and

Whereas sometimes the best way to help is to make people feel seen and heard, and that's why this year's Mental Health Week is all about empathy.

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby proclaims May 2-8, 2022 as Mental Health Week in the City of Temiskaming Shores and encourages residents to participate in the activities and community initiatives planned by the CMHA to celebrate, protect and promote mental health.

**Carried**

**b) January to March 2022 Year-to-Date Capital Financial Report**

*Resolution No. 2022-155*

Moved by: Councillor McArthur

Seconded by: Councillor Jelly

Be it resolved that the Council of the City of Temiskaming Shores hereby acknowledges receipt of the January to March 2022 Year-to-Date Capital Financial Report for information purposes.

**Carried**

**c) Memo No. 017-2022-CS – Deeming By-law for Pleau - 975202 Silver Centre Road and 115 Groom Drive**

Resolution No. 2022-156

Moved by: Councillor Foley

Seconded by: Councillor Jelly

Whereas the owners of 975202 Silver Centre Road and 115 Groom Drive in North Cobalt would like to merge lots on title through the adoption of a deeming by-law in compliance with the Planning Act in order to create one property with one Roll number; and

Whereas the owners have acknowledged that registration of the pending deeming by-law on title will be at their expense.

Now therefore be it resolved that Council for the City of Temiskaming Shores hereby directs staff to prepare the necessary by-law to deem 975202 Silver Centre Road and 115 Groom Drive, to no longer be Lots on a Plan of Subdivision; and

Further that Council hereby directs staff to prepare the necessary deeming by-law for consideration at the April 19, 2022 Regular Council meeting.

**Carried**

**d) Memo No. 018-2022-CS Ontario Road Network Memorandum of Understanding with the Ontario Ministry of Northern Development, Mines, Natural Resources and Forestry**

Resolution No. 2022-157

Moved by: Councillor Whalen

Seconded by: Councillor McArthur

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Memo No. 018-2022-CS; and

That Council directs Staff to prepare the necessary by-law to enter into a Memorandum of Understanding with the Ministry of Northern Development, Mines, Natural Resources and Forestry to provide the City's road network data for the Ontario Road Network, for consideration at the April 19, 2022 Regular Council Meeting.

**Carried**

**e) Administrative Report No. CS-018-2022 – RFP for Animal Control and Pound Services**

Resolution No. 2022-158

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. CS-018-2022; and

That Council for the City of Temiskaming Shores directs staff to release Request for Proposal CS-RFP-003-2022 for Animal Control and Pound Services as presented.

**Carried**

**f) Administrative Report No. PPP-001-2022 – Appointment of Volunteer Firefighter**

Resolution No. 2022-159

Moved by: Councillor McArthur

Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PPP-001-2022; and

That Council hereby appoints Matthew Golcic as Volunteer Firefighter to the Temiskaming Shores Fire Department in accordance with the *Recruitment and Retention Program*.

**Carried**

**g) Administrative Report No. PW-013-2022 - Tender Award – Concrete Sidewalk & Curb Repairs**

Resolution No. 2022-160

Moved by: Councillor Jelly

Seconded by: Councillor Foley

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-013-2022; and

That Council directs staff to prepare the necessary by-law to enter into an Agreement with Pedersen Construction (2013) Inc. for the award of the 2022 Concrete Sidewalk and Curb Repair contract, at unit costs of \$189 per square metre of sidewalk and \$189 per linear metre of concrete curb and gutter (plus

applicable taxes) for consideration at the April 19, 2022 Regular Council meeting.

**Carried**

**h) Administrative Report No. PW-014-2022 – Engineering Award – Robert/Elm Pumping Station By-pass Design**

Resolution No. 2022-161

Moved by: Councillor McArthur

Seconded by: Councillor Jelly

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-014-2022; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with EXP Services Inc. for engineering services related to the design of the by-pass system at the Robert/ Elm Pumping Station in the amount of \$20,295 (plus applicable taxes), for consideration at the April 19, 2022 Regular Council meeting.

**Carried**

**i) Administrative Report No. PW-015-2022 – Equipment Purchase – Blower Attachment**

Resolution No. 2022-162

Moved by: Councillor Whalen

Seconded by: Councillor Jelly

Be it resolved that Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report No. PW-015-2022;

That Council approves the purchase of two snow blower attachments as a new 2022 Capital Project and directs the Treasurer to reallocate \$330,000 from the Grant Drive Extension 2022 Capital Project Budget, to fund the purchase and keep within the approved overall 2022 Capital Budget envelope; and

That Council directs staff to prepare the necessary by-law to enter into an agreement with RPM Tech for the purchase of snow blower attachments at a cost of \$320,104 plus applicable taxes, for consideration at the April 19, 2022 Regular Council meeting.

**Carried**

**16. By-laws**Resolution No. 2022-163

Moved by: Councillor Whalen

Seconded by: Councillor Jelly

Be it resolved that:

- By-law No. 2022-067 Being a by-law to adopt a Policy for the Use of Corporate Resources during a Municipal Election
- By-law No. 2022-068 Being a by-law to establish an Organizational Chart for the City of Temiskaming Shores (Repeals By-law No. 2020-070)
- By-law No. 2022-069 Being a by-Law to Appoint a Deputy Clerk for the City of Temiskaming Shores (Rebecca Kirkey)
- By-law No. 2022-070 Being a by-law to designate any plan of subdivision, or part thereof, that has been registered for eight years or more, which shall be deemed as not a registered plan of subdivision 115 Groom Drive and 975202 Silver Centre Road Roll No. 54-18-030-009-057.00 / 060.00
- By-law No. 2022-071 Being a by-law to adopt a Memorandum of Understanding with the Ontario Ministry of Northern Development, Mines, Natural Resources and Forestry for use the City of Temiskaming Shores Road Network Data for the Ontario Road Network (ORN)
- By-law No. 2022-072 Being a by-law to enter into an agreement with Pedersen Construction (2013) Inc. for the supply of labour, equipment and material for Concrete Sidewalk and Curb Repair Services at various locations within the City of Temiskaming Shores
- By-law No. 2022-073 Being a by-law to enter into an agreement with EXP Services Inc. for engineering services related to the design of the by-pass system at the Robert/ Elm Pumping Station
- By-law No. 2022-074 Being a by-law to enter into an agreement with RPM Tech for the purchase of snowblower attachments

be hereby introduced and given first and second reading.

**Carried**

Resolution No. 2022-164

Moved by: Councillor McArthur

Seconded by: Councillor Foley

Be it resolved that:

By-law No. 2022-067;           By-law No. 2022-071;  
By-law No. 2022-068;           By-law No. 2022-072;  
By-law No. 2022-069;           By-law No. 2022-073; and  
By-law No. 2022-070;           By-law No. 2022-074;

be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

**Carried**

**17. Schedule of Council Meetings**

- a) Regular Meeting – Tuesday, May 3, 2022 at 6:00 p.m.
- b) Regular Meeting – Tuesday, May 17, 2022 at 6:00 p.m.

**18. Question and Answer Period**

Robert Ritchie, resident expressed concerns regarding the amount of snow dumped into the old Murrey Daniels Park in North Cobalt that is located beside a creek that leads into Lake Temiskaming, and requested if Council could consider another location.

Christopher Oslund, City Manager noted that the Public Works Department will be reviewing the City's mandatory salt management plan before the next winter season. The City also operates within limits of Ministry approved salt content.

**19. Closed Session**

None

**20. Confirming By-law**

Resolution No. 2022-165

Moved by: Councillor Whalen

Seconded by: Councillor Foley

Be it resolved that By-law No. 2022-075 being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on **April 19, 2022** be hereby introduced and given first and second reading.

**Carried**

Resolution No. 2022-166

Moved by: Councillor Foley

Seconded by: Councillor Jelly

Be it resolved that By-law No. 2022-075 be given third and final reading, be signed by the Mayor and Clerk and the corporate seal affixed thereto.

**Carried**

**21. Adjournment**

Resolution No. 2022-167

Moved by: Councillor McArthur

Seconded by: Councillor Jelly

Be it resolved that Council hereby adjourns its meeting at 7:12 p.m.

**Carried**

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Mayor

---

Clerk

April 19, 2022

**Re: Item for Discussion – Request for AMO to Review Challenges to Development in Relation to the Ontario Land Tribunal**

At its meeting of March 30, 2022, the Council of the Corporation of the Town of Bracebridge ratified motions 22-PD-040, regarding the Item for Discussion – Request for AMO to Review Challenges to Development in Relation to the Ontario Land Tribunal, as follows:

“That WHEREAS the appeals to the Ontario Land Tribunal (OLT) are often delayed as a result of significant administrative challenges despite statutory timeframes for decision making at the municipal level;

AND WHEREAS the OLT hears and decides appeals and matters related to land use planning, environmental and natural features and heritage protection, land valuation, land compensation, municipal finance, and related matters;

AND WHEREAS the Association of Municipalities of Ontario (AMO), through its mandate, provides a mechanism to develop policy positions and reports on issues of general interest to municipal governments; and conducts ongoing liaison with provincial government elected and non-elected representatives, among other activities;

NOW THEREFORE BE IT RESOLVED THAT The Corporation of the Town of Bracebridge requests the Association of Municipalities of Ontario (AMO) to review the administrative processes of the Ontario Land Tribunal (OLT) and advocate for all Ontario Municipalities to resolve the challenges to development in Ontario related to the OLT mandate;

AND FURTHER THAT a copy of this resolution be forwarded to the Association of Municipalities of Ontario, and all Ontario municipalities.”

In accordance with Council’s direction I am forwarding you a copy of the resolution for you reference.

Please do not hesitate to contact me if I can provide any additional clarification in this regard.

Yours truly,



Lori McDonald  
Director of Corporate Services/Clerk

1000 Taylor Court  
Bracebridge, ON  
P1L 1R6 Canada

telephone: (705) 645-5264  
corporate services and finance fax: (705) 645-1262  
public works fax: (705) 645-7525  
planning & development fax: (705) 645-4209

April 19, 2022

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

The Honourable Steve Clark, M.P.P.  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor  
777 Bay St.  
Toronto, ON M5G 2E5

Sent via email: [premier@ontario.ca](mailto:premier@ontario.ca) and [steve.clark@pc.ola.org](mailto:steve.clark@pc.ola.org)

**Re: St. Catharines Response to Ontario Housing Affordability Task Force  
Recommendations  
Our File 35.31.18 & 60.73.5**

Dear Premier Ford and Minister Clark,

At its meeting held on April 7, 2022, St. Catharines City Council approved the following motion and requested that Minister Clark consider the staff recommendations starting on page 7 of the enclosed report (Report PBS-059-2022):

That Council, via the Mayor's Office, advise the Premier that the Housing Affordability Task Force recommendations require further evaluation and analysis, including feedback from AMO, ROMA, OPPI, MFOA, and OBCM, prior to implementation; and

That Council strongly recommends that substantial Provincial investment be provided to support municipalities to fund anticipated infrastructure upgrades to accommodate new intensification goals outlined in the Task Force's recommendations; and

That Council requests the Minister of Municipal Affairs and Housing to consider the staff recommendations starting on page 7 of Report PBS-059-2022; and

That staff forward Report PBS-059-2022 and its Appendices to the Premier, the Minister of Municipal Affairs and Housing and local Members of Provincial Parliament; and

.../2

That Council recommends the Province remove appeal rights to individuals and parties who appeal affordable housing developments to the OLT; and

Further, that Council's resolution be shared with Ontario Municipalities for their endorsement.

If you have any questions, please contact the Office of the City Clerk at extension 1524.



Bonnie Nistico-Dunk, City Clerk  
Legal and Clerks Services, Office of the City Clerk  
:em

cc: Jennifer Stevens, MPP - St. Catharines  
Jeff Burch, MPP - Niagara Centre  
Wayne Gates, MPP - Niagara Falls  
Sam Oosterhoff, MPP - Niagara West-Glanbrook  
Tami Kitay, Director of Planning and Building Services  
Brian York, Director of Economic Development and Government Relations  
Melissa Wenzler, Government Relations Advisor  
Scott Rosts, Chief of Staff, Mayor Sendzik's Office  
Ontario Municipalities

Encl. Report PBS-059-2022

**Report from:** Planning and Building Services, Director

**Report Date:** February 14, 2022

**Meeting Date:** April 7, 2022

**Report Number:** PBS-059-2022

**File:** 35.31.18 & 60.73.5

**Subject:** St. Catharines Response to Ontario Housing Affordability Task Force  
Recommendations

**Strategic Pillar:**

This report aligns with the following St. Catharines Strategic Plan pillars: economic, social, environmental, and cultural.



## Recommendation

That Council, via the Mayor's Office, advise the Premier that the Housing Affordability Task Force recommendations require further evaluation and analysis, including feedback from AMO, ROMA, OPPI, MFOA, and OBCM, prior to implementation; and

That Council strongly recommends that substantial Provincial investment be provided to support municipalities to fund anticipated infrastructure upgrades to accommodate new intensification goals outlined in the Task Force's recommendations; and

That Council requests the Minister of Municipal Affairs and Housing to consider the staff recommendations starting on page 7 of Report PBS-059-2022; and

That staff forward Report PBS-059-2022 and its Appendices to the Premier, the Minister of Municipal Affairs and Housing and local Members of Provincial Parliament; and

Further, that Council's resolution be shared with Ontario Municipalities for their endorsement.

## Summary

On December 6, 2021, the Province appointed a Housing Affordability Task Force to assess how a lack of housing supply bears responsibility for the housing affordability crisis. The Task Force, consisting primarily of private sector development industry representatives, crafted 55 recommendations aimed at supporting market housing affordability. The Task Force is focused on bringing 1.5 million new homes to market in the next 10 years. The recommendations impact many areas of land use planning, municipal financing, cultural heritage assets and public participation. The purpose of this report is to provide a high-level assessment of the recommendations for Council's information.

## Relationship to Strategic Plan

The Provincial Housing Affordability Task Force recommendations, if implemented as currently intended, will negatively impact all four pillars of the City's Strategic Plan:

- **Economic Prosperity:** Support the City's commitment to building and growing a diverse and resilient economy through fiscal responsibility, urban regeneration, and collaborative partnerships.
- **Social Well-Being:** Build and support strong, inclusive neighbourhoods, that provide high quality of life for residents of all ages.
- **Environmental Stewardship:** Adopt innovative approaches and continue responsible community planning and decision-making that balances growth, enhances quality of life, manages emergencies, and minimized the environmental impacts of climate change.
- **Cultural Renaissance:** Celebrate the City's rich history, diversity, arts and cultural assets through leadership, promotion and investments that support measurable, sustainable creative growth.

## Background

Since 2000, Canadian property price increases have significantly outpaced those of wages. The average home price in Canada has quadrupled from 2000 to 2020, whereas the average Canadian family's income has only increased 37% in the same time period ([Statistics Canada](#)). Canada Mortgage and Housing Corporation [data](#) indicates that in 2020, Toronto was the sixth most expensive city in the world in which to live. Furthermore, the Canadian government has [targeted immigration](#) levels of 411,000 new residents in 2022 and 421,000 new residents in 2023. Many of these new residents will settle in major cities and their surrounding areas to contribute to skilled workforce opportunities. In the Greater Golden Horseshoe, a surplus of housing does not exist, which further contributes to a lack of affordable options for new and existing residents.

On December 6, 2021, nine persons were appointed to a Provincial Housing Affordability Task Force to provide the government with recommendations to address market housing supply and affordability.

Specifically, their mandate was to explore housing affordability by:

- Increasing the supply of market rate rental and ownership housing;
- Building housing supply in complete communities;
- Reducing red tape and accelerating timelines;
- Encouraging innovation and digital modernization, such as in the planning processes;
- Supporting economic recovery and job creation; and
- Balancing housing needs with protecting the environment.

The Task Force was chaired by Jake Lawrence, CEO of Global Banking and Markets at Scotiabank. The other appointments included:

1. Lalit Aggarwal, President of Manor Park Holdings
2. David Amborski, Professor at Ryerson's University's School of Planning
3. Julie Di Lorenzo, President of Diamante Urban Corp
4. Andrew Garrett, Senior Principal of Real Estate, Investment, and Management Corporation of Ontario
5. Tim Hudak, CEO of the Ontario Real Estate Association
6. Justin Marchand, CEO of Ontario Aboriginal Housing Services
7. Ene Underwood, CEO of Habitat for Humanity GTA
8. David Wilkes, CEO of Building Industry and Land Development Association

On February 8, 2022, the Ontario Housing Affordability Task Force [released their report](#) (linked above and attached as Appendix 1) and their 55 recommendations. To date, the Minister has not indicated which of the recommendations will be implemented, nor has a timeline been published.

The recommendations have significant implications for the future of land use planning, city building, heritage preservation, and municipal finance. As such, staff from Planning and Building Services and Financial Management Services have reviewed the Task Force's recommendations and contributed to the comments in Appendix 2 to this report. The purpose of this report is to share staff's assessment of the recommendations for Council's information.

It is recommended that Council advise the Province of their position on these recommendations, despite not being solicited for feedback.

## Report

The Provincial Housing Affordability Task Force has predicated their recommendations entirely on increasing supply as the primary factor in market housing affordability. It is worth noting that it was not within the Task Force's mandate to evaluate true affordable housing objectives or actions. The Task Force places a significant portion of culpability on the housing crisis to municipal zoning and slow approvals; costs of development process, including fees, charges, and securities; public consultation, and political influence in decision making.

Of the Task Force’s 62 recommendations (55 core recommendations, 7 sub-recommendations), staff have identified the recommendations that can be supported, those that are neutral or require additional information to provide a determination, and those recommendations that are opposed:

Recommendations that St. Catharines Staff		
Support	Neutral/More Information Needed	Opposed
17	20	25

The Housing Affordability Task Force’s recommendations and the accompanying staff comments are listed in Appendix 2 of this report.

## Overview of Task Force’s Themes

The Housing Affordability’s Task Force report, attached as Appendix 1 to this report, identifies 5 themes:

1. Make the creation of housing a greater planning priority, require greater density and broadly expand development rights.
2. Reduce, shorten, and streamline planning application processes and implement province-wide zoning and urban design standards.
3. Depoliticize the planning process by eliminating restrictive zoning and removing neighbourhood character considerations.
4. Fix the Ontario Land Tribunal (OLT) and prevent abuse of the appeals system.
5. Support municipalities that commit to transforming the system.

**Theme 1:** The City of St. Catharines agrees that increased density and choice in housing supply is necessary to accommodate growing population needs. However, by broadly expanding development rights to the extent identified in the recommendations will result in substandard development, extensive taxpayer burden, infrastructure deficits, and a loss of cultural heritage and parkland attributes that make communities desirable and livable. Furthermore, the Task Force has not demonstrated how any savings attributed to expanded development rights will increase affordability.

**Theme 2:** The City of St. Catharines supports any efforts by the Province to review Provincial ministry and agency development review processes for efficiencies, including adequate resources to ensure quicker turnaround for approvals. Staff do not support shortening Planning Act timeframes further as many delays in the development application review process can be attributed to developers, consultants and external consulting agencies. Province-wide zoning standards can not be supported as they do not consider community context and would be counter productive as it would increase the number of minor variance and zoning by-law amendment applications. Staff also do not support Province-wide urban design standards as different communities have different identities and character and harmonizing the built form of 444 municipalities would destroy the aspects that make cities livable.

**Theme 3:** Staff could support efforts to depoliticize the decision-making process. However, the Task Force recommendations on how to undertake this action are unclear in how they would be screened and administered and furthermore, are borderline undemocratic. The Task Force assumes that public consultation only adds delay and not value to the development process. In staff's opinion, meaningful public consultation results in better development and less acrimonious appeal processes.

**Theme 4:** Staff are supportive of a comprehensive review of Planning Act appeal rights and Ontario Land Tribunal processes. However, the Task Force recommendations with regards to "preventing abuse of the appeals system" are unclear in how appeals would be screened for abuse (beyond methods the Tribunal currently employs) and seemed to be crafted in a manner to prevent participation by the general public.

**Theme 5:** Staff are appreciative of Provincial support to improve the development approvals process. However, the Task Force's recommendations in this manner are punitive of municipalities striving for quality development and livable cities and otherwise incentivize insufficient process and substandard development.

## **St. Catharines Efforts that Support the Task Force's Mandate**

The Planning and Building Services Department supports Provincial goals to create additional housing and has undertaken many efforts to remove process barriers to expedite development.

### **Incentivization**

The City of St. Catharines incentivizes private development investment through its Community Improvement Plan (CIP) which prioritizes brownfield remediation, affordable housing, heritage preservation and intensification areas. The City's Development Charges by-law has DC grant programs for downtown development, affordable housing and industrial uses.

### **Process Improvement**

The City of St. Catharines is a recipient of the Province's Streamline Development Fund and has committed to undertaking a process improvement review with a perspective of ensuring an efficient review and evaluation process. In addition, staff are implementing an e-permitting system and online portal for development applications in an effort to simplify the application process and reduce costs incurred by the applicant for mileage, copies of drawings, etc.

### **Permissive Official Plan and Zoning By-law**

The City's Garden City Official is fully implemented by the City's Zoning By-law leading to the majority of development applications going straight to site plan – including a 30-storey mixed-use tower in the downtown. The City's lowest density residential zone permits a variety of ground-oriented housing, as of right, including single and semi-detached dwellings, accessory dwelling units, quadplexes, and townhouses removing opportunities for NIMBY (Not In My Backyard) appeals and creating opportunity for gentle density in established neighbourhoods. Furthermore, the downtown enjoys a policy environment with no density cap, no height cap and no parking minimums.

## Appeals

The City maintains a very low development application appeal rate. This achievement can be attributed to constructive dialogue with applicants, the public and commenting agencies, focusing on an outcome-based approach. In fact, there are only four matters currently in front of the OLT – three of which are for one development proposal and one on a city-wide Official Plan Amendment meant to implement the Province's Growth Plan. All four appeals were filed by developers and not the general public.

## St. Catharines Housing Action Plan

The City of St. Catharines anticipated the rising cost of housing in 2017 and responded with Council's approval of a [Housing Action Plan](#). Among other recommendations, the report proposed the following actions:

- Amend the Official Plan's condominium conversion policies;
- Amend the Zoning By-law to address accessory dwelling units;
- Streamline affordable housing development applications;
- Amend the Zoning By-law to incorporate the possibility of inclusionary zoning;
- Amend the Community Improvement Plan to include an affordable housing program;
- Participate in the Regional Development Charge Review; and
- Advocate for the development of affordable housing projects and related funding programs.

The City has implemented all of the above actions; save and except for an inclusionary zoning practice which is currently under development.

## Surplus Lands Task Force

City Council has created a Surplus Lands Task Force dedicated to the review of surplus municipal lands and positioning of the lands to be developed for affordable, supportive, and/or rent geared to income housing. The City has declared two properties surplus so far and have entertained proposals to develop housing that supports a range of affordable, rent geared to income, and market housing at 6-8 Academy Street and [320 Geneva Street](#). The City [has entered into an agreement](#) with Penn Terra Group Ltd., Bethlehem Housing, and Habitat for Humanity to see the development of a former City property to 43% affordable housing, 14% social housing and 43% market rate housing. Furthermore, there will be 180 rental units and 32 townhomes, 19,000 sq.ft. of commercial space and three community gardens.

## Staff Response to Task Force Recommendations

Staff question the Task Force's fundamental premise that broadly increasing development rights while decimating a municipality's ability to collect payment for growth related infrastructure, recreational and park improvements will translate to the development of market affordable housing. It is generally understood that the market will pay for what the market can bare and the recommendations do not guarantee that any financial savings enjoyed by the developer through the stripping of the land use planning system will be passed on to the end user.

The City of St. Catharines has an in-effect policy environment that permits, as of right, the development of 14,390 dwelling units to accommodate an additional population of 31,390 ([STC Land Needs Assessment, adopted by Council November 2020](#)). Approved by Niagara Region Council March 2021. Appealed by developer April 2021 and currently awaiting Ontario Land Tribunal decision). The City has no authority or ability to force the development of those units. In addition to a permissive Official Plan and Zoning By-Law framework discussed above, staff can advise that unlimited development rights have not resulted in a measurable increase in housing supply or contribution to housing affordability.

The Housing Affordability Task Force is especially dismissive of the value that heritage conservation brings to the community, ignores opportunities for adaptive reuse and expansion and ignores that many heritage assets can be reused for multiple residential unit conversions. In the City of St. Catharines, there are several examples of heritage schools being converted to residential dwelling units, heritage homes being converted from a single unit to multiple dwellings and heritage industrial buildings being converted to residential dwellings. The City supports two heritage advisory committees and responsibly utilizes the tools of the Ontario Heritage Act to designate and list buildings of interest. The City is mindful of property rights and works to achieve balance, collaboration and cooperation with property owners.

The City of St. Catharines relies on municipal taxes, fees and development charges to forecast, budget and plan for community service investment, maintenance and replacement for the infrastructure that residents rely on. Should the municipality's ability to collect growth related fees from development be significantly reduced, as recommended by the Task Force, the City will have to make the decision to drastically reduce service levels or raise property taxes to fund growth related costs. While staff can understand how the reduction of these fees would benefit the applicant, there is no guarantee provided that demonstrates the cost savings being passed to the occupant. Furthermore, there is nothing to suggest that these recommendations would create additional housing supply and diversity.

The City of St. Catharines prides itself on supporting the tender fruit lands and its thriving grape growing capabilities. Niagara prides itself on its wine making innovations and is known around the world for the quality of its wines, its festivals and the many industries that thrive from this specialty crop area. The City and staff do not support the expansion of urban boundaries or municipal boundaries to permit development on these lands. The Task Force's recommendation in this regard is directly contrary to the Province's Greenbelt Plan and would be detrimental to the highest quality food producing soil and microclimate in the Province.

### **Staff Recommendations to the Task Force**

Staff suggest that the Minister could consider the following items to achieve additional housing affordability:

- Regulate the Ontario Real Estate Association to discourage blind bidding, unethical pricing practices and realtor hoarding of residential units.

- Disincentivize house flipping for profit through capital gains tax for any property bought, improved and sold within 12 months.
- Assess, evaluate and leverage all Provincially owned land for residential suitability and make available for true affordable housing providers, where suitable.
- Empower municipalities to zone for residential tenure to ensure multi-residential developments have a mix of rental and ownership tenures at strategic intensification areas such as downtown, MTSA and intensification corridors.
- Modify taxation systems to encourage and incentivize the construction and operation of purpose built rental, cooperative living, truly affordable housing and housing to support racialized communities.
- Undertake a Planning Act reform process, with an advisory committee of municipal planners and lawyers, to instill consistency, clarity, and intent of the Act. Pre-submission consultations must be considered a development application. Furthermore, loopholes routinely exploited for substandard applications must be closed to provide integrity to the process (i.e. the clock must stop when an application is deemed incomplete).
- Reinstate the intent of the Bill 139 Planning Act amendments that saw the elimination of “de novo” hearings, consider decisions made by municipal Councils and to adjudicate only on contested matters of land use planning.
- Redirect any ministry budget surpluses to a fund that directly creates truly affordable housing units.

## **Consultation**

It is noted that the Task Force did not seek or include feedback from the Association of Municipalities of Ontario (AMO), Rural Ontario Municipalities Association (ROMA), Ontario Professional Planners Institute (OPPI), Ontario Big City Mayors (OBCM), or numerous other organizations, agencies or Provincial Ministries whose mandates would be impacted by these recommendations. The composition of the Housing Affordability Task Force represents a perspective of supporting the building industry’s desire for expedited approvals while sacrificing many of the aspects that make cities livable. Prior to the implementation of any of the Task Force’s recommendations, the City strongly recommends that a comprehensive review and consultation take place with the aforementioned agencies, municipalities, and bodies.

## **Financial Implications**

There are no financial implications associated with this report. However, if these recommendations are implemented as currently worded there will be significant impacts to municipal finances. These would represent a shift from “growth pays for growth” to the taxpayer subsidizing development to the benefit of the developer. Should the Task Force’s recommendations be implemented there is no evidence to suggest that the costs savings to be realized by the developer would be transferred to the end user.

## **Environmental Sustainability Implications**

There are no environmental sustainability implications associated with this report. However, if these recommendations are implemented as currently worded there will be a significant decrease in the municipality's ability to invest in resilient infrastructure and parkland development.

## **Conclusion**

The City of St. Catharines has undertaken numerous proactive policy and regulatory approaches to expedite development that implements the vision set out in the Garden City Official Plan, which has been brought into conformity with the Province's Growth Plan population targets. The City has demonstrated commitment to Provincial goals of creating more housing, providing a greater mix of housing types, and expediting approvals, where under municipal control. However, staff have concerns with the fundamental premise of the Task Force's recommendations that by reducing "barriers" to development in favour of developers that the market will flood with supply and housing costs will substantially decrease.

The City has championed unlimited development rights in the downtown since 2010 (no height cap, no density cap, no required parking) and until 2021, little attempt was made to capitalize on these benefits. The development industry will always phase development to reduce downward pressure on price, full well knowing that the purchase price will always be set by what the market can bare. Staff remain concerned that many of the Task Force's recommendations will negatively impact public consultation, municipal revenues, municipal autonomy and many aspects of city building that improve livability. None of the recommendations are guaranteed to reduce the cost of housing to the end user.

Overall, staff are not confident that the implementation of the Task Force's recommendations will succeed at improving housing affordability.

## **Notifications**

It would be prudent to notify the following individuals of Council's recommendation:

- Niagara Regional Council
- Grape Growers Association
- Rural Ontario Municipalities Association
- Association of Municipalities of Ontario
- Ontario Professional Planners Institute
- Office of the Premier
- Steve Clarke, Minister of Municipal Affairs and Housing
- Jennie Stevens, MPP
- Sam Oosterhoff, MPP
- Jeff Burch, MPP
- Niagara Home Builders Association
- Niagara Construction Association
- Ontario Federation of Agriculture

**Prepared and Submitted by**

Tami Kitay, MPA MCIP RPP  
Director of Planning and Building Services

**Approved by**

Dave Oakes, MPA  
Chief Administrative Officer

**Appendices**

1. Report of the Province's Housing Affordability Task Force
2. Provincial Housing Affordability Task Force Recommendations and St. Catharines Comments
3. Ontario Professional Planners Institute – Letter to Minister of Municipal Affairs and Housing, dated February 10, 2022
4. AMO's Response to the Province's Housing Affordability Task Force, dated March 1, 2022
5. Municipal Finance Officers' Association of Ontario - Response to the Province's Housing Affordability Task Force
6. Niagara Region Response to Minister of Municipal Affairs and Housing on the Ontario Housing Task Force Report, dated March 15, 2022



Report of the  
**Ontario Housing  
Affordability Task Force**



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# Letter to Minister Clark

Dear Minister Clark,

Hard-working Ontarians are facing a housing crisis. For many years, the province has not built enough housing to meet the needs of our growing population. While the affordability crisis began in our large cities, it has now spread to smaller towns and rural communities.

Efforts to cool the housing market have only provided temporary relief to home buyers. The long-term trend is clear: house prices are increasing much faster than Ontarian's incomes. The time for action is now.

When striking the Housing Affordability Task Force, you and Premier Ford were clear: you wanted actionable, concrete solutions to help Ontarians and there was no time to waste. You asked us to be bold and gave us the freedom and independence to develop our recommendations.

In the past two months, we have met municipal leaders, planners, unions, developers and builders, the financial sector, academics, think tanks and housing advocates. Time was short, but solutions emerged consistently around these themes:

- More housing density across the province
- End exclusionary municipal rules that block or delay new housing
- Depoliticize the housing approvals process
- Prevent abuse of the housing appeals system
- Financial support to municipalities that build more housing

We present this report to you not as an “all or nothing” proposal, but rather as a list of options that the government has at its disposal to help address housing affordability for Ontarians and get more homes built. We propose an ambitious but achievable target: 1.5 million new homes built in the next ten years.

Parents and grandparents are worried that their children will not be able to afford a home when they start working or decide to start a family. Too many Ontarians are unable to live in their preferred city or town because they cannot afford to buy or rent.

The way housing is approved and built was designed for a different era when the province was less constrained by space and had fewer people. But it no longer meets the needs of Ontarians. The balance has swung too far in favour of lengthy consultations, bureaucratic red tape, and costly appeals. It is too easy to oppose new housing and too costly to build. We are in a housing crisis and that demands immediate and sweeping reforms.

It has been an honour to serve as Chair, and I am proud to submit this report on behalf of the entire Task Force.



**Jake Lawrence**

Chair, Housing Affordability Task Force

Chief Executive Officer and Group Head, Global Banking and Markets, Scotiabank

# Executive summary and recommendations

House prices in Ontario have almost tripled in the past 10 years, growing much faster than incomes. This has home ownership beyond the reach of most first-time buyers across the province, even those with well-paying jobs. Housing has become too expensive for rental units and it has become too expensive in rural communities and small towns. The system is not working as it should.

For too long, we have focused on solutions to “cool” the housing market. It is now clear that we do not have enough homes to meet the needs of Ontarians today, and we are not building enough to meet the needs of our growing population. If this problem is not fixed – by creating more housing to meet the growing demand – housing prices will continue to rise. We need to build more housing in Ontario.

This report sets out recommendations that would set a bold goal and clear direction for the province, increase density, remove exclusionary rules that prevent housing growth, prevent abuse of the appeals process, and make sure municipalities are treated as partners in this process by incentivizing success.

## Setting bold targets and making new housing the planning priority

**Recommendations 1 and 2** urge Ontario to set a bold goal of adding 1.5 million homes over the next 10 years and update planning guidance to make this a priority.

The task force then recommends actions in five main areas to increase supply:

### Require greater density

Land is not being used efficiently across Ontario. In too many neighbourhoods, municipal rules only allow single-family homes – not even a granny suite. Taxpayers have invested heavily in subway, light rail, bus and rail lines and highways, and the streets nearby are ideally suited for more mid- and high-rise housing. Underused or redundant commercial and industrial buildings are ripe to be redeveloped into housing or mixed commercial and residential use. New housing on undeveloped land should also be higher density than traditional suburbs, especially close to highways.

Adding density in all these locations makes better use of infrastructure and helps to save land outside urban boundaries. Implementing these recommendations will provide Ontarians with many more options for housing.

**Recommendations 3 through 11** address how Ontario can quickly create more housing supply by allowing more housing in more locations “as of right” (without the need for municipal approval) and make better use of transportation investments.

### Reduce and streamline urban design rules

Municipalities require numerous studies and set all kinds of rules for adding housing, many of which go well beyond the requirements of the provincial Planning Act. While some of this guidance has value for urban design, some rules appear to be arbitrary and not supported by evidence – for example, requiring condo buildings to include costly parking stalls even though many go unsold. These rules and requirements result in delays and extra costs that make housing either impossible to build or very expensive for the eventual home buyer or renter.

**Recommendation 12** would set uniform provincial standards for urban design, including building shadows and setbacks, do away with rules that prioritize preservation of neighbourhood physical character over new housing, no longer require municipal approval of design matters like a building’s colour, texture, type of material or window details, and remove or reduce parking requirements in cities over 50,000 in population.

## Depoliticize the process and cut red tape

NIMBYism (not in my backyard) is a major obstacle to building housing. It drags out the approval process, pushes up costs, and keeps out new residents. Because local councillors depend on the votes of residents who want to keep the status quo, the planning process has become politicized. Municipalities allow far more public consultation than is required, often using formats that make it hard for working people and families with young children to take part. Too few technical decisions are delegated to municipal staff. Pressure to designate buildings with little or no heritage value as “heritage” if development is proposed and bulk listings of properties with “heritage potential” are also standing in the way of getting homes built. Dysfunction throughout the system, risk aversion and needless bureaucracy have resulted in a situation where Ontario lags the rest of Canada and the developed world in approval times. Ontarians have waited long enough.

**Recommendations 13 through 25** would require municipalities to limit consultations to the legislated maximum, ensure people can take part digitally, mandate the delegation of technical decisions, prevent abuse of the heritage process and see property owners compensated for financial loss resulting from designation, restore the right of developers to appeal Official Plans and Municipal Comprehensive Reviews, legislate timelines for approvals and enact several other common sense changes that would allow housing to be built more quickly and affordably.

## Fix the Ontario Land Tribunal

Largely because of the politicization of the planning process, many proponents look to the Tribunal, a quasi-judicial body, to give the go-ahead to projects that should have been approved by the municipality. Even when there is municipal approval, however, opponents appeal to the Tribunal – paying only a \$400 fee – knowing that this may well succeed in delaying a project to the point where it might no longer make economic sense. As a result, the Tribunal faces a backlog of more than 1,000 cases and is seriously under-resourced.

**Recommendations 26 through 31** seek to weed out or prevent appeals aimed purely at delaying projects, allow adjudicators to award costs to proponents in more cases, including instances where a municipality has refused an approval to avoid missing a legislated deadline, reduce the time to issue decisions, increase funding, and encourage the Tribunal to prioritize cases that would increase housing supply quickly as it tackles the backlog.

## Support municipalities that commit to transforming the system

Fixing the housing crisis needs everyone working together. Delivering 1.5 million homes will require the provincial and federal governments to invest in change. Municipalities that make the difficult but necessary choices to grow housing supply should be rewarded, and those that resist new housing should see funding reductions.

**Recommendations 49 and 50** call for Ontario government to create a large “Ontario Housing Delivery Fund” and encourage the federal government to match funding, and suggest how the province should reward municipalities that support change and reduce funding for municipalities that do not.

This executive summary focuses on the actions that will get the most housing units approved and built in the shortest time. Other recommendations in the report deal with issues that are important but may take more time to resolve or may not directly increase supply (recommendation numbers are indicated in brackets): improving tax and municipal financing (**32-37, 39, 42-44**); encouraging new pathways to home ownership (**38, 40, 41**); and addressing labour shortages in the construction industry (**45-47**).

This is not the first attempt to “fix the housing system”. There have been efforts for years to tackle increasing housing prices and find solutions. This time must be different. **Recommendations 50-55** set out ways of helping to ensure real and concrete progress on providing the homes Ontarians need.

# Introduction

Ontario is in a housing crisis. Prices are skyrocketing: the average price for a house across Ontario was \$923,000 at the end of 2021.<sup>[1]</sup> Ten years ago, the average price was \$329,000.<sup>[2]</sup> Over that period, average house prices have climbed 180% while average incomes have grown roughly 38%.<sup>[3][4]</sup>

Not long ago, hard-working Ontarians – teachers, construction workers, small business owners – could afford the home they wanted. In small towns, it was reasonable to expect that you could afford a home in the neighbourhood you grew up in. Today, home ownership or finding a quality rental is now out of reach for too many Ontarians. The system is not working as it should be.

Housing has become too expensive for rental units and it has become too expensive in rural communities and small towns.

While people who were able to buy a home a decade or more ago have built considerable personal equity, the benefits of having a home aren't just financial. Having a place to call home connects people to their community, creates a gathering place for friends and family, and becomes a source of pride.

Today, the reality for an ever-increasing number of Ontarians is quite different. Everyone in Ontario knows people who are living with the personal and financial stress of not being able to find housing they can afford. The young family who can't buy a house within two hours of where they work. The tenant with a good job who worries about

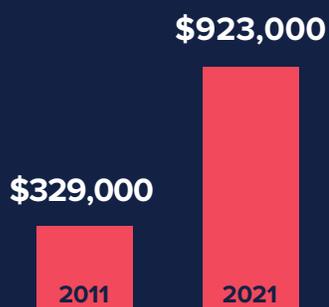
where she'll find a new apartment she can afford if the owner decides to sell. The recent graduate who will have to stay at home for a few more years before he can afford to rent or buy.

While the crisis is widespread, it weighs more heavily on some groups than on others. Young people starting a family who need a larger home find themselves priced out of the market. Black, Indigenous and marginalized people face even greater challenges. As Ontarians, we have only recently begun to understand and address the reality of decades of systemic racism that has resulted in lower household incomes, making the housing affordability gap wider than average.

The high cost of housing has pushed minorities and lower income Ontarians further and further away from job markets. Black and Indigenous homeownership rates are less than half of the provincial average.<sup>[5]</sup> And homelessness rates among Indigenous Peoples are 11 times the national average. When housing prevents an individual from reaching their full potential, this represents a loss to every Ontarian: lost creativity, productivity, and revenue. Lost prosperity for individuals and for the entire Ontario economy.



## Average price for a house across Ontario

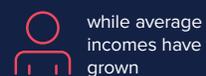


## Over 10 Years



average house prices have climbed

**+180%**



while average incomes have grown

**+38%**

As much as we read about housing affordability being a challenge in major cities around the world, the depth of the challenge has become greater in Ontario and Canada than almost anywhere in the developed world.



Canada has the lowest amount of housing per population of any G7 country.

### How did we get here? Why do we have this problem?

A major factor is that there just isn't enough housing. A 2021 Scotiabank study showed that Canada has the fewest housing units per population of any G7 country – and, our per capita housing supply has *dropped* in the past five years.<sup>[6]</sup> An update to that study released in January 2022 found that two thirds of Canada's housing shortage is in Ontario.<sup>[7]</sup> Today, Ontario is 1.2 million homes – rental or owned – short of the G7 average. With projected population growth, that huge gap is widening, and bridging it will take immediate, bold and purposeful effort. And to support population growth in the next decade, we will need one million more homes.

While governments across Canada have taken steps to “cool down” the housing market or provide help to first-time buyers, these demand-side solutions only work if there is enough supply. Shortages of supply in any market have a direct impact on affordability. Scarcity breeds price increases. Simply put, if we want more Ontarians to have housing, we need to build more housing in Ontario.

### Ontario must build 1.5 million homes over the next 10 years to address the supply shortage

The housing crisis impacts all Ontarians. The ripple effect of the crisis also holds back Ontario reaching its full potential.

#### Economy

Businesses of all sizes are facing problems finding and retaining workers. Even high-paying jobs in technology and manufacturing are hard to fill because there's not enough housing nearby. This doesn't just dampen the economic growth of cities, it makes them less vibrant, diverse, and creative, and strains their ability to provide essential services.

#### Public services

Hospitals, school boards and other public service providers across Ontario report challenges attracting and retaining staff because of housing costs. One town told us that it

could no longer maintain a volunteer fire department, because volunteers couldn't afford to live within 10 minutes drive of the firehall.

#### Environment

Long commutes contribute to air pollution and carbon emissions. An international survey of 74 cities in 16 countries found that Toronto, at 96 minutes both ways, had the longest commute times in North America and was essentially tied with Bogota, Colombia, for the longest commute time worldwide.<sup>[8]</sup> Increasing density in our cities and around major transit hubs helps reduce emissions to the benefit of everyone.

Ontario must build

# 1.5M

homes over the next 10 years  
to address the supply shortage.



#### Our mandate and approach

Ontario's Minister of Municipal Affairs and Housing tasked us with recommending ways to accelerate our progress in closing the housing supply gap to improve housing affordability.

Time is of the essence. Building housing now is exactly what our post-pandemic economy needs. Housing construction creates good-paying jobs that cannot be outsourced to other countries. Moreover, the pandemic gave rise to unprecedented levels of available capital that can be invested in housing – if we can just put it to work.

We represent a wide range of experience and perspectives that includes developing, financing and building homes, delivering affordable housing, and researching housing market trends, challenges and solutions. Our detailed biographies appear as [Appendix A](#).



We acknowledge that every house in Ontario is built on the traditional territory of Indigenous Peoples.



People in households that spend 30% or more of total household income on shelter expenses are defined as having a “housing affordability” problem. Shelter expenses include electricity, oil, gas, coal, wood or other fuels, water and other municipal services, monthly mortgage payments, property taxes, condominium fees, and rent.

Our mandate was to focus on how to increase market housing supply and affordability. By market housing, we are referring to homes that can be purchased or rented without government support.

**Affordable housing (units provided at below-market rates with government support) was not part of our mandate.**

The Minister and his cabinet colleagues are working on that issue. Nonetheless, almost every stakeholder we spoke with had ideas that will help deliver market housing and also make it easier to deliver affordable housing. However, affordable housing is a societal responsibility and will require intentional investments and strategies to bridge the significant affordable housing gap in this province. We have included a number of recommendations aimed at affordable housing in the body of this report, but have also included further thoughts in [Appendix B](#).

We note that government-owned land was also outside our mandate. Many stakeholders, however, stressed the value of surplus or underused public land and land associated with major transit investments in finding housing solutions. We agree and have set out some thoughts on that issue in [Appendix C](#).

**How we did our work**

Our Task Force was struck in December 2021 and mandated to deliver a final report to the Minister by the end of January 2022. We were able to work to that tight timeline because, in almost all cases, viewpoints and feasible solutions are well known. In addition, we benefited from insights gleaned from recent work to solve the problem in other jurisdictions.

During our deliberations, we met with and talked to over 140 organizations and individuals, including industry associations representing builders and developers, planners, architects, realtors and others; labour unions; social justice advocates; elected officials at the municipal level; academics and research groups; and municipal planners. We also received written submissions from many of these participants. In addition, we drew on the myriad public reports and papers listed in the [References](#).

We thank everyone who took part in sessions that were uniformly helpful in giving us a deeper understanding of the housing crisis and the way out of it. We also thank the staff of the Ministry of Municipal Affairs and Housing who provided logistical and other support, including technical briefings and background.

**The way forward**

The single unifying theme across all participants over the course of the Task Force’s work has been the urgency to take decisive action. Today’s housing challenges are incredibly complex. Moreover, developing land, obtaining approvals, and building homes takes years.

Some recommendations will produce immediate benefits, others will take years for the full impact.

This is why there is no time to waste. We urge the Minister of Municipal Affairs and Housing and his cabinet colleagues to continue measures they have already taken to accelerate housing supply and to move quickly in turning the recommendations in this report into decisive new actions.

**The province must set an ambitious and bold goal to build 1.5 million homes over the next 10 years.** If we build 1.5 million new homes over the next ten years, Ontario can fill the housing gap with more affordable choices, catch up to the rest of Canada and keep up with population growth.

By working together, we can resolve Ontario’s housing crisis. In so doing, we can build a more prosperous future for everyone.

The balance of this report lays out our recommendations.

# Focus on getting more homes built

Resolving a crisis requires intense focus and a clear goal. The province is responsible for the legislation and policy that establishes the planning, land use, and home building goals, which guide municipalities, land tribunals, and courts. Municipalities are then responsible for implementing provincial policy in a way that works for their communities. The province is uniquely positioned to lead by shining a spotlight on this issue, setting the tone, and creating a single, galvanizing goal around which federal support, provincial legislation, municipal policy, and the housing market can be aligned.

In 2020, Ontario built about 75,000 housing units.<sup>[9]</sup> For this report, we define a housing unit (home) as a single dwelling (detached, semi-detached, or attached), apartment, suite, condominium or mobile home. Since 2018, housing completions have grown every year as a result of positive measures that the province and some municipalities have implemented to encourage more home building. But we are still 1.2 million homes short when compared to other G7 countries and our population is growing. The goal of 1.5 million homes feels daunting – but reflects both the need and what is possible. In fact, throughout the 1970s Ontario built more housing units each year than we do today.<sup>[10]</sup>

The second recommendation is designed to address the growing complexity and volume of rules in the legislation, policy, plans and by-laws, and their competing priorities, by providing clear direction to provincial agencies, municipalities, tribunals, and courts on the overriding priorities for housing.

- 1. Set a goal of building 1.5 million new homes in ten years.**
- 2. Amend the Planning Act, Provincial Policy Statement, and Growth Plans to set “growth in the full spectrum of housing supply” and “intensification within existing built-up areas” of municipalities as the most important residential housing priorities in the mandate and purpose.**



The “missing middle” is often cited as an important part of the housing solution. We define the missing middle as mid-rise condo or rental housing, smaller houses on subdivided lots or in laneways and other additional units in existing houses.

# Making land available to build

The Greater Toronto Area is bordered on one side by Lake Ontario and on the other by the protected Greenbelt. Similarly, the Ottawa River and another Greenbelt constrain land supply in Ottawa, the province's second-largest city.

But a shortage of land isn't the cause of the problem. Land is available, both inside the existing built-up areas and on undeveloped land outside greenbelts.

We need to make better use of land. Zoning defines what we can build and where we can build. If we want to make better use of land to create more housing, then we need to modernize our zoning rules. We heard from planners, municipal councillors, and developers that "as of right" zoning – the ability to by-pass long, drawn out consultations and zoning by-law amendments – is the most effective tool in the provincial toolkit. We agree.

## Stop using exclusionary zoning that restricts more housing

Too much land inside cities is tied up by outdated rules. For example, it's estimated that 70% of land zoned for housing in Toronto is restricted to single-detached or semi-detached homes.<sup>[11]</sup> This type of zoning prevents homeowners from adding additional suites to create housing for Ontarians and income for themselves. As one person said, "my neighbour can tear down what was there to build a monster home, but I'm not allowed to add a basement suite to my home."

It's estimated that  
**70%**

of land zoned for housing in Toronto is restricted to **single-detached** or **semi-detached** homes.



While less analysis has been done in other Ontario communities, it's estimated that about half of all residential land in Ottawa is zoned for single-detached housing, meaning nothing else may be built on a lot without public consultation and an amendment to the zoning by-law. In some suburbs around Toronto, single unit zoning dominates residential land use, even close to GO Transit stations and major highways.

One result is that more growth is pushing past urban boundaries and turning farmland into housing. Undeveloped land inside and outside existing municipal boundaries must be part of the solution, particularly in northern and rural communities, but isn't nearly enough on its own. Most of the solution must come from densification. Greenbelts and other environmentally sensitive areas must be protected, and farms provide food and food security. Relying too heavily on undeveloped land would whittle away too much of the already small share of land devoted to agriculture.

Modernizing zoning would also open the door to more rental housing, which in turn would make communities more inclusive.

Allowing more gentle density also makes better use of roads, water and wastewater systems, transit and other public services that are already in place and have capacity, instead of having to be built in new areas.

The Ontario government took a positive step by allowing secondary suites (e.g., basement apartments) across the province in 2019. However, too many municipalities still place too many restrictions on implementation. For the last three years, the total number of secondary suites in Toronto has actually declined each year, as few units get permitted and owners convert two units into one.<sup>[12]</sup>

These are the types of renovations and home construction performed by small businesses and local trades, providing them with a boost.

Underused and vacant commercial and industrial properties are another potential source of land for housing. It was suggested to us that one area ripe for redevelopment into a mix of commercial and residential uses is the strip mall, a leftover from the 1950s that runs along major suburban streets in most large Ontario cities.

“As of right” zoning allows more kinds of housing that are accessible to more kinds of people. It makes neighbourhoods stronger, richer, and fairer. And it will get more housing built in existing neighbourhoods more quickly than any other measure.

- 3. Limit exclusionary zoning in municipalities through binding provincial action:**
  - a) Allow “as of right” residential housing up to four units and up to four storeys on a single residential lot.
  - b) Modernize the Building Code and other policies to remove any barriers to affordable construction and to ensure meaningful implementation (e.g., allow single-staircase construction for up to four storeys, allow single egress, etc.).
- 4. Permit “as of right” conversion of underutilized or redundant commercial properties to residential or mixed residential and commercial use.**
- 5. Permit “as of right” secondary suites, garden suites, and laneway houses province-wide.**
- 6. Permit “as of right” multi-tenant housing (renting rooms within a dwelling) province-wide.**
- 7. Encourage and incentivize municipalities to increase density in areas with excess school capacity to benefit families with children.**

## Align investments in roads and transit with growth

Governments have invested billions of dollars in highways, light rail, buses, subways and trains in Ontario. But without ensuring more people can live close to those transit routes, we’re not getting the best return on those infrastructure investments.

Access to transit is linked to making housing more affordable: when reliable transit options are nearby, people can get to work more easily. They can live further from the centre of the city in less expensive areas without the added cost of car ownership.

The impacts of expanding public transit go far beyond serving riders. These investments also spur economic growth and reduce traffic congestion and emissions. We all pay for the cost of transit spending, and we should all share in the benefits.

If municipalities achieve the right development near transit – a mix of housing at high- and medium-density, office space and retail – this would open the door to better ways of funding the costs. Other cities, like London, UK and Hong Kong, have captured the impacts of increased land value and business activity along new transit routes to help with their financing.

Ontario recently created requirements (residents/hectare) for municipalities to zone for higher density in transit corridors and “major transit station areas”.<sup>[3]</sup> These are areas surrounding subway and other rapid transit stations and hubs. However, we heard troubling reports that local opposition is blocking access to these neighbourhoods and to critical public transit stations. City staff, councillors, and the province need to stand up to these tactics and speak up for the Ontarians who need housing.

The Province is also building new highways in the Greater Golden Horseshoe, and it’s important to plan thoughtfully for the communities that will follow from these investments, to make sure they are compact and liveable.



8. Allow “as of right” zoning up to unlimited height and unlimited density in the immediate proximity of individual major transit stations within two years if municipal zoning remains insufficient to meet provincial density targets.
9. Allow “as of right” zoning of six to 11 storeys with no minimum parking requirements on any streets utilized by public transit (including streets on bus and streetcar routes).
10. Designate or rezone as mixed commercial and residential use all land along transit corridors and redesignate all Residential Apartment to mixed commercial and residential zoning in Toronto.
11. Support responsible housing growth on undeveloped land, including outside existing municipal boundaries, by building necessary infrastructure to support higher density housing and complete communities and applying the recommendations of this report to all undeveloped land.

## Start saying “yes in my backyard”

Even where higher density is allowed in theory, the official plans of most cities in Ontario contain conflicting goals like maintaining “prevailing neighbourhood character”. This bias is reinforced by detailed guidance that often follows from the official plan. Although requirements are presented as “guidelines”, they are often treated as rules.

Examples include:

- Angular plane rules that require successively higher floors to be stepped further back, cutting the number of units that can be built by up to half and making many projects uneconomic
- Detailed rules around the shadows a building casts
- Guidelines around finishes, colours and other design details

One resident’s desire to prevent a shadow being cast in their backyard or a local park frequently prevails over concrete proposals to build more housing for multiple families. By-laws and guidelines that preserve “neighbourhood character” often prevent simple renovations to add new suites to existing homes. The people who suffer are mostly young, visible minorities, and marginalized people. It is the perfect

example of a policy that appears neutral on its surface but is discriminatory in its application.<sup>[14]</sup>

Far too much time and money are spent reviewing and holding consultations for large projects which conform with the official plan or zoning by-law and small projects which would cause minimal disruption. The cost of needless delays is passed on to new home buyers and tenants.

Minimum parking requirements for each new unit are another example of outdated municipal requirements that increase the cost of housing and are increasingly less relevant with public transit and ride share services. Minimum parking requirements add as much as \$165,000 to the cost of a new housing unit, even as demand for parking spaces is falling: data from the Residential Construction Council of Ontario shows that in new condo projects, one in three parking stalls goes unsold. We applaud the recent vote by Toronto City Council to scrap most minimum parking requirements. We believe other cities should follow suit.

While true heritage sites are important, heritage preservation has also become a tool to block more housing. For example, some municipalities add thousands of properties at a time to a heritage register because they have “potential” heritage value. Even where a building isn’t heritage designated or registered, neighbours increasingly demand it be as soon as a development is proposed.

This brings us to the role of the “not in my backyard” or NIMBY sentiment in delaying or stopping more homes from being built.



### New housing is often the last priority

A proposed building with market and affordable housing units would have increased the midday shadow by 6.5% on a nearby park at the fall and spring equinox, with no impact during the summer months. To conform to a policy that does not permit “new net shadow on specific parks”, seven floors of housing, including 26 affordable housing units, were sacrificed.

Multiple dry cleaners along a transit route were designated as heritage sites to prevent new housing being built. It is hard not to feel outrage when our laws are being used to prevent families from moving into neighbourhoods and into homes they can afford along transit routes.

## **NIMBY versus YIMBY**

NIMBYism (not in my backyard) is a large and constant obstacle to providing housing everywhere. Neighbourhood pushback drags out the approval process, pushes up costs and discourages investment in housing. It also keeps out new residents. While building housing is very costly, opposing new housing costs almost nothing.

Unfortunately, there is a strong incentive for individual municipal councillors to fall in behind community opposition – it's existing residents who elect them, not future ones. The outcry of even a handful of constituents (helped by the rise of social media) has been enough, in far too many cases, to persuade their local councillor to vote against development even while admitting its merits in private. There is a sense among some that it's better to let the Ontario Land Tribunal approve the development on appeal, even if it causes long delays and large cost increases, then to take the political heat.

Mayors and councillors across the province are fed up and many have called for limits on public consultations and more “as of right” zoning. In fact, some have created a new term for NIMBYism: BANANAs – Build Absolutely Nothing Anywhere Near Anything, causing one mayor to comment “NIMBYism has gone BANANAs”. We agree. In a growing, thriving society, that approach is not just bad policy, it is exclusionary and wrong.

As a result, technical planning decisions have become politicized. One major city has delegated many decisions to senior staff, but an individual councillor can withdraw the delegation when there is local opposition and force a vote at Council. We heard that this situation is common across the province, creating an electoral incentive for a councillor to delay or stop a housing proposal, or forcing a councillor to pay the electoral cost of supporting it. Approvals of individual housing applications should be the role of professional staff, free from political interference.

The pressure to stop any development is now so intense that it has given rise to a counter-movement – YIMBYism, or “yes in my backyard,” led by millennials who recognize entrenched opposition to change as a huge obstacle to finding a home. They provide a voice at public consultations for young people, new immigrants and refugees, minority groups, and Ontarians struggling to access housing by connecting our ideals to the reality of housing. People who welcome immigrants to Canada should welcome them to the neighbourhood, fighting climate change means supporting higher-density housing, and “keeping the neighbourhood the way it is” means keeping it off-limits. While anti-housing voices can be loud,

a member of More Neighbours Toronto, a YIMBY group that regularly attends public consultations, has said that the most vocal opponents usually don't represent the majority in a neighbourhood. Survey data from the Ontario Real Estate Association backs that up, with almost 80% of Ontarians saying they are in favour of zoning in urban areas that would encourage more homes.

Ontarians want a solution to the housing crisis. We cannot allow opposition and politicization of individual housing projects to prevent us from meeting the needs of all Ontarians.

### **12. Create a more permissive land use, planning, and approvals system:**

- a) Repeal or override municipal policies, zoning, or plans that prioritize the preservation of physical character of neighbourhood
- b) Exempt from site plan approval and public consultation all projects of 10 units or less that conform to the Official Plan and require only minor variances
- c) Establish province-wide zoning standards, or prohibitions, for minimum lot sizes, maximum building setbacks, minimum heights, angular planes, shadow rules, front doors, building depth, landscaping, floor space index, and heritage view cones, and planes; restore pre-2006 site plan exclusions (colour, texture, and type of materials, window details, etc.) to the Planning Act and reduce or eliminate minimum parking requirements; and
- d) Remove any floorplate restrictions to allow larger, more efficient high-density towers.

### **13. Limit municipalities from requesting or hosting additional public meetings beyond those that are required under the Planning Act.**

### **14. Require that public consultations provide digital participation options.**

### **15. Require mandatory delegation of site plan approvals and minor variances to staff or pre-approved qualified third-party technical consultants through a simplified review and approval process, without the ability to withdraw Council's delegation.**

- 16.** Prevent abuse of the heritage preservation and designation process by:
  - a) Prohibiting the use of bulk listing on municipal heritage registers
  - b) Prohibiting reactive heritage designations after a Planning Act development application has been filed
- 17.** Requiring municipalities to compensate property owners for loss of property value as a result of heritage designations, based on the principle of best economic use of land.
- 18.** Restore the right of developers to appeal Official Plans and Municipal Comprehensive Reviews.

We have heard mixed feedback on Committees of Adjustment. While they are seen to be working well in some cities, in others they are seen to simply add another lengthy step in the process. We would urge the government to first implement our recommendation to delegate minor variances and site plan approvals to municipal staff and then assess whether Committees of Adjustment are necessary and an improvement over staff-level decision making.

# Cut the red tape so we can build faster and reduce costs

One of the strongest signs that our approval process is not working: of 35 OECD countries, only the Slovak Republic takes longer than Canada to approve a building project. The UK and the US approve projects three times faster without sacrificing quality or safety. And they save home buyers and tenants money as a result, making housing more affordable.<sup>[15]</sup>

A 2020 survey of development approval times in 23 Canadian cities shows Ontario seriously lagging: Hamilton (15th), Toronto (17th), Ottawa (21st) with approval times averaging between 20-24 months. These timelines do not include building permits, which take about two years for an apartment building in Toronto. Nor did they count the time it takes for undeveloped land to be designated for housing, which the study notes can take five to ten years.<sup>[16]</sup>

Despite the good intentions of many people involved in the approvals and home-building process, decades of dysfunction in the system and needless bureaucracy have made it too difficult for housing approvals to keep up with the needs of Ontarians. There appear to be numerous reasons why Ontario performs so poorly against other Canadian cities and the rest of the developed world. We believe that the major problems can be summed up as:

- Too much complexity in the planning process, with the page count in legislation, regulation, policies, plans, and by-laws growing every year
- Too many studies, guidelines, meetings and other requirements of the type we outlined in the previous section, including many that go well beyond the scope of Ontario's Planning Act
- Reviews within municipalities and with outside agencies that are piecemeal, duplicative (although often with conflicting outcomes) and poorly coordinated
- Process flaws that include reliance on paper
- Some provincial policies that are more relevant to urban development but result in burdensome, irrelevant requirements when applied in some rural and northern communities.



All of this has contributed to widespread failure on the part of municipalities to meet required timelines. The provincial Planning Act sets out deadlines of 90 days for decisions on zoning by-law amendments, 120 days for plans of subdivision, and 30 days for site plan approval, but municipalities routinely miss these without penalty. For other processes, like site plan approval or provincial approvals, there are no timelines and delays drag on. The cost of delay falls on the ultimate homeowner or tenant.

The consequences for homeowners and renters are enormous. Ultimately, whatever cost a builder pays gets passed on to the buyer or renter. As one person said: "Process is the biggest project killer in Toronto because developers have to carry timeline risk."

Site plan control was often brought up as a frustration. Under the Planning Act, this is meant to be a technical review of the external features of a building. In practice, municipalities often expand on what is required and take too long to respond.

**Then:** In 1966, a draft plan of subdivision in a town in southwestern Ontario to provide 529 low-rise and mid-rise housing units, a school site, a shopping centre and parks was approved by way of a two-page letter setting out 10 conditions. It took seven months to clear conditions for final approval.

**And now:** In 2013, a builder started the approval process to build on a piece of serviced residential land in a seasonal resort town. Over the next seven years, 18 professional consultant reports were required, culminating in draft plan approval containing 50 clearance conditions. The second approval, issued by the Local Planning Appeals Board in 2020, ran to 23 pages. The developer estimates it will be almost 10 years before final approval is received.

An Ontario Association of Architects study calculating the cost of delays between site plan application and approval concluded that for a 100-unit condominium apartment building, each additional month of delay costs the applicant an estimated \$193,000, or \$1,930 a month for each unit.<sup>[17]</sup>

A 2020 study done for the Building Industry and Land Development Association (BILD) looked at impacts of delay on low-rise construction, including single-detached homes. It estimated that every month an approval is delayed adds, on average, \$1.46 per square foot to the cost of a single home. A two-year delay, which is not unusual for this housing type, adds more than \$70,000 to the cost of a 2,000-square-foot house in the GTA.<sup>[16]</sup>

Getting rid of so much unnecessary and unproductive additional work would significantly reduce the burden on staff. It would help address the widespread shortages of planners and building officials. It would also bring a stronger sense among municipal staff that they are part of the housing solution and can take pride in helping cut approval times and lower the costs of delivering homes.

### **Adopt common sense approaches that save construction costs**

Wood using “mass timber” – an engineer compressed wood, made for strength and weight-bearing – can provide a lower-cost alternative to reinforced concrete in many mid-rise projects, but Ontario’s Building Code is hampering its use. Building taller with wood offers advantages beyond cost:

- Wood is a renewable resource that naturally sequesters carbon, helping us reach our climate change goals

- Using wood supports Ontario’s forestry sector and creates jobs, including for Indigenous people

British Columbia’s and Quebec’s building codes allow woodframe construction up to 12 storeys, but Ontario limits it to six. By amending the Building Code to allow 12-storey woodframe construction, Ontario would encourage increased use of forestry products and reduce building costs.

Finally, we were told that a shift in how builders are required to guarantee their performance would free up billions of dollars to build more housing. Pay on demand surety bonds are a much less onerous option than letters of credit, and are already accepted in Hamilton, Pickering, Innisfil, Whitchurch-Stouffville and other Ontario municipalities. We outline the technical details in [Appendix D](#).

- 19.** Legislate timelines at each stage of the provincial and municipal review process, including site plan, minor variance, and provincial reviews, and deem an application approved if the legislated response time is exceeded.
- 20.** Fund the creation of “approvals facilitators” with the authority to quickly resolve conflicts among municipal and/or provincial authorities and ensure timelines are met.
- 21.** Require a pre-consultation with all relevant parties at which the municipality sets out a binding list that defines what constitutes a complete application; confirms the number of consultations established in the previous recommendations; and clarifies that if a member of a regulated profession such as a professional engineer has stamped an application, the municipality has no liability and no additional stamp is needed.
- 22.** Simplify planning legislation and policy documents.
- 23.** Create a common, province-wide definition of plan of subdivision and standard set of conditions which clarify which may be included; require the use of standard province-wide legal agreements and, where feasible, plans of subdivision.
- 24.** Allow wood construction of up to 12 storeys.
- 25.** Require municipalities to provide the option of pay on demand surety bonds and letters of credit.

## Prevent abuse of the appeal process

Part of the challenge with housing approvals is that, by the time a project has been appealed to the Ontario Land Tribunal (the Tribunal), it has usually already faced delay and compromises have been made to reduce the size and scope of the proposal. When an approved project is appealed, the appellant – which could just be a single individual – may pay \$400 and tie up new housing for years.

The most recent published report showed 1,300 unresolved cases.<sup>[18]</sup> While under-resourcing does contribute to delays, this caseload also reflects the low barrier to launching an appeal and the minimal risks if an appeal is unsuccessful:

- After a builder has spent time and money to ensure a proposal conforms with a municipality’s requirements, the municipal council can still reject it – even if its own planning staff has given its support. Very often this is to appease local opponents.
- Unlike a court, costs are not automatically awarded to the successful party at the Tribunal. The winning side must bring a motion and prove that the party bringing the appeal was unreasonable, clearly trying to delay the project, and/or being vexatious or frivolous. Because the bar is set so high, the winning side seldom asks for costs in residential cases.

This has resulted in abuse of the Tribunal to delay new housing. Throughout our consultations, we heard from municipalities, not-for-profits, and developers that affordable housing was a particular target for appeals which, even if unsuccessful, can make projects too costly to build.

Clearly the Tribunal needs more resources to clear its backlog. But the bigger issue is the need for so many appeals: we believe it would better to have well-defined goals and rules for municipalities and builders to avoid this costly and time-consuming quasi-judicial process. Those who bring appeals aimed at stopping development that meets established criteria should pay the legal costs of the successful party and face the risk of a larger project being approved.

The solution is not more appeals, it’s fixing the system. We have proposed a series of reforms that would ensure only meritorious appeals proceeded, that every participant faces some risk and cost of losing, and that abuse of the Tribunal will be penalized. We believe that if Ontario accepts our recommendations, the Tribunal will not face the same volume of appeals. But getting to that point will take time, and the Tribunal needs more resources and better tools now.

Recommendation 1 will provide legislative direction to adjudicators that they must prioritize housing growth and intensification over competing priorities contained in provincial and municipal policies. We further recommend the following:

- 26.** Require appellants to promptly seek permission (“leave to appeal”) of the Tribunal and demonstrate that an appeal has merit, relying on evidence and expert reports, before it is accepted.
- 27.** Prevent abuse of process:
  - a) Remove right of appeal for projects with at least 30% affordable housing in which units are guaranteed affordable for at least 40 years.
  - b) Require a \$10,000 filing fee for third-party appeals.
  - c) Provide discretion to adjudicators to award full costs to the successful party in any appeal brought by a third party or by a municipality where its council has overridden a recommended staff approval.
- 28.** Encourage greater use of oral decisions issued the day of the hearing, with written reasons to follow, and allow those decisions to become binding the day that they are issued.
- 29.** Where it is found that a municipality has refused an application simply to avoid a deemed approval for lack of decision, allow the Tribunal to award punitive damages.
- 30.** Provide funding to increase staffing (adjudicators and case managers), provide market-competitive salaries, outsource more matters to mediators, and set shorter time targets.
- 31.** In clearing the existing backlog, encourage the Tribunal to prioritize projects close to the finish line that will support housing growth and intensification, as well as regional water or utility infrastructure decisions that will unlock significant housing capacity.

# Reduce the costs to build, buy and rent

The price you pay to buy or rent a home is driven directly by how much it costs to build a home. In Ontario, costs to build homes have dramatically increased at an unprecedented pace over the past decade. In most of our cities and towns, materials and labour only account for about half of the costs. The rest comes from land, which we have addressed in the previous section, and government fees.

A careful balance is required on government fees because, as much as we would like to see them lowered, governments need revenues from fees and taxes to build critically needed infrastructure and pay for all the other services that make Ontario work. So, it is a question of balance and of ensuring that our approach to government fees encourages rather than discourages developers to build the full range of housing we need in our Ontario communities.

## Align government fees and charges with the goal of building more housing

### Improve the municipal funding model

Housing requires more than just the land it is built on. It requires roads, sewers, parks, utilities and other infrastructure. The provincial government provides municipalities with a way to secure funding for this infrastructure through development charges, community benefit charges and parkland dedication (providing 5% of land for public parks or the cash equivalent).

These charges are founded on the belief that growth – not current taxpayers – should pay for growth. As a concept, it is compelling. In practice, it means that new home buyers pay the entire cost of sewers, parks, affordable housing, or colleges that will be around for generations and may not be located in their neighbourhood. And, although building

affordable housing is a societal responsibility, because affordable units pay all the same charges as a market unit, the cost is passed to new home buyers in the same building or the not-for-profit organization supporting the project. We do not believe that government fees should create a disincentive to affordable housing.

If you ask any developer of homes – whether they are for-profit or non-profit – they will tell you that development charges are a special pain point. In Ontario, they can be as much as \$135,000 per home. In some municipalities, development charges have increased as much as 900% in less than 20 years.<sup>[20]</sup> As development charges go up, the prices of homes go up. And development charges on a modest semi-detached home are the same as on a luxury 6,000 square foot home, resulting in a disincentive to build housing that is more affordable. Timing is also a challenge as development charges have to be paid up front, before a shovel even goes into the ground.

To help relieve the pressure, the Ontario government passed recent legislation allowing builders to determine development charges earlier in the building process. But they must pay interest on the assessed development charge to the municipality until a building permit is issued, and there is no cap on the rate, which in one major city is 13% annually.

Cash payments to satisfy parkland dedication also significantly boost the costs of higher-density projects, adding on average \$17,000 to the cost of a high-rise condo across the GTA.<sup>[21]</sup> We heard concerns not just about the amount of cash collected, but also about the money not being spent in the neighbourhood or possibly not being spent on parks at all. As an example, in 2019 the City of Toronto held \$644 million in parkland cash-in-lieu payments.<sup>[22]</sup> Everyone can agree that we need to invest in parks as our communities grow, but if the funds are not being spent, perhaps it means that more money is being collected for parklands than is needed and we could lower the cost of housing if we adjusted these parkland fees.



A 2019 study carried out for BILD showed that in the Greater Toronto Area, development charges for low-rise housing are on average more than three times higher per unit than in six comparable US metropolitan areas, and roughly 1.75-times higher than in the other Canadian cities.

For high-rise developments the average per unit charges in the GTA are roughly 50% higher than in the US areas, and roughly 30% higher than in the other Canadian urban areas.<sup>[19]</sup>

## Modernizing HST Thresholds

Harmonized sales tax (HST) applies to all new housing – including purpose-built rental. Today, the federal component is 5% and provincial component is 8%. The federal and provincial government provide a partial HST rebate. Two decades ago, the maximum home price eligible for a rebate was set at \$450,000 federally and \$400,000 provincially, resulting in a maximum rebate of \$6,300 federally and \$24,000 provincially, less than half of today’s average home price. Buyers of new homes above this ceiling face a significant clawback. Indexing the rebate would immediately reduce the cost of building new homes, savings that can be passed on to Ontarians. When both levels of government agree that we are facing a housing crisis, they should not be adding over 10% to the cost of almost all new homes.

- 32.** Waive development charges and parkland cash-in-lieu and charge only modest connection fees for all infill residential projects up to 10 units or for any development where no new material infrastructure will be required.
- 33.** Waive development charges on all forms of affordable housing guaranteed to be affordable for 40 years.
- 34.** Prohibit interest rates on development charges higher than a municipality’s borrowing rate.
- 35.** Regarding cash in lieu of parkland, s.37, Community Benefit Charges, and development charges:
  - a) Provincial review of reserve levels, collections and drawdowns annually to ensure funds are being used in a timely fashion and for the intended purpose, and, where review points to a significant concern, do not allow further collection until the situation has been corrected.
  - b) Except where allocated towards municipality-wide infrastructure projects, require municipalities to spend funds in the neighbourhoods where they were collected. However, where there’s a significant community need in a priority area of the City, allow for specific ward-to-ward allocation of unspent and unallocated reserves.
- 36.** Recommend that the federal government and provincial governments update HST rebate to reflect current home prices and begin indexing the thresholds to housing prices, and that the federal government match the provincial 75% rebate and remove any clawback.

Government charges on a new single-detached home averaged roughly \$186,300, or almost 22% of the price, across six municipalities in southcentral Ontario. For a new condominium apartment, the average was almost \$123,000, or roughly 24% of a unit’s price.

## Make it easier to build rental

In cities and towns across Ontario, it is increasingly hard to find a vacant rental unit, let alone a vacant rental unit at an affordable price. Today, 66% of all purpose-built rental units in the City of Toronto were built between 1960 and 1979. Less than 15% of Toronto’s purpose-built rentals were constructed over the ensuing 40 years in spite of the significant population growth during that time. In fact, between 2006 and 2016, growth in condo apartments increased by 186% while purpose-built rental only grew by 0.6%.<sup>[22]</sup> In 2018, the Ontario government introduced positive changes that have created growth in purpose-built rental units – with last year seeing 18,000 units under construction and 93,000 proposed against a 5-year average prior to 2020 of 3,400 annually.<sup>[23]</sup>

Long-term renters often now feel trapped in apartments that don’t make sense for them as their needs change. And because they can’t or don’t want to move up the housing ladder, many of the people coming up behind them who would gladly take those apartments are instead living in crowded spaces with family members or roommates. Others feel forced to commit to rental units at prices way beyond what they can afford. Others are trying their luck in getting on the wait list for an affordable unit or housing co-op – wait lists that are years long. Others are leaving Ontario altogether.

# 66%

of all purpose-built rental units  
in the City of Toronto were  
built between **1960** and **1979**.



A pattern in every community, and particularly large cities, is that the apartments and rented rooms that we do have are disappearing. Apartment buildings are being converted to condos or upgraded to much more expensive rental units. Duplexes get purchased and turned into larger single-family homes.

A major challenge in bridging the gap of rental supply is that, more often than not, purpose-built rental projects don't make economic sense for builders and investors. Ironically, there is no shortage of Canadian investor capital seeking housing investments, particularly large pension funds – but the economics of investing in purpose-built rental in Ontario just don't make sense. So, investments get made in apartment projects in other provinces or countries, or in condo projects that have a better and safer return-on-investment. What can governments do to get that investor capital pointed in the right direction so we can create jobs and get more of the housing we need built?

Some of our earlier recommendations will help, particularly indexing the HST rebate. So will actions by government to require purpose-built rental on surplus government land that is made available for sale. ([Appendix C](#))

Municipal property taxes on purpose-built rental can be as much as 2.5 times greater than property taxes for condominium or other ownership housing.<sup>[24]</sup>

The Task Force recommends:

**37. Align property taxes for purpose-built rental with those of condos and low-rise homes.**

## Make homeownership possible for hardworking Ontarians who want it

Home ownership has always been part of the Canadian dream. You don't have to look far back to find a time when the housing landscape was very different. The norm was for young people to rent an apartment in their twenties, work hard and save for a down payment, then buy their first home in their late twenties or early thirties. It was the same for many new Canadians: arrive, rent, work hard and buy. The house might be modest, but it brought a sense of ownership, stability and security. And after that first step onto the ownership ladder, there was always the possibility of selling and moving up. Home ownership felt like a real possibility for anyone who wanted it.

That's not how it works now. Too many young people who would like their own place are living with one or both parents well into adulthood.

The escalation of housing prices over the last decade has put the dream of homeownership out of reach of a growing number of aspiring first-time home buyers. While 73% of Canadians are homeowners, that drops to 48% for Black people, 47% for LGBTQ people<sup>[5]</sup> (StatsCan is studying rates for other populations, including Indigenous People who are severely underhoused). This is also an issue for younger adults: a 2021 study showed only 24% of Torontonians aged 30 to 39 are homeowners.<sup>[25]</sup>

In Canada, responsibility for Indigenous housing programs has historically been a shared between the federal and provincial governments. The federal government works closely with its provincial and territorial counterparts to improve access to housing for Indigenous peoples both on and off reserve. More than 85% of Indigenous people live in urban and rural areas, are 11 times more likely to experience homelessness and have incidence of housing need that is 52% greater than all Canadians. The Murdered and Missing Indigenous Women and Girls report mentions housing 299 times – the lack of which being a significant, contributing cause to violence and the provision of which as a significant, contributing solution. The Province of Ontario has made significant investments in Urban Indigenous Housing, but we need the Federal Government to re-engage as an active partner.

While measures to address supply will have an impact on housing prices, many aspiring homeowners will continue to face a gap that is simply too great to bridge through traditional methods.

The Task Force recognizes the need for caution about measures that would spur demand for housing before the supply bottleneck is fixed. At the same time, a growing number of organizations – both non-profit and for-profit are proposing a range of unique home equity models. Some of these organizations are aiming at households who have sufficient income to pay the mortgage but lack a sufficient down payment. Others are aiming at households who fall short in both income and down payment requirements for current market housing.

The Task Force heard about a range of models to help aspiring first-time home buyers, including:

- Shared equity models with a government, non-profit or for-profit lender holding a second “shared equity mortgage” payable at time of sale of the home
- Land lease models that allow residents to own their home but lease the land, reducing costs
- Rent-to-own approaches in which a portion of an occupant’s rent is used to build equity, which can be used as a down payment on their current unit or another market unit in the future
- Models where the equity gain is shared between the homeowner and the non-profit provider, such that the non-profit will always be able to buy the home back and sell it to another qualified buyer, thus retaining the home’s affordability from one homeowner to the next.

Proponents of these models identified barriers that thwart progress in implementing new solutions.

- The Planning Act limits land leases to a maximum of 21 years. This provision prevents home buyers from accessing the same type of mortgages from a bank or credit union that are available to them when they buy through traditional homeownership.
- The Perpetuities Act has a similar 21-year limit on any options placed on land. This limits innovative non-profit models from using equity formulas for re-sale and repurchase of homes.
- Land Transfer Tax (LTT) is charged each time a home is sold and is collected by the province; and in Toronto, this tax is also collected by the City. This creates a double-tax in rent-to-own/equity building models where LTT ends up being paid first by the home equity organization and then by the occupant when they are able to buy the unit.
- HST is charged based on the market value of the home. In shared equity models where the homeowner neither owns nor gains from the shared equity portion of their home, HST on the shared equity portion of the home simply reduces affordability.
- Residential mortgages are highly regulated by the federal government and reflective of traditional homeownership. Modifications in regulations may be required to adapt to new co-ownership and other models.

The Task Force encourages the Ontario government to devote further attention to avenues to support new homeownership options. As a starting point, the Task Force offers the following recommendations:

- 38.** Amend the Planning Act and Perpetuities Act to extend the maximum period for land leases and restrictive covenants on land to 40 or more years.
- 39.** Eliminate or reduce tax disincentives to housing growth.
- 40.** Call on the Federal Government to implement an Urban, Rural and Northern Indigenous Housing Strategy.
- 41.** Funding for pilot projects that create innovative pathways to homeownership, for Black, Indigenous, and marginalized people and first-generation homeowners.
- 42.** Provide provincial and federal loan guarantees for purpose-built rental, affordable rental and affordable ownership projects.

# Support and incentivize scaling up housing supply

Our goal of building 1.5 million homes in ten years means doubling how many homes Ontario creates each year. As much as the Task Force’s recommendations will remove barriers to realizing this ambitious goal, we also need to ensure we have the capacity across Ontario’s communities to deliver this new housing supply. This includes capacity of our housing infrastructure, capacity within our municipal planning teams, and boots on the ground with the skills to build new homes.

There is much to be done and the price of failure for the people of Ontario is high. This is why the provincial government must make an unwavering commitment to keeping the spotlight on housing supply. This is also why the province must be dogged in its determination to galvanize and align efforts and incentives across all levels of government so that working together, we all can get the job done.

Our final set of recommendations turns to these issues of capacity to deliver, and the role the provincial government can play in putting the incentives and alignment in place to achieve the 1.5 million home goal.

## Invest in municipal infrastructure

### **Housing can’t get built without water, sewage, and other infrastructure**

When the Task Force met with municipal leaders, they emphasized how much future housing supply relies on having the water, storm water and wastewater systems, roads, sidewalks, fire stations, and all the other parts of community infrastructure to support new homes and new residents.

Infrastructure is essential where housing is being built for the first time. And, it can be a factor in intensification when added density exceeds the capacity of existing infrastructure, one of the reasons we urge new infrastructure in new developments to be designed for future capacity. In Ontario, there are multiple municipalities where the number one barrier to approving new housing projects is a lack of infrastructure to support them.

Municipalities face a myriad of challenges in getting this infrastructure in place. Often, infrastructure investments are required long before new projects are approved and funding must be secured. Notwithstanding the burden development charges place on the price of new housing, most municipalities report that development charges are still not enough to fully cover the costs of building new infrastructure and retrofitting existing infrastructure in neighbourhoods that are intensifying. Often infrastructure crosses municipal boundaries creating complicated and time-consuming “who pays?” questions. Municipal leaders also shared their frustrations with situations where new housing projects are approved and water, sewage and other infrastructure capacity is allocated to the project – only to have the developer land bank the project and put off building. Environmental considerations with new infrastructure add further cost and complexity. The Task Force recommends:

- 43. Enable municipalities, subject to adverse external economic events, to withdraw infrastructure allocations from any permitted projects where construction has not been initiated within three years of build permits being issued.**
- 44. Work with municipalities to develop and implement a municipal services corporation utility model for water and wastewater under which the municipal corporation would borrow and amortize costs among customers instead of using development charges.**

## Create the Labour Force to meet the housing supply need

### The labour force is shrinking in many segments of the market

You can't start to build housing without infrastructure. You can't build it without people – skilled trades people in every community who can build the homes we need.

The concern that we are already facing a shortage in skilled trades came through loud and clear in our consultations. We heard from many sources that our education system funnels young people to university rather than colleges or apprenticeships and creates the perception that careers in the skilled trades are of less value. Unions and builders are working to fill the pipeline domestically and recruit internationally, but mass retirements are making it challenging to maintain the workforce at its current level, let alone increase it.

Increased economic immigration could ease this bottleneck, but it appears difficult for a skilled labourer with no Canadian work experience to qualify under Ontario's rules. Moreover, Canada's immigration policies also favour university education over skills our economy and society desperately need. We ought to be welcoming immigrants with the skills needed to build roads and houses that will accommodate our growing population.

The shortage may be less acute, however, among smaller developers and contractors that could renovate and build new "missing middle" homes arising from the changes in neighbourhood zoning described earlier. These smaller companies tap into a different workforce from the one needed to build high rises and new subdivisions. Nonetheless, 1.5 million more homes will require a major investment in attracting and developing the skilled trades workforce to deliver this critically needed housing supply. We recommend:

45. Improve funding for colleges, trade schools, and apprenticeships; encourage and incentivize municipalities, unions and employers to provide more on-the-job training.
46. Undertake multi-stakeholder education program to promote skilled trades.
47. Recommend that the federal and provincial government prioritize skilled trades and adjust the immigration points system to strongly favour needed trades and expedite immigration status for these workers, and encourage the federal government to increase from 9,000 to 20,000 the number of immigrants admitted through Ontario's program.

## Create a large Ontario Housing Delivery Fund to align efforts and incent new housing supply

### Build alignment between governments to enable builders to deliver more homes than ever before

All levels of government play a role in housing.

The federal government sets immigration policy, which has a major impact on population growth and many tax policies. The province sets the framework for planning, approvals, and growth that municipalities rely upon, and is responsible for many other areas that touch on housing supply, like investing in highways and transit, training workers, the building code and protecting the environment. Municipalities are on the front lines, expected to translate the impacts of federal immigration policy, provincial guidance and other factors, some very localized, into official plans and the overall process through which homes are approved to be built.

The efficiency with which home builders can build, whether for-profit or non-profit, is influenced by policies and decisions at every level of government. In turn, how many home developers can deliver, and at what cost, translates directly into the availability of homes that Ontarians can afford.

Collectively, governments have not been sufficiently aligned in their efforts to provide the frameworks and incentives that meet the broad spectrum of housing needs in Ontario. Much action, though, has been taken in recent years.

- The Ontario government has taken several steps to make it easier to build additional suites in your own home: reduced disincentives to building rental housing, improved the appeal process, focused on density around transit stations, made upfront development charges more predictable, and provided options for municipalities to create community benefits through development.
- The federal government has launched the National Housing Strategy and committed over \$70 billion in funding.<sup>[26]</sup> Most recently, it has announced a \$4 billion Housing Accelerator Fund aimed at helping municipalities remove barriers to building housing more quickly.<sup>[27]</sup>
- Municipalities have been looking at ways to change outdated processes, rules, and ways of thinking that create delays and increases costs of delivering homes. Several municipalities have taken initial steps towards eliminating exclusionary zoning and addressing other barriers described in this report.

All governments agree that we are facing a housing crisis. Now we must turn the sense of urgency into action and alignment across governments.

### **Mirror policy changes with financial incentives aligned across governments**

The policy recommendations in this report will go a long way to align efforts and position builders to deliver more homes.

Having the capacity in our communities to build these homes will take more than policy. It will take money. Rewarding municipalities that meet housing growth and approval timelines will help them to invest in system upgrades, hire additional staff, and invest in their communities. Similarly, municipalities that resist new housing, succumb to NIMBY pressure, and close off their neighbourhoods should see funding reductions. Fixing the housing crisis is a societal responsibility, and our limited tax dollars should be directed to those municipalities making the difficult but necessary choices to grow housing supply.

In late January 2022, the provincial government announced \$45 million for a new *Streamline Development Approval Fund* to “unlock housing supply by cutting red tape and improving processes for residential and industrial developments”.<sup>[28]</sup> This is encouraging. More is needed.

Ontario should also receive its fair share of federal funding but today faces a shortfall of almost \$500 million,<sup>[29]</sup> despite two thirds of the Canadian housing shortage being in Ontario. We call on the federal government to address this funding gap.

- 48.** The Ontario government should establish a large “Ontario Housing Delivery Fund” and encourage the federal government to match funding. This fund should reward:
  - a) Annual housing growth that meets or exceeds provincial targets
  - b) Reductions in total approval times for new housing
  - c) The speedy removal of exclusionary zoning practices
- 49.** Reductions in funding to municipalities that fail to meet provincial housing growth and approval timeline targets.

We believe that the province should consider partial grants to subsidize municipalities that waive development charges for affordable housing and for purpose-built rental.

## **Sustain focus, measure, monitor, improve**

### **Digitize and modernize the approvals and planning process**

Some large municipalities have moved to electronic tracking of development applications and/or electronic building permits (“e-permits”) and report promising results, but there is no consistency and many smaller places don’t have the capacity to make the change.

Municipalities, the provincial government and agencies use different systems to collect data and information relevant to housing approvals, which slows down processes and leaves much of the “big picture” blank. This could be addressed by ensuring uniform data architecture standards.

### **Improve the quality of our housing data to inform decision making**

Having accurate data is key to understanding any challenge and making the best decisions in response. The Task Force heard from multiple housing experts that we are not always using the best data, and we do not always have the data we need.

Having good population forecasts is essential in each municipality as they develop plans to meet future land and housing needs. Yet, we heard many concerns about inconsistent approaches to population forecasts. In the Greater Golden Horseshoe, the forecast provided to municipalities by the province is updated only when the Growth Plan is updated, generally every seven years; but federal immigration policy, which is a key driver of growth, changes much more frequently. The provincial Ministry of Finance produces a population forecast on a more regular basis than the Growth Plan, but these are not used consistently across municipalities or even by other provincial ministries.

Population forecasts get translated into housing need in different ways across the province, and there is a lack of data about how (or whether) the need will be met. Others pointed to the inconsistent availability of land inventories. Another challenge is the lack of information on how much land is permitted and how much housing is actually getting built once permitted, and how fast. The Task Force also heard that, although the Provincial Policy Statement requires municipalities to maintain a three-year supply of short-term (build-ready) land and report it each year to the province, many municipalities are not meeting that requirement.

At a provincial and municipal level, we need better data on the housing we have today, housing needed to close the gap, consistent projections of what we need in the future, and data on how we are doing at keeping up. Improved data will help anticipate local and provincial supply bottlenecks and constraints, making it easier to determine the appropriate level and degree of response.

It will also be important to have better data to assess how much new housing stock is becoming available to groups that have been disproportionately excluded from home ownership and rental housing.

### **Put eyes on the crisis and change the conversation around housing**

Ours is not the first attempt to “fix the housing system”. There have been efforts for years to tackle increasing housing prices and find solutions so everyone in Ontario can find and afford the housing they need. This time must be different.

The recommendations in this report must receive sustained attention, results must be monitored, significant financial investment by all levels of government must be made. And, the people of Ontario must embrace a housing landscape in which the housing needs of tomorrow’s citizens and those who have been left behind are given equal weight to the housing advantages of those who are already well established in homes that they own.

- 50.** Fund the adoption of consistent municipal e-permitting systems and encourage the federal government to match funding. Fund the development of common data architecture standards across municipalities and provincial agencies and require municipalities to provide their zoning bylaws with open data standards. Set an implementation goal of 2025 and make funding conditional on established targets.
- 51.** Require municipalities and the provincial government to use the Ministry of Finance population projections as the basis for housing need analysis and related land use requirements.
- 52.** Resume reporting on housing data and require consistent municipal reporting, enforcing compliance as a requirement for accessing programs under the Ontario Housing Delivery Fund.
- 53.** Report each year at the municipal and provincial level on any gap between demand and supply by housing type and location, and make underlying data freely available to the public.
- 54.** Empower the Deputy Minister of Municipal Affairs and Housing to lead an all-of-government committee, including key provincial ministries and agencies, that meets weekly to ensure our remaining recommendations and any other productive ideas are implemented.
- 55.** Commit to evaluate these recommendations for the next three years with public reporting on progress.

# Conclusion

We have set a bold goal for Ontario: building 1.5 million homes in the next 10 years.

We believe this can be done. What struck us was that everyone we talked to – builders, housing advocates, elected officials, planners – understands the need to act now. As one long-time industry participant said, “for the first time in memory, everyone is aligned, and we need to take advantage of that.”

Such unity of purpose is rare, but powerful.

To leverage that power, we offer solutions that are bold but workable, backed by evidence, and that position Ontario for the future.

Our recommendations focus on ramping up the supply of housing. Measures are already in place to try to cool demand, but they will not fill Ontario’s housing need. More supply is key. Building more homes will reduce the competition for our scarce supply of homes and will give Ontarians more housing choices. It will improve housing affordability across the board.

Everyone wants more Ontarians to have housing. So let’s get to work to build more housing in Ontario.

## APPENDIX A:

# Biographies of Task Force Members

**Lalit Aggarwal** is President of Manor Park Holdings, a real estate development and operating company active in Eastern Ontario. Previously, Lalit was an investor for institutional fund management firms, such as H.I.G. European Capital Partners, Soros Fund Management, and Goldman Sachs. He is a past fellow of the C.D. Howe Institute and a former Director of both Bridgepoint Health and the Centre for the Commercialization of Regenerative Medicine. Lalit holds degrees from the University of Oxford and the University of Pennsylvania. He is also a current Director of the Hospital for Sick Children Foundation, the Sterling Hall School and the Chair of the Alcohol & Gaming Commission of Ontario.

**David Amborski** is a professional Urban Planner, Professor at Ryerson University's School of Urban and Regional Planning and the founding Director of the Centre for Urban Research and Land Development (CUR). His research and consulting work explore topics where urban planning interfaces with economics, including land and housing markets. He is an academic advisor to the National Executive Forum on Public Property, and he is a member of Lambda Alpha (Honorary Land Economics Society). He has undertaken consulting for the Federal, Provincial and a range of municipal governments. Internationally, he has undertaken work for the Canadian International Development Agency (CIDA), the World Bank, the Inter-American Development Bank, the Lincoln Institute of Land Policy, and several other organizations in Eastern Europe, Latin America, South Africa, and Asia. He also serves on the editorial boards of several international academic journals.

**Andrew Garrett** is a real estate executive responsible for growing IMCO's \$11+ Billion Global Real Estate portfolio to secure public pensions and insurance for Ontario families. IMCO is the only Ontario fund manager purpose built to onboard public clients such as pensions, insurance, municipal reserve funds, and endowments. Andrew has significant non-profit sector experience founding a B Corp certified social enterprise called WeBuild to help incubate social purpose real estate projects. He currently volunteers on non-profit boards supporting social purpose real estate projects, youth programs and the visual arts at Art Gallery

of Ontario. Andrew sits on board advisory committees for private equity firms and holds a Global Executive MBA from Kellogg School Management and a Real Estate Development Certification from MIT Centre for Real Estate.

**Tim Hudak** is the CEO of the Ontario Real Estate Association (OREA). With a passion and voice for championing the dream of home ownership, Tim came to OREA following a distinguished 21-year career in politics, including five years as Leader of the Progressive Conservative Party of Ontario.

In his role, Tim has focused on transforming OREA into Ontario's most cutting-edge professional association at the forefront of advocacy on behalf of REALTORS® and consumers, and providing world-class conferences, standard forms, leadership training and professional guidance to its Members. As part of his work at OREA, Tim was named one of the most powerful people in North American residential real estate by Swanepoel Power 200 for the last five years. Tim is married to Deb Hutton, and together they have two daughters, Miller and Maitland. In his spare time, Tim enjoys trails less taken on his mountain bike or hiking shoes as well as grilling outdoors.

**Jake Lawrence** was appointed Chief Executive Officer and Group Head, Global Banking and Markets in January 2021. In this role, Jake is responsible for the Bank's Global Banking and Markets business line and strategy across its global footprint. Jake joined Scotiabank in 2002 and has held progressively senior roles in Finance, Group Treasury and Global Banking and Markets. From December 2018 to January 2021, Jake was Co-Group Head of Global Banking and Markets with specific responsibility for its Capital Markets businesses, focused on building alignment across product groups and priority markets to best serve our clients throughout our global footprint. Previously, Jake was Executive Vice President and Head of Global Banking and Markets in the U.S., providing overall strategic direction and execution of Scotiabank's U.S. businesses. Prior to moving into GBM, Jake served as Senior Vice President and Deputy Treasurer, responsible for Scotiabank's wholesale funding activities and liquidity management as well as Senior Vice President, Investor Relations.

**Julie Di Lorenzo** (GPLLM, University of Toronto 2020), is self-employed since 1982, operates one of the largest female-run Real Estate Development Companies in North America. She was instrumental in the Daniel Burnham award-winning Ontario Growth Management Plan (2004) as President of BILD. Julie served as the first female-owner President of GTHBA (BILD) and on the boards of the Ontario Science Centre, Harbourfront Toronto, Tarion (ONHWP), St. Michael's Hospital, NEXT36, Waterfront Toronto, Chair of IREC Committee WT, Havergal College (Co-Chair of Facilities), York School (interim Vice-Chair), and Canadian Civil Liberties Association Board. Julie has served various governments in advisory capacity on Women's issues, Economic Development, Innovation and Entrepreneurship. Awards include Lifetime Achievement BILD 2017, ICCO Business Excellence 2005 & ICCO Businesswoman of the Year 2021.

**Justin Marchand** (CIHCM, CPA, CMA, BComm) is Métis and was appointed Chief Executive Officer of Ontario Aboriginal Housing Services (OAHS) in 2018. Justin has over 20 years of progressive experience in a broad range of sectors, including two publicly listed corporations, a large accounting and consulting firm, and a major crown corporation, and holds numerous designations across financial, operations, and housing disciplines. He was most recently selected as Chair of the Canadian Housing and Renewal Association's (CHRA's) Indigenous Caucus Working Group and is also board member for CHRA. Justin is also an active board member for both the Coalition of Hamilton Indigenous Leadership (CHIL) as well as Shingwauk Kinoomaage Gamig, located in Bawaating. Justin believes that Housing is a fundamental human right and that when Indigenous people have access to safe, affordable, and culture-based Housing this provides the opportunity to improve other areas of their lives.

**Ene Underwood** is CEO of Habitat for Humanity Greater Toronto Area), a non-profit housing developer that helps working, lower income families build strength, stability and self-reliance through affordable homeownership. Homes are delivered through a combination of volunteer builds, contractor builds, and partnerships with non-profit and for-profit developers. Ene's career began in the private sector as a strategy consultant with McKinsey & Company before transitioning to not-for-profit sector leadership. Ene holds a Bachelor of Arts (Honours) from the University of Waterloo and a Master of Business Administration from Ivey Business School.

**Dave Wilkes** is the President and CEO of the Building Industry and Land Development Association of the GTA (BILD). The Association has 1,300 members and proudly represents builders, developers, professional renovators and those who support the industry.

Dave is committed to supporting volunteer boards and organizations. He has previously served on the George Brown College Board of Directors, Ontario Curling Association, and is currently engaged with Black North Initiative (Housing Committee) and R-Labs I+T Council.

Dave received his Bachelor of Arts (Applied Geography) from Ryerson.

## APPENDIX B:

# Affordable Housing

Ontario's affordable housing shortfall was raised in almost every conversation. With rapidly rising prices, more lower-priced market rental units are being converted into housing far out of reach of lower-income households. In parallel, higher costs to deliver housing and limited government funding have resulted in a net decrease in the number of affordable housing units run by non-profits. The result is untenable: more people need affordable housing after being displaced from the market at the very time that affordable supply is shrinking.

Throughout our consultations, we were reminded of the housing inequities experienced by Black, Indigenous and marginalized people. We also received submissions describing the unique challenges faced by off-reserve Indigenous Peoples both in the province's urban centres and in the north.

While many of the changes that will help deliver market housing will also help make it easier to deliver affordable housing, affordable housing is a societal responsibility. We cannot rely exclusively on for-profit developers nor on increases in the supply of market housing to fully solve the problem.

The non-profit housing sector faces all the same barriers, fees, risks and complexities outlined in this report as for-profit builders. Several participants from the non-profit sector referred to current or future partnerships with for-profit developers that tap into the development and construction expertise and efficiencies of the private sector. Successful examples of leveraging such partnerships were cited with Indigenous housing, supportive housing, and affordable homeownership.

We were also reminded by program participants that, while partnerships with for-profit developers can be very impactful, non-profit providers have unique competencies in the actual delivery of affordable housing. This includes confirming eligibility of affordable housing applicants, supporting independence of occupants of affordable housing, and ensuring affordable housing units remain affordable from one occupant to the next.

One avenue for delivering more affordable housing that has received much recent attention is inclusionary zoning. In simple terms, inclusionary zoning (IZ) requires developers to deliver a share of affordable units in new

housing developments in prescribed areas. The previous Ontario government passed legislation in April 2018 providing a framework within which municipalities could enact Inclusionary Zoning bylaws.

Ontario's first inclusionary zoning policy was introduced in fall 2021 by the City of Toronto and applies to major transit station areas. Internationally, inclusionary zoning has been used successfully to incentivize developers to create new affordable housing by providing density bonuses (more units than they would normally be allowed, if some are affordable) or reductions in government fees. Unfortunately, the City's approach did not include any incentives or bonuses. Instead, Toronto requires market-rate fees and charges for below-market affordable units. This absence of incentives together with lack of clarity on the overall density that will be approved for projects has led developers and some housing advocates to claim that these projects may be uneconomic and thus will not get financed or built. Municipalities shared with us their concerns regarding the restriction in the provincial IZ legislation that prohibits "cash in lieu" payments. Municipalities advised that having the option of accepting the equivalent value of IZ units in cash from the developer would enable even greater impact in some circumstances (for example, a luxury building in an expensive neighbourhood, where the cost of living is too high for a low-income resident).

Funding for affordable housing is the responsibility of all levels of government. The federal government has committed to large funding transfers to the provinces to support affordable housing. The Task Force heard, however, that Ontario's share of this funding does not reflect our proportionate affordable housing needs. This, in turn, creates further financial pressure on both the province and municipalities, which further exacerbates the affordable housing shortages in Ontario's communities.

Finally, many participants in Task Force consultations pointed to surplus government lands as an avenue for building more affordable housing and this is discussed in [Appendix C](#).

We have made recommendations throughout the report intended to have a positive impact on new affordable housing supply. We offer these additional recommendations specific to affordable housing:

- Call upon the federal government to provide equitable affordable housing funding to Ontario.
  - Develop and legislate a clear, province-wide definition of “affordable housing” to create certainty and predictability.
  - Create an Affordable Housing Trust from a portion of Land Transfer Tax Revenue (i.e., the windfall resulting from property price appreciation) to be used in partnership with developers, non-profits, and municipalities in the creation of more affordable housing units. This Trust should create incentives for projects serving and brought forward by Black- and Indigenous-led developers and marginalized groups.
- Amend legislation to:
    - Allow cash-in-lieu payments for Inclusive Zoning units at the discretion of the municipality.
    - Require that municipalities utilize density bonusing or other incentives in all Inclusionary Zoning and Affordable Housing policies that apply to market housing.
    - Permit municipalities that have not passed Inclusionary Zoning policies to offer incentives and bonuses for affordable housing units.
  - Encourage government to closely monitor the effectiveness of Inclusionary Zoning policy in creating new affordable housing and to explore alternative funding methods that are predictable, consistent and transparent as a more viable alternative option to Inclusionary Zoning policies in the provision of affordable housing.
  - Rebate MPAC market rate property tax assessment on below-market affordable homes.

## APPENDIX C:

# Government Surplus Land

Surplus government lands fell outside the mandate of the Task Force. However, this question came up repeatedly as a solution to housing supply. While we take no view on the disposition of specific parcels of land, several stakeholders raised issues that we believe merit consideration:

- Review surplus lands and accelerate the sale and development through RFP of surplus government land and surrounding land by provincially pre-zoning for density, affordable housing, and mixed or residential use.
- All future government land sales, whether commercial or residential, should have an affordable housing component of at least 20%.
- Purposefully upzone underdeveloped or underutilized Crown property (e.g., LCBO).
- Sell Crown land and reoccupy as a tenant in a higher density building or relocate services outside of major population centres where land is considerably less expensive.
- The policy priority of adding to the housing supply, including affordable units, should be reflected in the way surplus land is offered for sale, allowing bidders to structure their proposals accordingly.

## APPENDIX D:

# Surety Bonds

### Moving to surety bonds would free up billions of dollars for building

When a development proposal goes ahead, the developer typically needs to make site improvements, such as installing common services. The development agreement details how the developer must perform to the municipality's satisfaction.

Up until the 1980s, it was common practice for Ontario municipalities to accept bonds as financial security for subdivision agreements and site plans. Today, however, they almost exclusively require letters of credit from a chartered bank. The problem with letters of credit is that developers are often required to collateralize the letter of credit dollar-for-dollar against the value of the municipal works they are performing.

Often this means developers can only afford to finance one or two housing projects at a time, constraining housing supply. The Ontario Home Builders' Association estimates that across Ontario, billions of dollars are tied up in collateral or borrowing capacity that could be used to advance more projects.

Modern "pay on demand surety bonds" are proven to provide the same benefits and security as a letter of credit, while not tying up private capital the way letters of credit do. Moving to this option would give municipalities across Ontario access to all the features of a letter of credit with the added benefit of professional underwriting, carried out by licensed bonding companies, ensuring that the developer is qualified to fulfill its obligations under the municipal agreement.

Most important from a municipal perspective, the financial obligation is secured. If a problem arises, the secure bond is fully payable by the bond company on demand. Surety companies, similar to banks, are regulated by Ontario's Office of the Superintendent of Financial Institutions to ensure they have sufficient funds in place to pay out bond claims.

More widespread use of this instrument could unlock billions of dollars of private sector financial liquidity that could be used to build new infrastructure and housing projects, provide for more units in each development and accelerate the delivery of housing of all types.

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## Appendix 2

## Provincial Housing Affordability Task Force Recommendations and STC Comments

#	Recommendation	Position	Staff Comments
1.	Set a goal of building 1.5 million new homes in ten years.	Neutral	<p>This goal would have to be set by the Province through population and employment targets through the Places to Grow, Growth Plan and then implemented through Regional and Municipal Official Plans through the Municipal Comprehensive Review (MCR) process.</p> <p>The City of St. Catharines just completed a comprehensive compliance exercise to bring the Garden City Official Plan into conformity with 2051 Growth Plan targets. New targets, and the required compliance exercises and anticipate Ontario Land Tribunal hearings, would negate that work and contribute to further delays.</p> <p>If the Province wishes to increase intensification targets again for the 2051-time horizon, it also needs to provide municipalities with infrastructure funding to match population growth.</p>
2.	Amend the Planning Act, Provincial Policy Statement, and Growth Plans to set “growth in the full spectrum of housing supply” and “intensification within existing built-up areas” of municipalities as the most important residential housing priorities in the mandate and purpose.	Support	Municipal Official Plans implement Provincial Growth Plan targets and are consistent with the Provincial Policy Statement. It is an important city building initiative to focus growth and intensification within existing built-up areas of municipalities. The City’s Garden City Official Plan contains policies directing growth to built up areas, particularly the downtown and GO Major Transit Station Area (MTSA) and supports a variety of housing configurations.

3a.	<p>Limit exclusionary zoning in municipalities through binding provincial action:</p> <p>a. Allow “as of right” residential housing up to four units and up to four storeys on a single residential lot.</p>	Neutral	<p>The City of St. Catharines’s Zoning By-law permits accessory dwelling units, single detached, semi detached, quadplex, and townhouses as-of-right in its lowest density zone. The maximum height permission for this zone is 10m (approximately 33 feet). Staff are supportive of up to four units on a single residential lot provided that performance standards can be achieved. However, a mandatory minimum four storey height limit does not consider neighbourhood context and should have accompanying zoning standards to evaluate the proposed development.</p> <p>While the Task Force assumes that generation of additional supply will lead to downward pressure on pricing, an as-of-right permission for 4 units per residential lot could actually have the reverse effect of increasing already high property values.</p>
3b.	<p>b. Modernize the Building Code and other policies to remove any barriers to affordable construction and to ensure meaningful implementation (e.g., allow single-staircase construction for up to four storeys, allow single egress, etc.).</p>	Opposed	<p>Single staircase and single egress for multi-unit buildings may result in a cost savings to the builder; however, there is no certainty that this cost savings would be passed to the end user. Single staircase and egress for four storey multi-unit buildings would have implications for accessibility further reducing housing opportunities for those already experiencing challenges. While such a change would necessitate changes to the Fire Code and Building Code, secondary accesses became requirements following fatalities and coroner inquests.</p>
4.	<p>Permit “as of right” conversion of underutilized or redundant commercial properties to residential or mixed-residential and commercial use.</p>	Opposed	<p>There is no definition of “underutilized or redundant” commercial properties to understand how this recommendation would be implemented. If implemented, this permission could be abused by landowners kicking out commercial tenants (particularly independent, small businesses) to claim their property is</p>

			<p>underutilized to obtain a “free” rezoning and increase the value of the property. Many municipalities have recently undergone extensive and comprehensive land needs assessments to conform to Provincial Growth and Employment Targets. Permitting as-of-right conversion to residential uses would result in an imbalance of employment and commercial opportunities in municipalities and an imbalance in property taxation. Furthermore, in a downtown context, this recommended permission could result in a plethora of residential units at grade which reduces street activity, animation. This could result in a proliferation of bedroom communities and loss of walkable opportunities for everyday needs.</p>
5.	Permit “as of right” secondary suites, garden suites, and laneway houses province-wide.	Support	The City’s Zoning By-law already permits accessory dwelling units as of right. The City will be examining garden suites and laneway housing as part of the Housekeeping Zoning By-law Review project, tentatively scheduled for the 2023 workplan.
6.	Permit “as of right” multi-tenant housing (renting rooms within a dwelling) province-wide.	Support	Staff support home share and other methods of renting out rooms within a dwelling as an affordable housing option. Licensing should be explored to ensure life safety of occupants.
7.	Encourage and incentivize municipalities to increase density in areas with excess school capacity to benefit families with children.	Neutral	The City of St. Catharines is not aware of any school catchment areas that have excess capacity. As the Province is responsible for administering the Boards of Education, efforts should be made at investing in urban school models in downtown, midtown, uptown, and MTSA contexts (Vancouver has embraced this model with success). Increasing density in established neighbourhoods via medium and high density built form may not generate school age children. Must consider neighbourhood context. Servicing infrastructure may require substantial upgrades to implement this.

8.	Allow “as of right” zoning up to unlimited height and unlimited density in the immediate proximity of individual major transit stations within two years if municipal zoning remains insufficient to meet provincial density targets.	Neutral	The City’s zoning currently permits, as of right, unlimited height and density in the downtown, and has since 2013. To date, this has not resulted in a significant amount of affordable or market residential development. This recommendation assumes that servicing infrastructure is adequate to accommodate.
9.	Allow “as of right” zoning of six to 11 storeys with no minimum parking requirements on any streets utilized by public transit (including streets on bus and streetcar routes).	Oppose	The City’s policies already encourage intensification along arterial roads, to support public transportation investment. However, bus routes are dynamic and can frequently change, depending on community needs. Transit can also go down local roads. It does not make sense to radically change neighbourhoods based on flexible bus routes. Furthermore, as of right permissions could be detrimental to heritage assets and substantially increase opposition to public transit in an effort to keep density out of established neighbourhoods. This recommendation should be further explored for fixed transit infrastructure, such as BRT, LRT, and rail.
10.	Designate or rezone as mixed commercial and residential use all land along transit corridors and redesignate all Residential Apartment to mixed commercial and residential zoning in Toronto.	Neutral	This appears to be a Toronto-centric issue.
11.	Support responsible housing growth on undeveloped land, including outside existing	OPPOSE	Staff strongly oppose expanding the existing urban boundary. Urban boundary delineations are integral to protecting tender fruit lands, specialty crop areas, and Greenbelt lands. Expanding

	municipal boundaries, by building necessary infrastructure to support higher density housing and complete communities and applying the recommendations of this report to all undeveloped land.		urban boundaries contributes to suburban sprawl, greater infrastructure burden, and increase in property taxes to support. Furthermore, expanding urban boundaries is contrary to climate change objectives. There is no definition provided for “responsible” housing growth and furthermore, this does not provide for other supporting uses such as institutional and daily commercial needs.
12a	Create a more permissive land use, planning, and approvals system:  Repeal or override municipal policies, zoning, or plans that prioritize the preservation of physical character of neighbourhood.	Oppose	It is unclear if “physical character of neighbourhood” includes heritage conservation districts. The City of St. Catharines has four heritage conservation districts, each of which have their own distinct character. This recommendation dismisses the value of heritage conservation and ignores residential context and removes compatibility from planning analysis. Additional density can still be supported in built forms that compliment character and heritage conservation areas.
12b	Exempt from site plan approval and public consultation all projects of 10 units or less that conform to the Official Plan and require only minor variances.	Oppose	The City’s site plan control by-law currently applies to developments with 4 or more residential dwelling units. Site plan control permits evaluation of a development for compatibility with adjoining lands. This recommendation, if implemented, would eliminate landscaping, drainage, parking review and would remove the ability to assess the development for its compliance with the City’s objectives.
12c	Establish province-wide zoning standards, or prohibitions, for minimum lot sizes, maximum building setbacks, minimum heights, angular planes, shadow rules, front doors,	Oppose	Province wide zoning standards are not context sensitive (i.e. an urban downtown has a very different context from a northern municipality). Applying the same zoning standards to 444 municipalities would significantly add to the number of minor variance applications, hence adding additional delay and process which is counter to the Task Force’s desired outcome. Heritage

	building depth, landscaping, floor space index, and heritage view cones, and planes; restore pre-2006 site plan exclusions (colour, texture, and type of materials, window details, etc.) to the Planning Act and reduce or eliminate minimum parking requirements; and		view cones are based on site merits, heritage impact assessments, and other contextual values. Standardized minimum height regulations are not context supportive and do not consider shadow impacts, growing zones, native species, etc. Removing colour, texture, and materiality is problematic as it will result in bland, cheap cladding that becomes the occupant's burden to maintain, prematurely looks dated/dirty, and does not contribute to the streetscape (i.e. excessive stucco). Staff may be supportive of Provincial standards for undertaking a shadow study.
12d	Remove any floorplate restrictions to allow larger, more efficient high-density towers.	Oppose	Floorplate regulations are to assist with appropriate shadowing, massing, character, context, and wind impacts. By removing floorplate restrictions, slab buildings could proliferate preventing ground level landscaping and trees from receiving sunlight. Impacts to tower separation and sunlight would also impact tower occupants. Furthermore, the pedestrian scale would be uncomfortable, if not hostile. There is no evidence to suggest that this would lead to unit affordability. However, this could assist with achieving more 2- and 3-bedroom units.
13	Limit municipalities from requesting or hosting additional public meetings beyond those that are required under the Planning Act.	Oppose	Public consultation can encourage better development. Removing opportunities contributes to a more acrimonious development process and can contribute to delays. Municipalities should have the discretion to require additional public consultation, depending on the nature of the development application.
14	Require that public consultations provide digital participation options.	Support	The City of St. Catharines implemented digital participation options at the beginning of the pandemic and have continued to use these methods. Digital participation has expanded

			opportunities to connect with residents on meaningful engagement with a range of demographics and over longer periods of time, as opposed to singular events.
15	Require mandatory delegation of site plan approvals and minor variances to staff or pre-approved qualified third-party technical consultants through a simplified review and approval process, without the ability to withdraw Council's delegation.	Neutral	The City of St. Catharines has already delegated site plan approval to staff. To date, there has been no political abuse of withdrawing Council's delegation. Council has already delegated the consideration of minor variance applications to a Committee of Adjustment which operates independently of staff and Council.
16	Prevent abuse of the heritage preservation and designation process by:  a) Prohibiting the use of bulk listing on municipal heritage registers	Oppose	No definition has been provided for "bulk listing" and furthermore, recent changes to the Ontario Heritage Act would make "bulk listings" very difficult. The City of St. Catharines does not abuse the designation process. Depending on how "bulk listing" is defined, this could have implications for Heritage Conservation Districts.
16	b) Prohibiting reactive heritage designations after a Planning Act development application has been filed	Oppose	There is no definition of what "development application" includes. Does the clock start at pre-submission consultation? What does this mean for the 60-day moratorium on demolitions of listed properties? If implemented, there would be no purpose for Heritage Impact Assessments and a significant loss of cultural heritage assets and landscapes – many of which define neighbourhoods and communities. This could actually have the counter effect of ensuring more properties are designated to preserve character. This recommendation assumes that heritage and new construction/adaptive reuse are mutually exclusive.

			<p>What constitutes a development application? Do pre-submission consultations count? What does this mean for the 60 day moratorium on demolitions? What purpose does a HIA have then? Will have a counter effective of ensuring more properties are designated. This recommendation assumes that heritage and new construction/adaptive reuse are mutually exclusive.</p>
17	<p>Requiring municipalities to compensate property owners for loss of property value as a result of heritage designations, based on the principle of best economic use of land.</p>	<p>OPPOSE</p>	<p>It is unclear when or how this recommendation would be triggered. Staff would need to understand if this is retroactive to properties on the heritage registry. Development speculation has always had risks; however, it is the responsibility of the buyer to be aware of the responsibilities of their purchase. If there is a potential for a heritage designation, that should be factored into the proposal – it should not be factored in to how much the taxpayers should “compensate” a developer for their purchase. This recommendation, if implemented, would result in inappropriate incentivization and the destruction of cultural heritage assets and landscapes. In MTSAs, the cost of land increases with the proximity of amenities. It would be cost prohibitive to compensate developers for purchasing land in these areas and furthermore, detrimental to cultural heritage assets that exist in these areas.</p> <p>This recommendation assumes that there is no value of cultural heritage landscapes, where the opposite is true. Heritage conservation contributes to a sense of community and identity.</p> <p>This recommendation has not been considered with respect to indigenous sites of interest and how “loss of property value” would be calculated.</p>

			<p>The City of St. Catharines, through its CIP, incentivizes heritage conservation and preservation efforts. In the USA, there are tax credits for heritage preservation.</p> <p>Development applications will always result in a change in property value – to place that burden on the taxpayer is irresponsible. Municipalities and their taxpayers should not compensate developers for a perceived loss of profit. In theory, this could require a payment for “loss of property value” for every heritage designated property. There are significant financial impacts that could materially impact the City’s property tax levy moving forward.</p>
18	Restore the right of developers to appeal Official Plans and Municipal Comprehensive Reviews.	Oppose	<p>This recommendation is contrary to the identified goals of the Task Force. The Province approves Regional Municipal Comprehensive Reviews. If the Regional OP does not provide for the appropriate growth targets, MMAH can deny the OP. If a municipal Official Plan, or its growth management conformity exercise does not adequately implement Provincial targets, then the Region can deny the OP or OPA. A third-party appeal only serves to delay bringing additional units online more expeditiously. Lengthy appeals take resources away from other strategic priorities and the processing of development applications.</p>
19	Legislate timelines at each stage of the provincial and municipal review process, including site plan, minor variance, and provincial reviews, and deem an application approved if the	Oppose	<p>The development application review process is typically delayed by external factors (such as the applicant, MECP, MTO, Conservation Authority, etc.) more so than the municipality. Staff would need to understand what these legislated timeframes would be to understand the staffing impacts needed to achieve compliance. The implementation of this recommendation will result in more “conditional approvals” where all of the conditions</p>

	legislated response time is exceeded.		<p>of approval will take the same amount of time for the applicant to clear as they do now.</p> <p>Bill 108 significantly reduced Planning Act timeframes for the review of development applications. To date, there has been no indication that this has resulted in an improvement in affordability.</p> <p>Automatic approvals would result in substandard, lower quality developments.</p> <p>Staff would support the Province undertaking a review of application processing timeframes for Provincial ministries and Conservation Authorities and providing the appropriate resources to expedite approvals in their own control.</p>
20	Fund the creation of “approvals facilitators” with the authority to quickly resolve conflicts among municipal and/or provincial authorities and ensure timelines are met.	Support	<p>Staff support Provincial Facilitators to facilitate a “one window” approach with Provincial approval agencies. Staff are interested in understanding how the Province will define a hierarchy of priority to apply Provincial Facilitators.</p> <p>The City of St. Catharines currently has a vacant Project Expeditor position. Recruitment efforts have not been successful.</p>
21	Require a pre-consultation with all relevant parties at which the municipality sets out a binding list that defines what constitutes a complete application; confirms the number of consultations established in the previous	Oppose	<p>The Planning Act is silent on pre-submission consultations. The City of St. Catharines already employs a pre-submission consultation process, setting out a list of requirements to form a complete submission. However, staff are unclear on the implementation aspects of this recommendation. Does this limit the municipality’s ability to undertake a peer review? Does this mean the municipality has not ability to deny a stamped document? It is unclear if that means a CAHP stamped heritage</p>

	recommendations; and clarifies that if a member of a regulated profession such as a professional engineer has stamped an application, the municipality has no liability and no additional stamp is needed.		<p>evaluation recommendation would be deemed final. In these instances of a conflict, which consultant's designation is given more priority? For example, if a Landscaped Architect stamped a plan that conflicts with a P. Eng stamped infrastructure plan – is there a co-sign on conflicts? Which designations would be considered as part of this process?</p> <p>The City of St. Catharines has experience with “stamp for hire” consultants who have applied their P. Eng. stamp to as-built drawing when never visiting the project site and an architect submitting drawings with blatant Building Code deficiencies (such as demonstrating a 600 sq.ft. rooftop platform not attached to a building). While it is understood that the recommendation intends on not applying liability to the municipality, there are life safety implications. Staff need to understand what the risk and liability is for the municipality after assumption.</p>
22	Simplify planning legislation and policy documents.	Support	<p>Staff support a full Planning Act reform to improve clarity and consistency. Greater correlation between Provincial Plans should be explored, including prioritizing matters of Provincial interest in instances of land use overlap (i.e. prime agricultural and aggregate).</p> <p>Staff recommend the Province form an advisory group consisting of municipal planners and lawyers to review and recommend changes.</p>
23	Create a common, province-wide definition of plan of subdivision and standard set of conditions which clarify which may be included; require the	Oppose	The City of St. Catharines uses standard plan of subdivision conditions and then includes context sensitive site-specific conditions, directly related to the site conditions. A common set of subdivision conditions for 444 municipalities is unrealistic.

	use of standard province-wide legal agreements and, where feasible, plans of subdivision.		
24	Allow wood construction of up to 12 storeys.	Neutral	Allowing wood construction up to 12 storeys would necessitate a change to the Building Code Act, which is a Provincial matter. Wood construction to 12 storeys is currently under review for the National Building Code. Wood construction cost savings are typically offset by a increase in insurance premiums for construction. As such, it is unclear how this will contribute to housing affordability. Wood construction is more sustainable than concrete; however, concrete stairwells should still be required for life safety considerations.
25	Require municipalities to provide the option of pay on demand surety bonds and letters of credit.	Oppose	Staff have considered the provision of surety bonds in lieu of letters of credit for development securities and are not supportive. To collect a surety bond, the municipality is required to expend resources for court action and typically results in a fraction of what is owed. Surety bonds will lead to an increase in site plan non-compliances, potentially adding burden to the taxpayer to complete developer responsibilities. The process of collection is too onerous. The City has had difficulties collecting on surety bonds in the past and do not recommend this option.
26	Require appellants to promptly seek permission (“leave to appeal”) of the Tribunal and demonstrate that an appeal has merit, relying on evidence and expert reports, before it is accepted.	Neutral	The Ontario Land Tribunal has the authority now to deny the hearing of an appeal that has no land use rationale. It is important that the implementation of this recommendation not be for the purposes of eliminating a democratic right to appeal. Furthermore, additional information is needed to understand what this process looks like, how much time it adds to the process, and an understanding that appeals of minor variance decisions will differ in complexity from complex OPA appeals.

27a	Prevent abuse of process:  Remove right of appeal for projects with at least 30% affordable housing in which units are guaranteed affordable for at least 40 years.	Neutral	More information is needed to fully understand how this would be administered. Typically, the development application must be completed prior to housing providers committing to service agreements. It is not clear how an applicant can guarantee affordable housing without the development application having certainty. Staff are concerned that this recommendation would encourage lower standards of development. Furthermore, the Province needs to define "affordable housing" for this context.
27b	Require a \$10,000 filing fee for third-party appeals.	Oppose	A \$10,000 appeal fee for the general public is undemocratic, punitive, and designed to prevent access to the appeal process. Furthermore, persons who could be legitimately impacted by a development deserve an opportunity to appeal to a Provincial body, regardless of financial ability. A \$10,000 appeal fee would only be accessible to wealthy resident groups. The application of a \$10,000 appeal fee would be the addition of a systemic barrier to a democratic process.
27c	Provide discretion to adjudicators to award full costs to the successful party in any appeal brought by a third party or by a municipality where its council has overridden a recommended staff approval.	Neutral	Staff can appreciate the use of costs to be awarded for blatant abuse of process; however, it is unclear if this is the most appropriate method.
28	Encourage greater use of oral decisions issued the day of the hearing, with written reasons to follow, and allow those decisions to become binding the day that they are issued.	Support	Staff are supportive of oral decisions being issued the day of the hearing, particularly for matters arising from the hearing of Motions. Oral decisions for complex matters including conditions of approval would be difficult to implement without the written decision and order.

29	Where it is found that a municipality has refused an application simply to avoid a deemed approval for lack of decision, allow the Tribunal to award punitive damages.	Oppose	Professional planners have an ethical duty to provide recommendations to Council based on their independent and professional assessment of the development application. To conclude that a refusal is to avoid an appeal for lack of decision is an affront to the profession. If an applicant provides a substandard application, it should be anticipated that it be denied. Punitive damages should be applied at times of blatant abuse of power, not inconvenience to developers.
30	Provide funding to increase staffing (adjudicators and case managers), provide market-competitive salaries, outsource more matters to mediators, and set shorter time targets.	Support	Staff support additional resources for the OLT and suggest a merit-based appointment system so that applicants qualified in land use planning and development matters be prioritized over political appointments.
31	In clearing the existing backlog, encourage the Tribunal to prioritize projects close to the finish line that will support housing growth and intensification, as well as regional water or utility infrastructure decisions that will unlock significant housing capacity.	Neutral	Staff support the prioritization of OLT hearings for affordable housing projects. However, it is unclear how appeals for housing would otherwise be prioritized in an impartial manner.
32	Waive development charges and parkland cash-in-lieu and charge only modest connection fees for all infill residential project up to 10 units or for any development where no new material infrastructure will be required.	Oppose	The City of St. Catharines just undertook a comprehensive Development Charges background study and implemented a DC by-law, forecasting, and reserve based on city-wide infrastructure, parks, and recreational facility needs. The City's DC by-law allows the addition of up to 2 additional units without additional DC charge to incentive intensification. If implemented,

			<p>this recommendation will have significant impacts on municipal financial abilities to support infrastructure projects</p> <p>Waiving cash-in-lieu of parkland fees would impact the City's ability to deliver parkland and recreational facilities in proximity to the development, as well as city wide. Making development cheaper for developers does not automatically increase supply of affordable housing. This recommendation, if implemented, will result in a proliferation of 10-unit developments, which may be ultimately underdevelopment for a site just to avoid DC and parkland costs at the expense of the community's livability.</p> <p>The implementation of this recommendation will severely impact a municipality's ability to invest, maintain, and construction in servicing infrastructure and quality recreation spaces for the residents who will be calling these developments home.</p>
33	Waive development charges on all forms of affordable housing guaranteed to be affordable for 40 years.	Neutral	<p>The City of St. Catharines' DC By-law accommodates DC rebates for true affordable housing. The current Development Charges Act sets an affordability limit of 20 years. The Province would need to amend its Act to implement this recommendation. In doing so, the Province should clearly define "affordable housing" for this purpose. As waiving DCs would impact the City's capital works program, the Province should adequately fund municipalities with reimbursements for lost DCs for affordable housing.</p>
34	Prohibit interest rates on development charges higher than a municipality's borrowing rate.	Oppose	<p>The City of St. Catharines currently does not have an interest policy for development charges; however, one is being considered by Council in Q2 2022. Most of the City's growth-related infrastructure will not be built until a certain level of development has occurred. Current interest rates paid by the</p>

			<p>municipality on long term debt are far lower than the Non-Residential Construction Cost Index which more accurately reflects the changes in the cost of infrastructure over time. In an indirect manner, the recommendation if implemented would ultimately lead to an increase in DC rates over time. Additionally, those interest rates change over time, and fluctuating interest rates do not provide cost certainty in the same manner that a fixed interest rate could.</p>
35	<p>Regarding cash in lieu of parkland, s.37, Community Benefit Charges, and development charges:</p> <p>Provincial review of reserve levels, collections and drawdowns annually to ensure funds are being used in a timely fashion and for the intended purpose, and, where review points to a significant concern, do not allow further collection until the situation has been corrected.</p> <p>Except where allocated towards municipality-wide infrastructure projects, require municipalities to spend funds in the neighbourhoods where they were collected. However, where there's a significant community need in a priority area of the City, allow for</p>	Oppose	<p>Legislation for Community Benefit Charges and Development Charges already have regulations for reporting, including collections that are allocated to projects. For development charges, large projects often require funds to be collected over a period of time before a project can move forward, and that project may take years to construct. Council ultimately make decisions on capital budgets and forecasts and at times will need to adjust timing to meet other strategic and emergent goals. Annual reviews of cash in lieu reserve funds will not assist in reaching any of the Task Force's defined goals. Cash in lieu reserves need to be built up in order to acquire appropriate lands for parkland and/or recreational facilities. Areas of greatest parkland need are typically located in areas with the high land values – area specific collection and spending limits remove municipal autonomy in creating people places.</p> <p>This recommendation, if implemented, will create an inefficient use of funds, require varied rates, and add administrative burden and unnecessary complexity. DCs are collected on a city-wide basis to be used on city-wide needs. The City of St. Catharines future development will be 95% intensification and as such, infrastructure requirements do not related to or benefit a single area of the City.</p>

	specific ward-to-ward allocation of unspent and unallocated reserves.		
36	Recommend that the federal government and provincial governments update HST rebate to reflect current home prices and begin indexing the thresholds to housing prices, and that the federal government match the provincial 75% rebate and remove any clawback.	Neutral	More information is required.
37	Align property taxes for purpose-built rental with those of condos and low rise.	Neutral	<p>More information is required.</p> <p>The intent of tax policy is revenue neutrality, which means that any reduction in the tax ratio of one property tax class is shifted and shared among the other remaining tax classes. The City of St. Catharines' assessment is largely residential (80%), as such, any reduction in the tax ratio of other property tax classes will result in the residential tax base carrying a larger tax burden.</p> <p>Staff could support changing both the tax rate and property value assessment methodology to align with those of condos and low rise, unless there is a distinction between purpose built rental and condo tenure.</p>
38	Amend the Planning Act and Perpetuities Act to extend the maximum period for land leases and restrictive	Neutral	Extending the maximum period for land leases may assist with some forms of affordable housing, such as community land trusts.

	covenants on land to 40 or more years.		
39	Eliminate or reduce tax disincentives to housing growth.	Neutral	Staff are unable to assess this recommendation until additional information and clarity is provided as to which tax categories disincentivize housing growth.
40.	Call on the Federal Government to implement an Urban, Rural and Northern Indigenous Housing Strategy.	Support	The City of St. Catharines strongly supports this recommendation.
41.	Funding for pilot projects that create innovative pathways to homeownership, for Black, Indigenous, and marginalized people and first-generation homeowners.	Support	The City of St. Catharines is supportive of Provincial funding and administration of these initiatives and suggest that Federal assistance also be obtained to remove systemic barriers in Canada's banking system.
42	Provide provincial and federal loan guarantees for purpose-built rental, affordable rental, and affordable ownership projects.	Support	Loan guarantees have been previously identified as a barrier for purpose built rental and non-profit housing developments.
43	Enable municipalities, subject to adverse external economic events, to withdraw infrastructure allocations from any permitted projects where construction has not been	Neutral	The City of St. Catharines does not have substantial greenfield development opportunities that would necessitate the phasing of infrastructure and servicing capacities. Further information and clarity on the intent of this recommendation and how it would be implemented is necessary to better understand potential implications.

	initiated within three years of build permits being issued.		
44	Work with municipalities to develop and implement a municipal services corporation utility model for water and wastewater under which the municipal corporation would borrow and amortize costs among customers instead of using development charges.	Oppose	<p>Water and wastewater are Regional services.</p> <p>Development Charges are predicated on “growth pays for growth” whereas this recommendation utilizes existing taxpayers to shoulder a portion of the burden of water and wastewater, essentially subsidizing new development.</p> <p>A municipal services corporation utility model would be complicated in Niagara due to the sharing of responsibilities between upper and lower tiers, and the structure of administration. The utility model results in significant levels of debt burden and increased rates within the City of St. Catharines as the corporation would likely be created at the Regional level, and the residents of the city would become responsible for covering the costs of growth-related infrastructure in other communities – including those with greenfield, low density sprawl development.</p>
45	Improve funding for colleges, trade schools, and apprenticeships; encourage and incentivize municipalities, unions and employers to provide more on-the-job training.	Support	<p>The Planning and Building Services Department for decades has provided paid job placements for planning and building students for on-the-job training and successional opportunities. Furthermore, multiple PBS staff teach, guest lecture, and speak at conferences to share information and educate future professionals.</p> <p>It is recommended that the Ministry of Education actively encourage secondary students to consider the trades and colleges as career options.</p>

46	Undertake multi-stakeholder education program to promote skilled trades.	Support	It is recommended that the MMAH, Ontario Building Official Association (OBOA), construction trade unions (plumbing, electricians, carpenters, HVAC, etc.), home builders associations, cooperate on educational programs and on the job training opportunities to replace retiring skilled trades.
47	Recommend that the federal and provincial government prioritize skilled trades and adjust the immigration points system to strongly favour needed trades and expedite immigration status for these workers, and encourage the federal government to increase from 9,000 to 20,000 the number of immigrants admitted through Ontario's program.	Support	Significant efforts should be made to encourage and make working environments more respectful for women, immigrants, people of colour, members of the LGTBQ2S and indigenous communities.
48	<p>The Ontario government should establish a large "Ontario Housing Delivery Fund" and encourage the federal government to match funding. This fund should reward:</p> <ul style="list-style-type: none"> <li>a) Annual housing growth that meets or exceeds provincial targets</li> <li>b) Reductions in total approval times for new housing</li> </ul>	Oppose	<p>The City of St. Catharines is supportive of the Province creating a fund to establish truly affordable housing.</p> <p>However, an "Ontario Housing Delivery Fund" has the following implications:</p> <ul style="list-style-type: none"> <li>a) Municipalities have no control over the market and are unable to force annual housing growth to exceed provincial targets.</li> <li>b) A fund to reward reduction in approval time incentivizes poor process and rewards substandard developments in exchange for the possibility of obtaining a grant. It would be more advantageous for the Province to review internal</li> </ul>

	c) The speedy removal of exclusionary zoning practices		<p>Ministries and agencies for bottlenecks and resource accordingly.</p> <p>c) The City of St. Catharines' Zoning By-law currently has one of the most permissive low density zoning regulations in the Province. Many exclusionary zoning practices were removed City-wide in 2013.</p>
49	Reductions in funding to municipalities that fail to meet provincial housing growth and approval timeline targets	Oppose	The City of St. Catharines have no control over market demand and should not be penalized for the inability or unwillingness of a developer to start construction. Furthermore, financial penalties would only contribute to further application processing delays as less staff and resources would be available to evaluate applications.
50	Fund the adoption of consistent municipal e-permitting systems and encourage the federal government to match funding. Fund the development of common data architecture standards across municipalities and provincial agencies and require municipalities to provide their zoning bylaws with open data standards. Set an implementation goal of 2025 and make funding conditional on established targets.	Support	The City of St. Catharines was an early adopter of the AMANDA database system and is currently implementing its e-permitting system BuildSTC. A Provincially funded universal e-permitting system would ensure consistency amongst municipalities for data collection and reporting, and support small, less sophisticated municipalities with an opportunity to modernize processes.
51	Require municipalities and the provincial government to use the Ministry of Finance population projections as the basis for	Neutral	The Province's land use planning framework has been predicated on growth targets and implementing policies in the Growth Plan. It is unclear what implications shifting to Ministry of Finance population projections will have on growth management and long

	housing need analysis and related land use requirements.		range planning conformity exercises envisions through the MCR process.
52	Resume reporting on housing data and require consistent municipal reporting, enforcing compliance as a requirement for accessing programs under the Ontario Housing Delivery Fund.	Neutral	The City of St. Catharines currently reports to the Province through building permit data and Financial Information Return data.
53	Report each year at the municipal and provincial level on any gap between demand and supply by housing type and location, and make underlying data freely available to the public.	Support	The City agrees that public reporting on building statistics is helpful and suggests that the Province create a consistent methodology and reporting structure to support municipalities in providing data. The Province is asked to provide clarity on how demand will be measured.
54	Empower the Deputy Minister of Municipal Affairs and Housing to lead an all-of-government committee, including key provincial ministries and agencies, that meets weekly to ensure our remaining recommendations and any other productive ideas are implemented.	Support	The City supports the creation of a government committee devoted to housing affordability and requests that municipal planners be included to provide recommendations on opportunities not explored as part of the Task Force's mandate, as well as on the realities of implementation.
55	Commit to evaluate these recommendations for the next three years with public reporting on progress.	Neutral	The City of St. Catharines is strongly opposed with several recommendations as they will have a detrimental impact to the livability of the City, its parkland, infrastructure, and cultural heritage assets, for generations. The City agrees that public reporting on building statistics is helpful and suggests that the

			Province create a consistent methodology and reporting structure to support municipalities in providing data.
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February 10, 2022

Hon. Steve Clark  
Minister of Municipal Affairs & Housing  
17<sup>th</sup> Floor – 777 Bay Street  
Toronto, ON  
M7A 2J3

***Re: OPPI's Top 10 Housing Supply & Affordability Recommendations***

Dear Minister Clark,

On behalf of the Ontario Professional Planners Institute (OPPI), I am pleased to provide our Top 10 recommended measures to address housing supply and affordability in the Province of Ontario.

This letter builds on the initial three recommendations from our December 20<sup>th</sup> submission to the Housing Affordability Task Force. We hope you consider these additional recommendations as you receive the Task Force report and develop the government's action plan to address the housing affordability crisis in Ontario.

**Overview of Top 10 Recommendations**

1. Create a Chief Planner of Ontario with oversight of municipal implementation of provincial plans.
2. Encourage Community Planning Permit Systems in Strategic Growth Areas.
3. Require RPP sign-off on Planning Justification Reports to ensure completeness of applications.
4. Establish a Planning Modernization Fund to align outdated zoning with Official Plans.
5. Align provincial infrastructure funding with growth planning to address servicing gaps.
6. Lead development of a single data standard for planning and development applications.
7. Enhance delegation framework for technical planning implementation approvals.
8. Drive more affordable units into the mix of new housing supply.
9. Promote innovative approaches and provide rehabilitation funding for social housing.
10. Provide provincial policy stability in land use planning once upcoming changes are in place.

**About OPPI**

OPPI is the recognized voice of Ontario's planning profession. With over 4,600 members, it serves as both the Professional Institute and regulator of Registered Professional Planners (RPP) in the province. Our members work across the planning spectrum, for consulting firms, provincial and municipal approval bodies, private developers, community agencies and academic institutions.

RPPs are skilled, professional, and dependable navigators employed to help lead communities towards the Ontario of tomorrow. RPPs are the local experts who bring together differing points of view; they

consult and develop recommendations that provide informed choices for decision-makers and elected officials. RPPs act in the public interest as professionals who work to improve the quality and livability of communities in Ontario today and for their sustainability long-term.

## **Introduction**

OPPI has worked with the government to advance measures to streamline the land use planning approvals process in the Province of Ontario. We recently collaborated with stakeholders across the municipal and development sector to seek changes to the *Planning Act* that enhance delegation of minor approvals. We thank Minister Clark for adopting these measures in Schedule 19 of Bill 13, *Supporting People and Businesses Act, 2021*.

Additional delegation will help, but it is not the panacea for the housing affordability crisis in Ontario. There is much more work to be done at all levels of government to create a comprehensive plan that adequately addresses this generational challenge.

Many barriers have been identified and solutions proposed by stakeholders in the past few months which we have read with interest. Some innovative and worthy concepts are emerging. OPPI will focus our recommendations on measures that directly relate to actions the provincial government can take regarding land use planning matters.

## **OPPI's Top 10 Recommendations**

### **1. Create an Office of the Chief Planner of Ontario (CPO) as an independent, non-partisan Office of the Legislative Assembly to provide oversight of municipal implementation of provincial land use plans and policies.**

- A recent [report](#) by the Auditor General of Ontario found significant oversight, reporting and guidance challenges relating to municipal implementation of provincial land use plans and policies. Some of the key findings included:
  - Minimal information is available on the outcomes of policies associated with the Growth Plan for the Greater Golden Horseshoe. The province has only once reported on municipal implementation progress since the Plan's inception.
  - Many municipalities are falling short of targets in the Plan. Only four of the 25 Urban Growth Centres are on pace to meet their density targets by 2031.<sup>1</sup>
  - Municipalities receive insufficient guidance on how to implement policies in provincial plans. In a survey of municipal planners, 70% of respondents said they lacked sufficient guidance or direction from provincial staff.<sup>2</sup>

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<sup>1</sup> Office of the Auditor General of Ontario (December 2021), *Value-for-Money Audit: Land-Use Planning in the Greater Golden Horseshoe*, p. 26.

<sup>2</sup> Office of the Auditor General of Ontario (December 2021), *Value-for-Money Audit: Land-Use Planning in the Greater Golden Horseshoe*, p. 3.

- The Chief Planner of Ontario (CPO) would serve to address these gaps by operating as an arm's length oversight and advisory function for municipal implementation of provincial planning policy.
- The CPO would publish an annual report on progress towards implementation of provincial land use plans and policies including growth targets. The report would include a macro assessment of the implementation landscape. It would also include a micro review of major municipalities to identify specific policies and/or targets that are lagging.
- The CPO would provide recommendations to municipalities that are misaligned with provincial plans and policies on a path to conformity.
- The CPO would also assist in resolving differences amongst Provincial Ministries on land use planning policies and plans at the municipal level.

**2. Encourage Community Planning Permit Systems (CPPS) in Strategic Growth Areas by providing implementation funding to municipalities.**

- A CPPS is an existing *Planning Act* tool that combines Zoning By-Law Amendment, Site Plan and Minor Variance into a single streamlined application and approval process. Once implemented the process can significantly speed up the approval process, but there has been limited uptake in Ontario.
- **The Province should encourage use of a CPPS** in Strategic Growth Areas as set out in the Growth Plan for the Greater Golden Horseshoe (i.e., Urban Growth Centres, Major Transit Station Areas, intensification corridors).
- As an incentive to drive uptake, the Province should provide full implementation funding to municipalities that choose to implement a CPPS through the proposed Planning Modernization Fund (further details below).
- Provincial standards should be set for a CPPS that include alignment of height and density with the Official Plan.

**3. Require Registered Professional Planner (RPP) sign-off on Planning Justification Reports to indicate completeness of application prior to submission by a proponent.**

- Municipalities have consistently raised significant concerns with delays caused by poor quality and incomplete applications submitted by proponents.
- Currently, proponents are required to prepare a Planning Justification Report for a major application including Official Plan Amendment, Zoning By-law Amendment, Draft Plan of Subdivision, and/or Site Plan under the *Planning Act*. This report provides necessary background, overview, and planning rationale for the submission.
- To improve completeness of applications, **the Province should require Planning Justification Reports be signed off by a Registered Professional Planner (RPP)** prior to

submission. The RPP would use professional judgement to attest to the completeness of the submission.

- An upfront rigorous review by an RPP would serve to reduce unnecessary time going back and forth between the proponent and municipality to address missing aspects of the submission.

#### **4. Establish a Planning Modernization Fund to align outdated zoning with Official Plans.**

- Municipalities raise resourcing as the primary barrier to updating zoning after new Official Plans are approved. This “out-of-date” zoning necessitates Zoning By-Law Amendments which could add as many as 18 or more months to the approval process in some large municipalities.
- **The Province should create a Planning Modernization Fund** that provides grants to municipal planning departments to obtain sufficient resources to update zoning and/or implement a CPPS to conform with new Official Plans. This can be funded by allocating 1% of Land Transfer Tax revenue to the program on an ongoing basis to support municipal planning capacity.
- Funding for local planning by other orders of government is not a novel concept. Historically, the Government of Ontario has provided various planning grants including the Community Planning Service Grant (CPSG).
- Ontario recently announced a [Streamline Development Approval Fund](#) to accelerate processes for managing and approving housing applications. This fund could likely be used to update zoning or implement a CPPS. However, competitive demands on this fund would still necessitate a dedicated fund to ensure sufficient resources are allocated for these initiatives.

#### **5. Align provincial infrastructure funding and financing programs with the Growth Plan for the Greater Golden Horseshoe to ensure provincial support is targeted towards essential servicing for new housing developments.**

- Servicing costs continue to be a significant impediment to making greenfield lands available for housing development as well as realizing intensification in areas of antiquated infrastructure. Limitations to municipal debt capacity pose challenges that often impede adequate and timely servicing.
- Without adequate resources for key infrastructure, streamlining zoning and the application process will have little impact on housing supply.
- The Province should review all existing municipal infrastructure funding and financing programs and seek to **prioritize support towards gaps in servicing for new housing developments**. This, in effect, would align existing water, wastewater and other provincial funding for municipal infrastructure with growth planning.

- In addition, the Province should also review Ontario’s Long-Term Infrastructure Plan (LTIP) and align investments in provincially-owned assets such as schools, hospitals, and transit to municipal growth plans.
- Private-public partnership to ensure access to reliable broadband should also be explored to ensure new housing development has appropriate connectivity in the new age of telecommuting.

**6. Lead the development of a single data standard for planning and development applications in collaboration with municipalities and industry.**

- Some municipalities have moved towards e-permitting; however, platforms are siloed, fragmented, and do not take into consideration the multiple government agencies that may need to be consulted.
- There are no clear and consistent data standards or guidelines across these various commenting and approval agencies. The outcome is a complex array of multi-layered processes that add time and cost to the approval of housing projects.
- **The Province should lead a data standardization initiative** in partnership with relevant stakeholders. Approaches could include supporting existing initiatives or conducting a joint procurement with the Association of Municipalities of Ontario (AMO). Key principles should include avoiding vendor lock-in and open standards.
- This can build on recent successes in the building permit space where AMO collaborated with the Municipal Property Assessment Corporation (MPAC), a provincial agency, to procure Cloudpermit as an approved e-permitting platform for building permits in Ontario.

**7. Enhance delegation framework for technical planning implementation approvals.**

- The Province recently expanded the ability of municipal councils to delegate minor planning approvals. However, **the Province should go further and provide heads of planning departments with the authority to approve certain minor applications**. These delegated approvals could “bump up” to Council at its discretion.
- This would speed up the approval process by authorizing expert planning staff to review and approve technical implementation aspects of housing projects instead of waiting for Council meetings and agenda time.
- Delegation by elected Councils is a proven method to reduce approval timelines. A recent survey, conducted by OPPI, found that where delegations were in place, 63% of heads of planning departments reported a reduction in development approval timeline of 2-3 months and 11% reported a reduction of 4-5 months.
- The initial list of technical approvals that should be at the discretion of heads of planning departments include Draft Plan of Subdivisions, Site Plan, Lifting of Holding Provisions and Part Lot Control, Consents within the Built-Up Area, and Validation Certificates.

## 8. Drive more affordable units into the mix of new housing supply.

- A comprehensive housing strategy should include a suite of policies that **create incentives for affordable housing units** within the mix of new supply. These could include:
  - An as-of-right framework developed in partnership with the municipal sector to unlock affordable infill development on existing apartment sites.
  - Allowing municipalities to provide density bonusing in exchange for affordability requirements, including as part of inclusionary zoning by-laws.
  - Requirement for municipalities to have a separate queue for processing affordable housing applications to expedite approval.
  - Financial incentives such as provincial rebates for Development Charges and HST for affordable housing projects.
- The approach should also **drive specific design features within new affordable housing units**, including:
  - An appropriate mix of unit sizes that align with the nature of households, and in locations with access to local transit options.
  - Net zero heating and cooling, environmentally friendly elements, and higher quality materials.
- Private-public partnerships could be pursued to achieve some of these objectives.

## 9. Promote innovative approaches and provide capital funding for rehabilitation of existing social housing stock.

- Municipalities continue to struggle with maintaining existing social housing stock in a state-of-good repair. There are stories of social housing units being decommissioned due to health and safety concerns at a time when we face significant shortages and long waitlists.
- **The Province should create a Social Housing Centre of Excellence** aimed at developing and sharing innovative solutions to address the deferred maintenance crisis in Ontario's existing social housing stock.
- The Centre can share best practices and provide templates and training on successful approaches, such as ones used in the Regent Park, Lawrence Heights, or Alexandra Park Revitalization projects.
- **The Province should also provide dedicated and ongoing rehabilitation funding to social housing providers.** One approach could be to dedicate 25% of Land Transfer Tax revenue towards the initiative.

**10. Provide provincial policy stability in land use planning once upcoming changes are in place.**

- Frequent provincial reviews and changes to plans and policies serve as a barrier to new housing development. Municipal capacity to adapt often lags changes to provincial plans.
- For example, the Province amended the Growth Plan for the Greater Golden Horseshoe in 2017 and provided municipalities five years to come into conformity. However, the Province made further amendments in 2019 and then again in 2020 before municipalities had a chance to conform to the previous changes. This further delayed the process as many municipalities had to redo studies and planning work.
- The Auditor General of Ontario noted in her December 2021 report that, “*numerous changes in policies have created instability in the land use planning process*”.
- Once the upcoming round of policy changes are in place, **the Province should provide a period of policy stability to allow municipalities to adapt to the new regime.**

In implementation of upcoming policy changes, the Province should apply an equity lens to ensure actions include solutions that address the inequities in accessing housing that Black, Indigenous, and People of Colour (BIPOC) face.

**Conclusion**

Many challenges have led to Ontario’s current housing affordability crisis. Some of these go beyond the land use planning policy framework and could be driven by a low interest rate environment, speculative demand, labour shortages and other factors.

Within the land use planning policy regime, there are many potential changes to plans and policies that could help accelerate housing supply, however our submission was intended to focus on our Top 10 recommendations.

As we look ahead to government consideration of recommendations by the Housing Affordability Task Force and other stakeholders, OPPI would value an opportunity to provide ongoing advice to the Ministry as it seeks to implement changes to address Ontario’s housing affordability crisis. We kindly request a role in any implementation advisory tables setup by the Ministry on housing and other planning issues.

If you and/or Ministry staff have any questions on our proposed measures, please feel free to contact Susan Wiggins at (647) 326-2328 or by email at [s.wiggins@ontarioplanners.ca](mailto:s.wiggins@ontarioplanners.ca).

Sincerely,



Paul Lowes, M.E.S., MCIP, RPP  
President  
Ontario Professional Planners Institute



Susan Wiggins, CAE, Hon IDC  
Executive Director  
Ontario Professional Planners Institute

CC: Luca Bucci, Chief of Staff – Office of the Minister of Municipal Affairs & Housing  
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CC: Kate Manson-Smith, Deputy Minister – MMAH  
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CC: Ewa Downarowicz, Director of Planning Policy Branch – MMAH  
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# AMO's Response to the Province's Housing Affordability Task Force Report

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A Submission to the Government of Ontario

March 1, 2022



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## Preamble

AMO appreciates the province's commitment to addressing the housing affordability and supply crisis in Ontario. The COVID-19 pandemic has exacerbated the urgency of this work. In our view, the province needs a made-in-Ontario housing framework.

Meaningful results will only be achieved if the social determinants of health, poverty reduction, and climate change mitigation and adaptation, are also addressed. A new collective mindset and transformative change is required, as tinkering around the edges will not be successful. Now is the time to take bold action to address the systemic issues around housing affordability over the long-term. We need a new provincial framework for housing affordability that we can all sign on to and work together to achieve.

## Municipal Housing Advocacy to Date

AMO has been actively involved in housing and homelessness work for years. Municipal governments and District Social Service Administration Boards (DSSABs) in the North, are critical players on the front lines and make a meaningful difference for our communities with support from the provincial and federal governments. We are well-positioned to provide advice going forward on what is necessary to address the housing crisis affecting our communities.

In recent years AMO has created several papers on housing that call for government action: "[Fixing the Housing Affordability Crisis: Municipal Recommendations for Housing in Ontario](#)" (August 2019), "[Ending Homelessness in Ontario](#)" (December 2021), and, "[A Blueprint for Action: An Integrated Approach to Address the Ontario Housing Crisis](#)" (February 2022).

The 2019 paper made recommendations that would have served as a foundation for ongoing conversations with both the provincial and federal governments. It called for the National Housing Strategy framework to serve as a platform for the federal, provincial, and municipal orders of government to come together to talk about how best to improve housing outcomes for the people of Ontario.

The 2021 paper reiterated that the municipal role in housing and homelessness prevention cannot be understated and provided 23 potential actions to pursue an integrated systems approach.

The 2022 AMO Blueprint advocates for bold action and leadership by all three orders of government and private, non-profit, and co-operative housing sectors (collectively referred to as "development sector") to address the housing crisis in Ontario. It provides nearly 90 recommendations that, if implemented by all parties, would improve affordability, diversify the housing mix, and increase supply.

## The Province's Work on Housing Affordability

As you know, AMO was disappointed that in December 2021, the province [created a Housing Affordability Task Force \(HATF\)](#) that lacked any municipal representation. Despite this, best efforts were made to provide municipal perspectives in that process, in hopes that our members would have enough time to provide reactions to the HATF report before the government proceeded.



AMO recognized the HATF had a narrower scope for consultation, which is why we focused instead on commenting on the province's [Housing Affordability Survey](#) (January 13, 2022), and making sure there was AMO participation at the [Ontario-Municipal Housing Summit](#) (January 19, 2022), and the [Rural Housing Roundtable](#) at the Rural Ontario Municipal Association conference (January 23, 2022).

Each of these milestones provided AMO with an opportunity to illustrate how complex the crisis is and the need for an all-of-government approach to truly fix it. Those meetings made it clear that a refresh to our 2019 housing positions was needed. That is why the AMO Housing [Blueprint](#) was developed. The positions were informed by our AMO Affordable Housing and Planning Task Forces and AMO Board of Directors who met in January and February.

Then, the province's [Housing Affordability Task Force's \(HATF\) report](#) was released on February 8, 2022. AMO's Planning and Affordable Housing Task Forces and the AMO Executive met separately to discuss the HATF. In the end, significant concerns were raised that many premises and recommendations in the HATF report do not align with AMO's positions on housing. Therefore, AMO is writing to strongly encourage the Ministry to consider the comments below and recommendations made in our Housing Blueprint as it considers how to move ahead with solving these housing challenges.

### AMO's Response to the Province's HATF Report

Based on conversations to date, AMO will not be providing thoughts on individual recommendations in the HATF report. Members were concerned that doing so would be given that many would require details that we do not have, and that many are based on premises that AMO cannot support.

Rather, AMO respectfully submits high-level comments on the HATF report in hopes that the province will consider them fully as it continues its work.

#### Underlying Premises

First, the HATF's report fails to recognize the role that all orders of government and the development industry play to meaningfully contribute to addressing the housing crisis in Ontario. The HATF recommendations on their own will not address the housing crisis that Ontario faces. Specifically, the private sector alone will not necessarily increase housing affordability without government interventions through various planning and financial instruments.

Further, it seems to have been guided by the premise that the solutions are primarily at the local level to address barriers caused by municipalities and their councils.

Finally, the scope of the report was too narrow by applying the premise that increasing any sort of supply will address affordability. AMO does not believe this will be the case. More targeted action is required to ensure the right mix of supply will meet the needs of the people of Ontario of all income levels.

## Importance of Municipal Decision-Making

The report does not recognize the insight into local issues that municipal elected officials and staff have in relation to their communities, including how best to achieve housing targets and intensification. A strengthened and more centralized role for the province in local planning decisions would limit local autonomy and de-value community input.

The HATF report also focuses too much on municipal planning and development approvals. It leaves gaps in areas that were not considered such as the bottle neck at the Ontario Land Tribunal (OLT) which has slowed down housing development and contributed to higher housing and municipal costs. More work is needed to determine how the approval timing creates pressures on municipal planning staff who are pulled away from approval work to focus on OLT cases. We continue to also ask that De Novo hearings be removed from the OLT process toolbox.

There is also an assumption that municipal development charges and fees unnecessarily increase housing costs, and do not respect the principle that growth must pay for growth. There is no guarantee and no mechanism identified that developers would pass on the savings to consumers to decrease the price of the home or rental unit.

Another concern is that the broader use of surety bonds has been suggested as long-term solution. The financial risk associated with accepting a different instrument of financial security rests with the municipality and ultimately, the local property taxpayer. The decision to accept the appropriateness of such an instrument should remain a local decision, informed by all available evidence.

In our view, many of the recommendations put forward were done so without sufficient municipal engagement or consideration. If implemented, they could erode local decision making and are often punitive in nature. This is not productive when only working together constructively will result in the outcomes we all seek.

## Promising Policy Outcomes

The report has some promising policy outcomes for further investigation, including increasing the supply of rental housing, missing middle housing, increasing second suites and garden suites, and increasing density, particularly in Major Transit Station Areas (MTSAs). The province should consider achieving their policy objectives by establishing intensification targets and providing the necessary funding and support for municipalities as they achieve those targets through their official plan policies, based on their understanding of their communities.

It is critical that sufficient attention and action be given to regional differences across the province. In some cases, how policy outcomes can be delivered need more consideration. For example, the high cost of servicing land and staffing capacity challenges in rural and northern Ontario ought to be recognized and addressed. As well, the complexity of the Provincial Policy Statement (PPS) was mentioned but fell short of highlighting the need to revise the PPS to productively enhance growth and development planning beyond rural Ontario's settlement areas.

We have long advocated that with the complexity and lack of clarity between the *Planning Act*, Growth Plans, and the PPS, the province needs to take immediate steps to remove ambiguity in and between these policy instruments to assist those working with them to allow a more streamlined approach. Additionally, the province should implement an integrated One Window approach

involving all provincial line ministries which should involve reasonable timelines for the line ministries and other agencies under provincial authority.

Overall, a more comprehensive examination of the full spectrum of housing is required, including community and supportive housing. The province must also consider innovative funding options and financial tools, rental housing incentives and policies, investor speculation, and community housing.

Underutilized crown land especially in northern Ontario should also be dedicated to affordable housing options, as well as surplus public lands (such as school sites) throughout the province. We would like to see the recommendations in the HATF appendices B and C on community housing and government surplus land elevated to primary government consideration as part of the solution.

## Conclusion

AMO encourages the provincial government to find ways to address the housing crisis in Ontario in a way that requires all three orders of government and private, non-profit, and co-operative housing sectors (collectively referred to as "development sector") to work collectively to improve affordability, diversify the housing mix, and increase supply.

AMO has done considerable work on housing from a broader viewpoint, including our most recent Housing Blueprint. We encourage the Ministry to carefully consider the recommendations put forward in that report as an input akin to the HATF report. Considerable work has gone into this paper and is the combined efforts of our members who are speaking with one voice on this matter.

We can provide valuable, on-the-ground expertise of our members and are available to work with the Ministry to finding areas for collaboration and action. Now is the time for bold, collaborative action on housing.

## **MFOA Response to the Report of the Ontario Housing Affordability Task Force**

### **Introduction**

#### **About MFOA**

The Municipal Finance Officers' Association of Ontario (MFOA), established in 1989, is the professional association of municipal finance officers with more than 4500 individual members. We represent individuals who are responsible for handling the financial affairs of municipalities and who are key advisors to councils on matters of finance policy. MFOA promotes the interests of our members in carrying out their statutory and other financial responsibilities through advocacy, information sharing, networking opportunities, and through the promotion of fiscal sustainability. We also provide members with training and education to enable continuous professional development and to support excellence in municipal finance.

#### **Objectives**

We understand that Ontario's Minister of Municipal Affairs and Housing established the Task Force with the mandate to focus on how to increase market housing supply and affordability. The Task Force was requested to recommend ways to accelerate the progress in closing the housing supply gap to improve housing affordability. In their report, the Task Force clarified that 'housing affordability' referred to homes that can be purchased or rented without government support. Affordable housing (units provided at below-market rates with government support) was not part of the mandate, however some suggestions were provided on this topic as well.

While the report offers many suggestions in the areas of planning and governance, MFOA is limiting its comments to the recommendations that specifically affect municipal finance. Overall, MFOA's response is based on our extensive advocacy work surrounding development charges and is grounded in three guiding principles:

- a) Growth should pay for growth on a place-by-place basis
- b) Complete, vibrant communities are good for everyone
- c) Provincial legislation related to municipal governance should be enabling and permissive

### **General Comments**

MFOA supports the Province's commitment to addressing the issue of housing affordability in Ontario. However, the Task Force's report appears to assume that the challenges around the housing crisis are caused primarily by municipalities and their councils, failing to recognize that

market pressures and regulatory barriers, such as the Provincial Policy Statement (PPS), are critical factors as well.

MFOA supports the Association of Municipalities of Ontario (AMO) in encouraging the provincial government to find ways to address the housing crisis in Ontario in a way that requires all three orders of government and private, non-profit, and co-operative housing sectors (collectively referred to as the “development community”) to work collectively to improve affordability, diversify the housing mix, and increase supply.

## Recommendations Affecting Development Charges

MFOA is concerned that many of the recommendations around development charges (DCs) in the Report are verbatim or highly similar to those raised by the development community in past years. This is in spite of the municipal sector’s demonstrations to the Province and development community that some of these recommendations are detrimental to financing growth infrastructure and would saddle ratepayers with growth-related funding shortfalls. Regrettably, the concerns consistently raised by the municipal sector are not addressed in the Report’s recommendations. Indeed, these recommendations raise concerns regarding the fiscal sustainability of municipalities.

Housing affordability is a complex issue driven by a multitude of factors, most of which lie beyond municipalities’ control. While MFOA recognizes the need for greater housing supply in Ontario, it also understands measures that put municipalities into financial difficulty or shift growth-related capital costs onto established ratepayers do nothing to improve, and in fact may even harm, housing affordability. A salient omission in the Task Force’s report is a recognition that property taxes and user fees, and not merely new housing prices, are key drivers of housing affordability. The higher are such taxes and fees, the less disposable income households have left to spend on housing. Curtailment of DCs simply raises property taxes and user fees to excessive levels, reducing housing affordability for all residents collectively. Artificial DC exemptions and reductions serve only to distress municipal finances while doing nothing to address root causes of excessive housing prices. MFOA recommends that the Province instead focus on dismantling provincially-created barriers to housing supply, particularly barriers to greater competition in Ontario’s development industry.

*Recommendation #32. Waive development charges and parkland cash-in-lieu and charge only modest connection fees for all infill residential projects up to 10 units or for any development where no new material infrastructure will be required.*

MFOA supports intensification of infill properties to better meet housing demand within neighbourhoods. Concerns lie with the notion of “no new material infrastructure will be required”. Any particular development, whether infill or not, may not require new infrastructure at time of development since the required infrastructure would have been constructed years or decades earlier to accommodate anticipated development. DCs are self-correcting in the sense that yet unrecovered growth-related capital costs remain in DC rates until such time they are recovered

once all the development to which the costs are associated occurs. That is, yet unrecovered portions of previously incurred growth-related capital costs are recycled through the DC background study and by-law. Waiving DCs on infill development is simply apt to raise property taxes and user fees. As an unintended consequence, this recommendation may also undermine DC background studies in terms of growth and capital forecasts.

Higher intensity infill projects have a greater likelihood of requiring expanded infrastructure to accommodate increased traffic, and higher water, sewer and storm water demands. Such demands may result in infrastructure reaching its designed capacity limits well ahead of their DC planned expansion time lines. While a single higher intensity infill project may not significantly impact infrastructure requirements, several such projects throughout the whole community could indeed stretch infrastructure capacity to its limits.

*Recommendation #33. Waive development charges on all forms of affordable housing guaranteed to be affordable for 40 years.*

A number of municipalities already waive or reduce development fees for affordable housing projects. However, requiring municipalities to track whether such housing remains in the “affordable housing” category for a minimum of 40 years places an undue administrative burden on municipalities. Furthermore, there is no indication in the recommendation as to what penalty ought to apply if affordable housing is converted to market-priced housing or even to a non-residential use. MFOA seeks clarification over the meaning of “all forms” of affordable housing. Does this refer primarily rent-gated to income units? Are shelters and transitional housing, which are important and necessary supportive housing units, included in this definition? Clear parameters and guidance are needed to understand the implications of this recommendation.

*Recommendation #34. Prohibit interest rates on development charges higher than a municipality's borrowing rate.*

MFOA seeks clarification on whether this applies to the s.26.1 or s.26.2 rates under the *Development Charges Act, 1997*. Are there other alternatives that could meet the intended goal of the recommendation? Whereas DC payment deferrals are available to developers while infrastructure construction is routinely required prior to development, artificial reductions to interest rates are apt to simply raise DC rates as municipalities strive to ensure growth pays for growth.

*Recommendation #35. Regarding cash in lieu of parkland, s.37, Community Benefit Charges, and development charges: a) Provincial review of reserve levels, collections and drawdowns annually to ensure funds are being used in a timely fashion and for the intended purpose, and, where review points to a significant concern, do not allow further collection until the situation has been corrected. b) Except where allocated towards municipality-wide infrastructure projects, require municipalities to spend funds in the neighbourhoods where they were collected.*

*However, where there's a significant community need in a priority area of the City, allow for specific ward-to-ward allocation of unspent and unallocated reserves.*

- (a) Municipalities already perform annual reviews of their reserves and report to their councils accordingly. These reports were formally submitted to the Province, however, with a change in policy, this is no longer required. Such reporting to the Province could be reinstated. MFOA urges the Province to consider the unintended consequences of prohibiting collection of development levies (DCs, parkland dedication and CBCs). This could result in growth-related funding shortfalls, delays in the construction of growth infrastructure until sufficient funding is accumulated, and delays in housing construction until development levies are reinstated. All of these effects impede housing supply and thus housing affordability. Intermittent disallowance of development levy collection will, moreover, create inequities as some developments would have to pay such levies while others would not.

There is need for clarification around what is deemed “timely”. There often exists “tipping points”, such as the timing of development projects, to initiate a project vs public opinion as to when such construction is required. Often, there is the need to save for several years to fund certain projects. Checks and balances are already in place, including annual reports to council, along with regulatory requirements such as the Community Benefits Charge (CBC) where 60% of funds need to be allocated each year.

- (b) In most cases, municipalities find area-specific DCs impractical and unwarranted, as evidenced by DC background studies. Forcing municipalities to use area-specific DCs when they are impractical or unwarranted undermines municipal autonomy and efforts to create complete and vibrant communities. Forcing municipalities to track DC collections at the neighbourhood or ward level would create an undue and complicated administrative burden. Such unintended consequences should be avoided. There is also concern about what constitutes a “neighbourhood” and the question of who decides where one neighbourhood ends and another begins. Not only does this recommendation seek to micromanage municipalities, it is apt to create an administrative quagmire while provincially-imposed administrative burdens on municipalities are already far too excessive.

It should also be noted that there is no such thing as unallocated DC or CBC reserves. By law, all DC and CBC funds are dedicated to the growth-related projects noted in the respective background studies.

*Recommendation # 44. Work with municipalities to develop and implement a municipal services corporation utility model for water and wastewater under which the municipal corporation would borrow and amortize costs among customers instead of using development charges.*

Please refer to the reports and letters submitted to the Province on this very topic just three years ago from [MFOA and ORSTT](#), [AMO](#) and Watson & Associates (dated January 2019). A [research paper published by the Institute on Municipal Finance and Governance](#) speaks to the

model proposed in the recommendation that clearly demonstrates that eliminating water and wastewater DCs would have a detrimental impact on rates.

## Other Recommendations

*Recommendation # 17. Requiring municipalities to compensate property owners for loss of property value as a result of heritage designations, based on the principle of best economic use of land.*

Consideration of this recommendation should include the basis of valuation, timing of heritage designation, who determines the best economic use of land, and municipal affordability. This recommendation could give rise to the unintended consequence of municipalities declining to preserve historically significant buildings and sites in order to avoid unaffordable compensation.

*Recommendation # 25. Require municipalities to provide the option of pay on demand surety bonds and letters of credit.*

The option of accepting surety bonds already exists. Demanding that municipalities accept them undermines municipal autonomy by removing municipalities' authority to act according to their risk profiles and preferences and by permitting developers to dictate financial security terms to municipalities. Instead, the Province should encourage municipalities to educate themselves on financial security alternatives, which may help incline more municipalities to accept surety bonds.

*Recommendation # 37. Align property taxes for purpose-built rental with those of condos and low-rise homes.*

MFOA is assuming this recommendation refers to reducing tax ratios for multi-residential housing down to 1.0. If this is an incorrect assumption, please provide clarification as needed.

A provincial freeze on multi-residential taxes for municipalities with multi-residential tax ratios above 2.0 was instituted several years ago, causing municipalities to move these tax ratios down to 2.0. A similar freeze aimed at a target multi-residential tax ratio of 1.0 would eventually implement this recommendation. However, it should be noted that such significant movement of tax ratios often takes time. Municipalities should retain the decision-making power and autonomy over how and how quickly they move towards target tax ratios.

*Recommendation # 38. Amend the Planning Act and Perpetuities Act to extend the maximum period for land leases and restrictive covenants on land to 40 or more years.*

This would create an undue administrative burden on municipal staff to track land leases and restrictive covenants on land for such an extended period of time.

*Recommendation #39. Eliminate or reduce tax disincentives to housing growth.*

Clarification is required as to whether this refers to land transfer tax or something else.

*Recommendation # 48. The Ontario government should establish a large "Ontario Housing Delivery Fund" and encourage the federal government to match funding. This fund should reward: a) Annual housing growth that meets or exceeds provincial targets b) Reductions in total approval times for new housing c) The speedy removal of exclusionary zoning practices.*

There is no indication in the report as to appropriate parameters in the setting of targets and if this intended to be an annual comparison or a rolling average. Concerns have been raised around blanket targets that are province-wide or "zone-wide". Issues are centred around low or non-growth municipalities, growth patterns that are nonlinear or inconsistent, and unfair comparison or increased competition between municipalities or growth areas within a municipality. Furthermore, the basis of evaluation should be identified for consideration such as permits issued, completed housing, and rural vs. urban development.

*Recommendation #49. Reductions in funding to municipalities that fail to meet provincial housing growth and approval timeline targets.*

Clarification is sought as to what funding may be considered in this recommendation. This recommendation may have undue financial impacts if funding outside the fund under recommendation 48 is considered.

We appreciate the opportunity for MFOA to provide comments on the Report of the Ontario Housing Affordability Task Force. Should you have any questions, please contact MFOA's Executive Director Donna Herridge ([donna@mfoa.on.ca](mailto:donna@mfoa.on.ca)).

Staff members: Suzanna Dieleman, Manager of Policy; Christine Duong, Policy Team Lead

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Sent via e-mail: [steve.clark@pc.ola.org](mailto:steve.clark@pc.ola.org)

March 15, 2022

The Honourable Steve Clark  
Minister of Municipal Affairs and Housing  
17<sup>th</sup> Floor, 777 Bay Street  
Toronto, Ontario  
M7A 2J3

**Subject: Response to the Report of the Ontario Housing Affordability Task Force**

Dear Minister Clark,

On February 8, 2022, the Ontario Housing Affordability Task Force (“Task Force”) published a total of 55 recommended actions aimed at increasing Ontario’s housing supply by 1.5 million households over the next ten years. The recommendations, which are aimed at all levels of government and their associated agencies, primarily seek to increase “as-of-right” intensification within urban areas, streamline development approvals and related timelines, improve tax and municipal financing, and reform the Ontario Land Tribunal appeals process.

The Niagara Region appreciates the Province’s commitment to improving housing affordability across Ontario. Over 20,000 of Niagara’s households were reported to have been in core housing need as of 2016, primarily driven by a lack of affordable housing options within the community. Given the recent surge in housing prices experienced across the Province, rates of core housing need are have risen. Action must be taken to ensure more housing of all types are provided to meet the needs of our growing population.

The provision of affordable, accessible, and adequate housing is a complex matter that requires coordination between all levels of government. The report focuses on the inefficiencies in the land development process and how it contributes to the crisis, however planning approvals at the municipal level are only one factor in housing affordability. There are other economic factors contributing to the housing supply challenge and affordability including:

- building industry capacity (lack of labour);
- supply chain and shortages in materials ; and,
- approved land supply being held back by landowners.

While not addressed specifically in the Task Force's report, the Province should also consider the specific challenges associated with increasing the supply of community housing (i.e. housing owned and operated by non-profit housing corporations, housing co-operatives and municipal governments) and supportive housing. Although an increase in market supply can address the issue of housing affordability in part, the private sector alone cannot solve the entirety of this problem and it is the community housing need that is the most dire and needs to be addressed. A collective effort from all levels of government, housing service providers, and the development industry is required to provide the necessary tools and interventions to address this problem.

The Province should also consider the unique housing challenges faced by communities of all types and sizes, including small to medium sized cities and rural communities. A city like Toronto versus a city like Thorold will have access to different resources and require vastly different solutions towards the achievement of improved housing affordability. In short, a "one-size-fits-all" approach should be avoided.

Regional and local staff have reviewed all recommendations provided by the Task Force. At this time, the Province has not specified which, if any, policy, regulation, and/or protocol changes the Province may elect to advance. In the absence of more substantive details relating to the recommendations, Regional and local staff have outlined general comments on the primary objectives and themes of the Task Force's report below, which are shared with the Ministry of Municipal Affairs and Housing for their consideration. In addition to this letter, a few of our local municipalities have also indicated that they will be submitting comments on these recommendations.

## **Increase Density and "As of Right" Permissions**

### **Relevant Task Force Recommendations**

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3. Limit exclusionary zoning in municipalities through binding provincial action:
    - a) Allow "as of right" residential housing up to four units and up to four storeys on a single residential lot.
    - b) Modernize the Building Code and other policies to remove any barriers to affordable construction and to ensure meaningful implementation (e.g., allow single-staircase construction for up to four storeys, allow single egress, etc.).
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4. Permit “as of right” conversion of underutilized or redundant commercial properties to residential or mixed residential and commercial use.

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  5. Permit as of right secondary suites, garden suites, and laneway houses province-wide

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  6. Permit “as of right” multi-tenant housing (renting rooms within a dwelling) province-wide.

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  7. Encourage and incentivize municipalities to increase density in areas with excess school capacity to benefit families with children.

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  8. Allow “as of right” zoning up to unlimited height and unlimited density in the immediate proximity of individual major transit stations within two years if municipal zoning remains insufficient to meet provincial density targets.

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  9. Allow “as of right” zoning of six to 11 storeys with no minimum parking requirements on any streets utilized by public transit (including streets on bus and streetcar routes).

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  11. Support responsible housing growth on undeveloped land, including outside existing municipal boundaries, by building necessary infrastructure to support higher density housing and complete communities and applying the recommendations of this report to all undeveloped land.
- 

- Staff is generally supportive of the objective to increase the overall density and diversity of housing in built up areas.
- Over 60% of Niagara’s current housing stock is made up of single-detached dwellings. Although recent construction activity has begun a shift towards more medium density builds there is a range of housing types the Region is seeking to encourage through its new Niagara Official Plan.
- Staff do support flexibility in “as of right” permissions for housing, particularly within planned major transit station areas and strategic growth areas and in a manner that is compatible in scale with stable residential areas; however, staff cannot support intensification that is completely unplanned and unrestricted.
- Intensification must be considered in balance with other key considerations needed for the creation of complete communities, such as infrastructure and servicing

capacity, parking requirements, impacts to neighbourhood character, access to employment uses, and landscaping and public realm design. In the absence of municipal oversight through zoning, there are limited tools to ensure development and related services are planned for in a strategic manner.

- **Recommendation 4**, Regional staff support the conversion of underutilized commercial lands along major arterial transit routes as priority areas for mixed residential and commercial use, provided that these sites do not serve as land supply for population based employment.
- **Recommendation 11**, clarification is needed to understand what is meant by development “outside municipal boundaries”. If referring to settlement area expansions, existing Provincial policy provides sufficient ability for municipalities to consider adjustments to their urban and rural settlement area boundaries, and while Regional staff support higher densities and the creation of complete communities on potential expansion lands, staff do not support unplanned development within natural areas or agricultural lands. Development should be directed to settlement areas where infrastructure and service levels exists to support development vs. to areas outside of settlement of settlement area boundaries. The resultant financial burden on municipalites would be significant if development occurs outside of settlement area boundaries.

## **Streamline Development Approvals**

### **Relevant Task Force Recommendations**

- 12.** Create a more permissive land use, planning, and approvals system:
  - a) Repeal or override municipal policies, zoning, or plans that prioritize the preservation of physical character of neighbourhood.
  - b) Exempt from site plan approval and public consultation all projects of 10 units or less that conform to the Official Plan and require only minor variances
  - c) Establish province-wide zoning standards, or prohibitions, for minimum lot sizes, maximum building setbacks, minimum heights, angular planes, shadow rules, front doors, building depth, landscaping, floor space index, and heritage view cones, and planes; restore pre-2006 site plan exclusions

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(colour, texture, and type of materials, window details, etc.) to the Planning Act and reduce or eliminate minimum parking requirements; and

- d) Remove any floorplate restrictions to allow larger, more efficient high-density towers.

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**13.** Limit municipalities from requesting or hosting additional public meetings beyond those that are required under the Planning Act.

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**14.** Require that public consultations provide digital participation options.

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**15.** Require mandatory delegation of site plan approvals and minor variances to staff or pre-approved qualified third-party technical consultants through a simplified review and approval process, without the ability to withdraw Council's delegation.

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**16.** Prevent abuse of the heritage preservation and designation process by:

- a) Prohibiting the use of bulk listing on municipal heritage registers.
- b) Prohibiting reactive heritage designations after a Planning Act development application has been filed.

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**19.** Legislate timelines at each stage of the provincial and municipal review process, including site plan, minor variance, and provincial reviews, and deem an application approved if the legislated response time is exceeded.

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**49.** Reductions in funding to municipalities that fail to meet provincial housing growth and approval timeline targets.

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**50.** Fund the adoption of consistent municipal e-permitting systems and encourage the federal government to match funding. Fund the development of common data architecture standards across municipalities and provincial agencies and require municipalities to provide their zoning bylaws with open data standards. Set an implementation goal of 2025 and make funding conditional on established targets.

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- Regional staff support the objective to streamline the development approvals process, expand the usage of delegated approval for applications that are technical and/or minor and nature, and reduce unnecessary delays in the delivery of needed housing supply. However, several of the recommendations noted above impede the ability for municipalities to consider local characteristics and existing built environments as part of planned development. It must also be acknowledged that development approval processes does not only rest with municipalities; there are

development approval processes that take place at the provincial level and there is the need to have appropriate staff resources available to those ministries and a commitment to streamlining provincial development approval processes as well.

- NIMBY is a significant barrier for the development of affordable housing, community housing, supportive housing, and other facilities needed for homelessness services in particular, and presents a challenge for intensification in particular.
- Addressing NIMBY requires continued dialogue, education, negotiation and relationship building is required to demystify the perceived threats associated with growth and development, which is where the importance of public consultation should also be acknowledged. Public consultation allows opportunities to provide information with local residents, allow for open dialogue, and allow a variety of voices to be heard.
- **Recommendation 12 c)**, although staff support additional guidance for flexible zoning standards, a Regional approach would be more appropriate. The growth forecasts, intensification targets, and existing built form in Niagara are different from those of Toronto and the Greater Toronto Area. A “one size fits all” approach with such technical considerations would contribute to a homogenous urban form that disregards local characteristics
- **Recommendation 13**, Regional staff are of the opinion that the necessity for additional meetings remain at the discretion of the local municipality and/or approval authorities provided they comply with existing *Planning Act* timeframes.
- With regards to **Recommendation 16**, Regional staff note that recent changes to the Ontario Heritage Act includes statutory timeline limitations for when municipalities can designate a property following the submission of certain applications under the *Planning Act*. The conservation of culturally and historically significant resources is a Provincial objective that merit continued priority in site specific cases.

## Reform the Ontario Land Tribunal Appeals Process

### Relevant Task Force Recommendations

18. Restore the right of developers to appeal Official Plans and Municipal Comprehensive Reviews.
20. Fund the creation of “approvals facilitators” with the authority to quickly resolve conflicts among municipal and/or provincial authorities and ensure timelines are met.

21. Require a pre-consultation with all relevant parties at which the municipality sets out a binding list that defines what constitutes a complete application; confirms the number of consultations established in the previous recommendations; and clarifies that if a member of a regulated profession such as a professional engineer has stamped an application, the municipality has no liability and no additional stamp is needed.
  26. Require appellants to promptly seek permission (“leave to appeal”) of the Tribunal and demonstrate that an appeal has merit, relying on evidence and expert reports, before it is accepted.
  27. Prevent abuse of process:
    - a) Remove right of appeal for projects with at least 30% affordable housing in which units are guaranteed affordable for at least 40 years.
    - b) Require a \$10,000 filing fee for third-party appeals.
    - c) Provide discretion to adjudicators to award full costs to the successful party in any appeal brought by a third party or by a municipality where its council has overridden a recommended staff approval.
  28. Encourage greater use of oral decisions issued the day of the hearing, with written reasons to follow, and allow those decisions to become binding the day that they are issued.
  29. Where it is found that a municipality has refused an application simply to avoid a deemed approval for lack of decision, allow the Tribunal to award punitive damages.
  30. Provide funding to increase staffing (adjudicators and case managers), provide market-competitive salaries, outsource more matters to mediators, and set shorter time targets.
  31. In clearing the existing backlog, encourage the Tribunal to prioritize projects close to the finish line that will support housing growth and intensification, as well as regional water or utility infrastructure decisions that will unlock significant housing capacity.
- Regional staff agree that additional changes can be made to continuously improve the appeals process. For instance, subject to further information regarding the manner in which these objectives are implemented, Regional staff generally support the aims of **Recommendations 20, 21, 26, 28 and 30** as a means of reducing baseless appeals and reducing the wait times for decisions to be rendered.

- Regional staff are concerned, however, that measures to increase the filing fee for appeals as outlined in **Recommendation 27 b)** or to introduce the ability to award punitive costs as outlined in **Recommendation 29** would essentially eliminate the ability for residents or small interest groups to participate in the appeals.
- **Recommendation 18**, allowing developers to appeal MCRs will result in a dramatic slow down of the growth management process, and ultimately, the development approvals process. In addition, there are competing interests within the development community itself that will serve to frustrate and lengthen the appeals process. One of the challenges of the last several years has been the instability in the planning and development sector as a result of the long protracted appeals associated with the original conformity exercises to the Growth Plan followed by several years of changes to Provincial legislation and Plans. Permitting these types of appeals will serve to undermine the Province's goal of streamlining the approvals process and will prevent municipalities from bringing housing on-line in an expedited fashion.
- **Recommendation 31**, prioritization should focus on proposals that include an affordable housing component, and should allow for equitable consideration across the Province (i.e. in areas outside of Toronto and the Greater Toronto Area). In clearing the existin backlog of appeals priorities should be given to municipal initiated amendments that are appealed.

## **Improve Municipal Financing and Taxes**

### **Relevant Task Force Recommendations**

25. Require municipalities to provide the option of pay on demand surety bonds and letters of credit.
32. Waive development charges and parkland cash-in-lieu and charge only modest connection fees for all infill residential projects up to 10 units or for any development where no new material infrastructure will be required.
33. Waive development charges on all forms of affordable housing guaranteed to be affordable for 40 years.
34. Prohibit interest rates on development charges higher than a municipality's borrowing rate.
35. Regarding cash in lieu of parkland, s.37, Community Benefit Charges, and development charges:

- a) Provincial review of reserve levels, collections and drawdowns annually to ensure funds are being used in a timely fashion and for the intended purpose, and, where review points to a significant concern, do not allow further collection until the situation has been corrected.
  - b) Except where allocated towards municipality-wide infrastructure projects, require municipalities to spend funds in the neighbourhoods where they were collected. However, where there's a significant community need in a priority area of the City, allow for specific ward-to-ward allocation of unspent and unallocated reserves.
36. Recommend that the federal government and provincial governments update HST rebate to reflect current home prices and begin indexing the thresholds to housing prices, and that the federal government match the provincial 75% rebate and remove any claw back.
  37. Align property taxes for purpose-built rental with those of condos and low-rise homes.
  39. Eliminate or reduce tax disincentives to housing growth.
  42. Provide provincial and federal loan guarantees for purpose-built rental, affordable rental and affordable ownership projects.
  43. Enable municipalities, subject to adverse external economic events, to withdraw infrastructure allocations from any permitted projects where construction has not been initiated within three years of build permits being issued.
  44. Work with municipalities to develop and implement a municipal services corporation utility model for water and wastewater under which the municipal corporation would borrow and amortize costs among customers instead of using development charges.

The recommendations included above require further detail and analysis to provide substantive comments. There are a number of recommendations Regional staff have concerns with, including:

- **Recommendation 25**, The Region does not support the use of surety bonds as they do not offer the same financial security as a Letter of Credit.
- **Recommendation 32**, The Region currently has grant programs for development charges on social housing that meet specific grant program criteria. Infill units still create a demand for regional services. Development Charges (DCs) help pay for the construction of growth related infrastructure, waiving them for infill units will have

impacts on the Region's finances and will shift growth costs to existing homeowners. Also, it is not clear what is meant by "no new material infrastructure" and this could lead to appeals based of different interpretations.

- **Recommendation 33**, DCs help pay for the construction of growth related infrastructure, waiving them for affordable housing will have significant impacts on the Region's finances and will shift growth costs to existing taxpayer. Additional information is required on the definition of affordable. The Region currently has grant programs for development charges on social housing that meet specific grant program criteria. However, occupants of this housing type still create demand for services which are paid for by DCs. The cost of growth for these developments are funded from Regional taxes and shift growth costs to existing homeowners which also impacts affordability. The Provincial government should provide funding for such programs.
- **Recommendation 34**, The Region has concerns of the potential funding gap that will occur if interest rates are not included in DCs, this places a greater burden on the existing taxpayer. Municipal borrowing rates fluctuate so flexibility needs to be provided to municipalities.
- **Recommendation 35(b)**, The Region does not support and prefers the current flexibility to adopt area specific or Region wide charges and the flexibility to prioritize use of DCs based on actual growth and need.
- **Recommendation 37**, the Niagara Region has a tax policy already in place that charges new multi-residential at the same tax rate as residential.
- **Recommendation 44**, the Region does not support. Municipal development charge models are effective tools to ensure growth pays for growth.

## Moving Forward

Further consultation with the municipal sector is recommended before the implementation of any strategy, actions, or regulations in response to the Task Force's recommendations to ensure that strong and effective solutions for facilitating the development of affordable housing is reflected in all communities across the Province. The Report recommendations does not address the need for additional mechanisms to support affordable housing from Provincial and Federal governments (i.e. tax incentives). Long-term funding from all levels of government must also be available to provide needed support services to create healthy mixed income communities.

Regional and local municipal staff are available to convene and contribute municipal expertise and knowledge in this matter.

Respectfully,

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Diana Morreale, MCIP, RPP  
Acting Director, Community and Long Range Planning  
Planning and Development, Niagara Region  
Niagara Region  
1815 Sir Isaac Brock Way, Thorold, ON, L2V 4T7

# INSPECTION

## Inspection of Approved Insect Pest Management Program Abitibi River, Gordon Cosens, Pineland, Romeo Malette and Timiskaming Forests

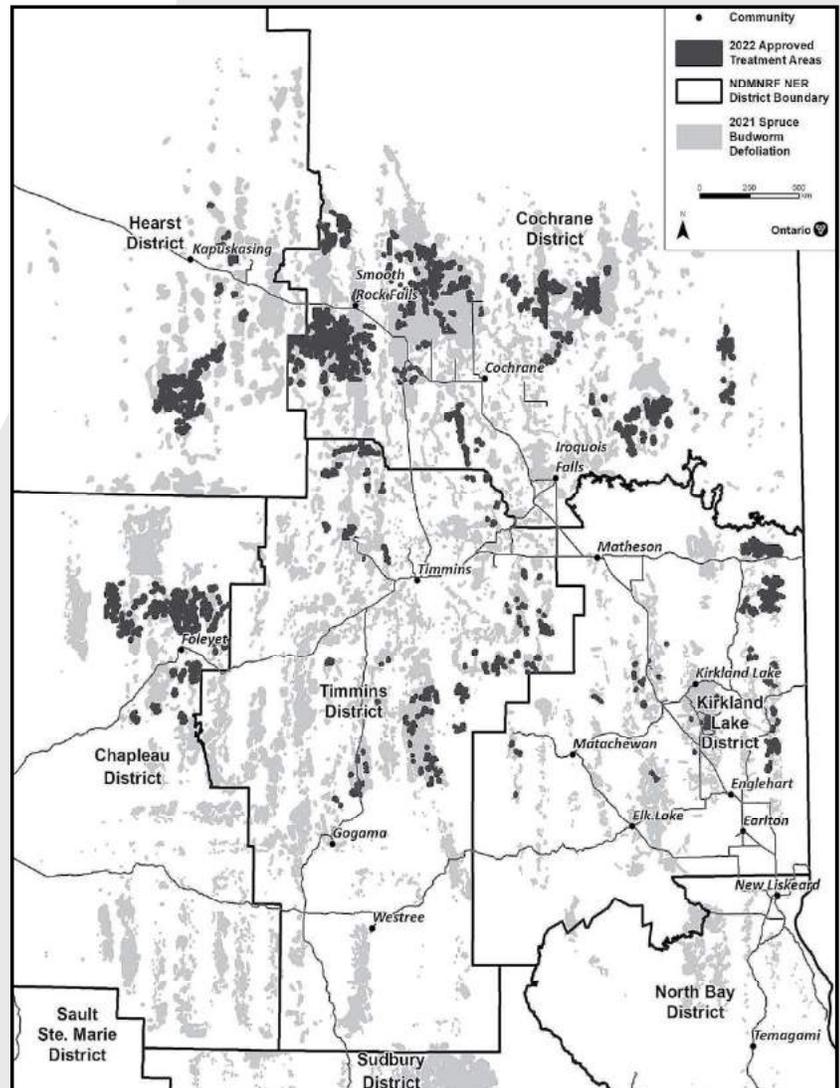
The Ontario **Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF)** invites you to view the NDMNRF-approved insect pest management program, and inspect the project description and project plan for specific aerial insecticide projects to control the spruce budworm infestation in the **Abitibi River, Gordon Cosens, Pineland, Romeo Malette, and Timiskaming Forests** in the Chapleau, Cochrane, Hearst, Kirkland Lake, and Timmins Districts. Based upon the analysis of the pest management options, the NDMNRF has approved a course of action that includes the aerial spray of insecticide on selected forest stands, starting on or about **May 21, 2022**. (see map)

The approved project description and project plan for the aerial insecticide project is available electronically on the Natural Resources Information Portal at <https://nrip.mnr.gov.on.ca/s/fmp-online> beginning **April 21, 2022** until **March 31, 2023** when the Annual Work Schedule expires.

Interested and affected persons and organizations can arrange a remote meeting with NDMNRF staff to discuss the aerial insecticide project. For more information, please contact:

NERbudworm@ontario.ca

Renseignements en français: NERbudworm@ontario.ca





April 21, 2022

Dear MPP Vanthof,

In the riding of Timiskaming-Cochrane, local schools have become safer, healthier, and more sustainable thanks to support from the Ontario Active School Travel (OAST) program.

The OAST program is led by Green Communities Canada, with funding from the Ontario Ministry of Education. The OAST Program includes a [Fund](#) that directly invests in local communities, offering grants that increase opportunities for students to travel by active modes, support safe accessible schools, improve student transportation services, and reduce traffic congestion in school zones.

Since 2017, OAST has invested \$2.8M into 61 communities. Our local active school travel program – [Walk 'N Roll Timiskaming \(Marche et Roule\)](#) is currently partnered with 6 schools across Earlton, Englehart, Kirkland Lake, and Temiskaming Shores. The regional steering committee has membership from the above-named municipalities, as well as four local school boards, student transportation, OPP, and road safety advocacy groups. Funding our communities have received from OAST has established the Walk 'N Roll program and has allowed us to work closely with schools and communities and provide them with support. **The Government of Ontario has been a champion of this important work, and our local communities have been direct beneficiaries.**

We have received an indication that funding for OAST has not been included in the 2022-2023 Ministry of Education Budget. **We implore the Government of Ontario to recommit funding for this program as a high-impact and high-visibility investment in children's health and safety.** Timiskaming has received a total of \$150,000 in funding from OAST since 2019. This enabled the hiring of staff to pilot and implement the Walk 'N Roll Timiskaming program, bringing together school and community stakeholders to address school zone safety issues and promote active school travel. Thanks to the program, participating schools have held successful walk and wheel celebrations, and delivered and participated in pedestrian and cycling skills education. The program has installed locally manufactured bike racks at several schools and painted sidewalk stencils to activate school routes. Municipalities are key partners of the program, addressing safety issues by installing new school zone signage, improving winter sidewalk maintenance, and installing traffic calming measures near schools. Most recently, OAST funding has also led to a dedicated program website ([walknroll.ca](http://walknroll.ca)), a regional communications strategy, and is currently developing a bilingual, small-town focused pedestrian and cycling skills video series featuring local faces and places.

**We are requesting that funding for the Ontario Active School Travel program be included in the Government of Ontario's 2022-2023 budget.** We know COVID-19 has increased rates of driving for the trip to school and decreased rates of active school travel and school bus ridership. As we work to



reverse this trend and support schools to safely return to normal operations, your ongoing support for OAST is vital. This support is needed now to ensure that critical momentum and local capacity is not lost.

Please do not hesitate to reach out to learn more about the positive impact this program has had in our community.

Yours Sincerely,

A handwritten signature in blue ink, enclosed in a dashed rectangular box. The signature appears to be 'K. Mackey'.

Kerry Schubert-Mackey, Director of Community Health  
Timiskaming Health Unit

cc: Claire Mackey, Le conseil scolaire catholique de district des Grandes Rivières  
Guylaine Scherer, Conseil scolaire public du Nord-Est de l'Ontario  
James Rowe, District School Board Ontario North-East;  
Tricia Stefanic Weltz, Northeastern Catholic District School Board  
Ryan Hartling, North East Tri-Board Student Transportation  
Julie Rivard, Transport Scolaire - Le conseil scolaire catholique de district des Grandes Rivières  
Jean Marc Boileau, Township of Armstrong  
Jillian Plaunt, Town of Englehart  
Mathew Bahm, City of Temiskaming Shores  
Mitchell McCrank, City of Temiskaming Shores  
Logan Belanger, City of Temiskaming Shores  
Steve Ranta, Town of Kirkland Lake  
Malorie Robinson, Town of Englehart  
Todd Fullerton, Ministry of Transportation  
Adam Gauthier, Ontario Provincial Police  
Krystal Oviatt, Timiskaming District Road Safety Coalition  
Amanda Mongeon, Timiskaming Health Unit

| 2021 Annual Report

# We are Ontario's Property Market Experts



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

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## | Introduction

Governments, property owners and businesses rely on us for impartial, expert data and insights on Ontario's property market. In times of uncertainty and change, we are here to help you make informed decisions for today, and the future.

# Overcoming obstacles and evolving who we are



Alan Spacek  
Chair, MPAC Board of Directors

Who are we, and what is our role in Ontario and around the globe?  
How can we do more to help communities weather the storm?

Those are the questions we asked ourselves during a year where the Municipal Property Assessment Corporation (MPAC) overcame countless obstacles to become stronger than ever.

Traditionally, our identity centred around the province-wide update of property values we complete every four years. With that update on continued pause due to the pandemic, we have had an opportunity to step back and reflect on the other ways we provide value to governments, property owners and businesses and how we can provide even greater value.

During 2021, fiscal responsibility remained top of mind. By controlling costs, we were able to maintain a 0% increase to the total municipal levy for the second year in a row. At a time when municipalities are focusing their resources on pandemic management

and recovery, we were able to do our part to help them limit new spending.

We also worked diligently to capture new assessment that provides a critical stream of new revenue for municipalities. We assessed \$38 billion in new construction, additions, and renovations in 2021, made possible by working closely with our municipal partners on the exchange of electronic building plans and other innovations.

While carrying out our essential assessment work, we also charted our future with a new [2021-2025 Strategic Plan](#).

## The plan has four elements:

1. Putting our people and culture first by implementing an Equity, Diversity, Inclusion and Anti-Racism strategy and considering how we can adapt to the future of work.
2. Delivering continuous operational excellence with technology and data quality improvements that will enable us to provide more value to our stakeholders.
3. Elevating the property owner, municipal and stakeholder experience through data insights and value-added services.
4. Unlocking opportunities to drive value and additional revenue by exploring commercial opportunities for our data and technologies.

This plan is supporting us in being the MPAC we want to be — innovative and inclusive, providing more and more value to governments, property owners and businesses.

As our role evolves, it is important to ensure we keep property owners and our partners informed. We are focused on reaching out to Ontarians, because it is especially important that the public understands our role in the property tax system. There is a widespread misconception that MPAC sets your property taxes when they assess your property. We want to debunk that misconception and make it clear that our assessments determine how taxes are distributed, but do not have any bearing on tax levels. To say that in a different way, just because the value of your property has increased it does not mean that your property taxes will increase, too.

As a public sector organization, transparency is a major priority for us. We are pleased to introduce an annual [Corporate Performance Report](#) that provides a wealth of statistics on how well we are meeting our goals on areas such as capturing new assessment, the proportion of property assessments accepted without going to appeal, customer contact centre satisfaction and many more.

So, to answer the question I opened with: Who are we? We are Ontario's property market experts. In 2021, we pushed ahead to elevate the value we provide to governments, property owners and businesses. There is much more to come in the years ahead, and I hope you are as excited as I am.

# Transforming to thrive in a new era



Nicole McNeill  
MPAC President and Chief Administrative Officer

In a world that is changing at lightning speed, we are working day after day to stay ahead.

With the continued postponement of the province-wide update of property values, some might see 2021 as more of the same. But not us. We took the year to put ourselves on a new path that reflects evolving expectations from our customers and the employees that make it all happen.

We are committed to our journey as Ontario's property market experts — an organization that provides data and insights that governments, property owners and businesses can use to make smart decisions.

[Our 2021-2025 Strategic Plan](#) breaks down how we will get there. During uncertain times, planning five years ahead was a big challenge. But the MPAC of today is not the same organization we were pre-pandemic. We have become nimbler and more adaptable, and we are ready and willing to course correct on the way to success.

Work is already underway on some of the most important goals. In 2021, we started building the capability to deliver real-time values for every property in Ontario. Our team is ready to provide Ontarians with current, unbiased and trusted market analysis, property inventory insights and a reassessment of all properties whenever a decision about future reassessment timing is made.

We are also working to expand commercialization efforts to sell our world-leading data and technology in domestic and international markets. This will generate revenue that offsets funding we require from municipalities, which is especially important at a time when municipal budgets are constrained.

These are big goals. To get where we want to go, we need to support our people so they can deliver their best. Our organizational culture will be the foundation that supports our effort.

During the year, our three guiding principles helped us make tough decisions on short timelines. We always kept these principles at the forefront: the health, safety and wellness of employees is our top priority; we need to keep the business operating; and we need to do our part to slow the spread of COVID-19.

These principles served as our north star for all pandemic-related decision making. In particular, in support of the Ontario government's efforts to promote vaccination across the province, our vaccination policy ensured we could provide a safe workplace, while doing our part to reduce transmission of COVID-19 in our communities.

In addition, by nurturing a culture of transparency, openness and collaboration, we are setting ourselves up for success. Providing a healthy, positive work environment

where employees can be their full, authentic selves increases employee satisfaction and leads to better results — and it is simply the right thing to do.

Our Equity, Diversity, Inclusion and Anti-Racism Committee is taking important steps to ensure that all voices are respected, valued and heard. It is an employee-led initiative that has been embraced by team members from across the province and the organization.

The future may be unpredictable and there are many challenges ahead. One thing I am sure of is our ability to work together to accomplish great things.

## | Who we are



We are Ontario's property market experts. Our job is to assess the value of the more than five million properties across the province and provide an accurate and impartial property inventory.

Property owners can visit [mpac.ca](https://mpac.ca) and log in to AboutMyProperty™ to learn more about how we assessed their property, see the information we have on file and compare it to others in their neighbourhood.

Our assessments are used by municipalities to distribute property taxes. Assessments alone do not determine property taxes. The work we do is a vital input for government programs, business decisions and property transactions. Our data also helps identify changes and trends in property uses in Ontario.

# Ontario's Property Assessment and Taxation System



## Government of Ontario

Establishes the province's assessment and taxation laws and determines education tax rates.



## MPAC

Determines property assessments for all properties in Ontario.



## Municipalities

Determine revenue requirements, set municipal tax rates and collect property taxes to pay for municipal services.\*



## Property owners

Pay property taxes which pay for services in the community. [You also pay education taxes](#) that help fund elementary and secondary schools in Ontario.

\*Provincial Land Tax and levies by local boards are collected in unincorporated areas and contribute toward important services.

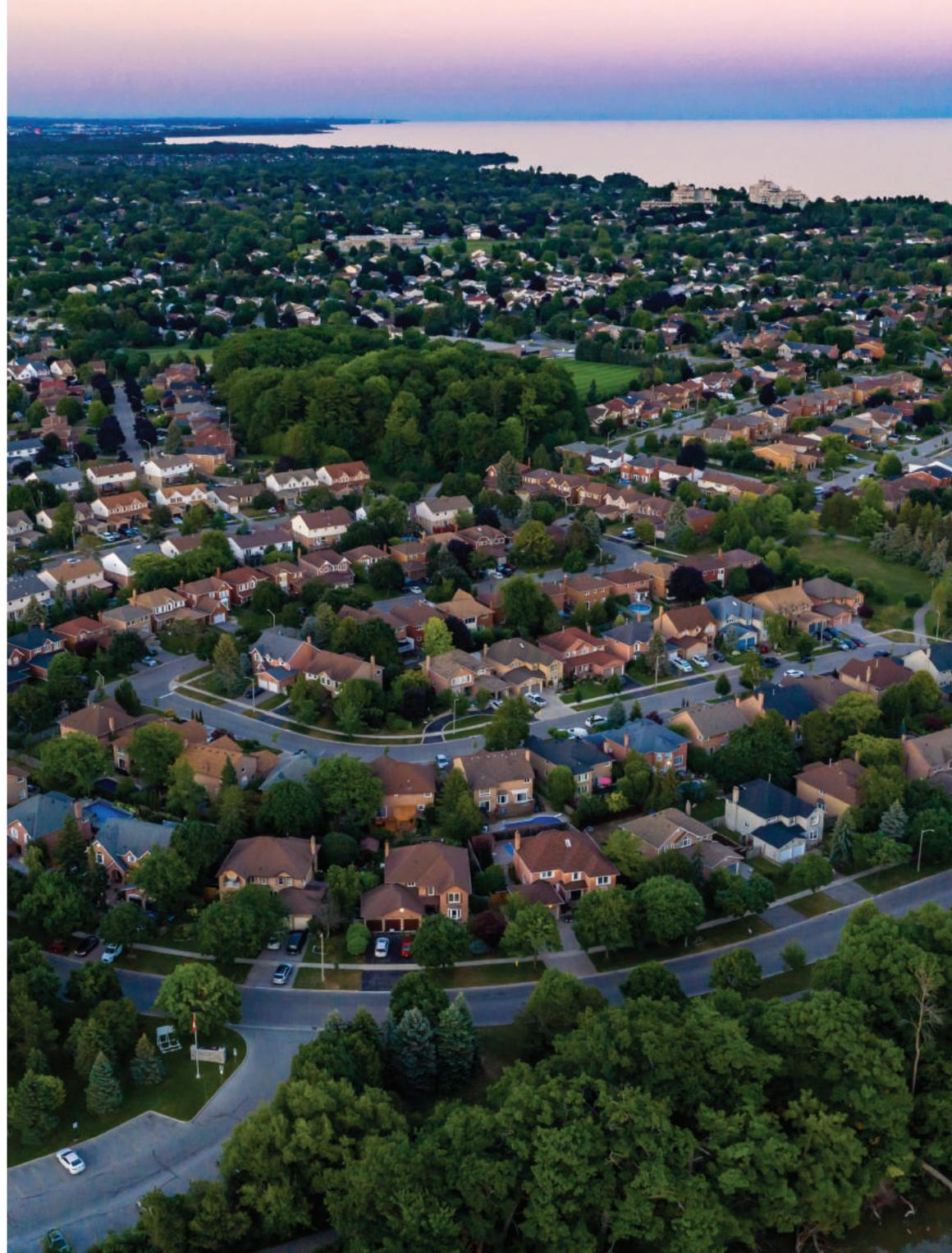
## Maintaining Ontario's Property Database

We continuously update records for over 5.4 million properties. We do this by analyzing the market, inspecting properties, supporting property owners, and responding to Requests for Reconsideration and assessment appeals.

In Ontario, if a property owner disagrees with their assessment, they have the right to file a Request for Reconsideration. In 2021, we resolved over 27,800 Requests for Reconsideration, and resolved appeals on over 10,000 properties.

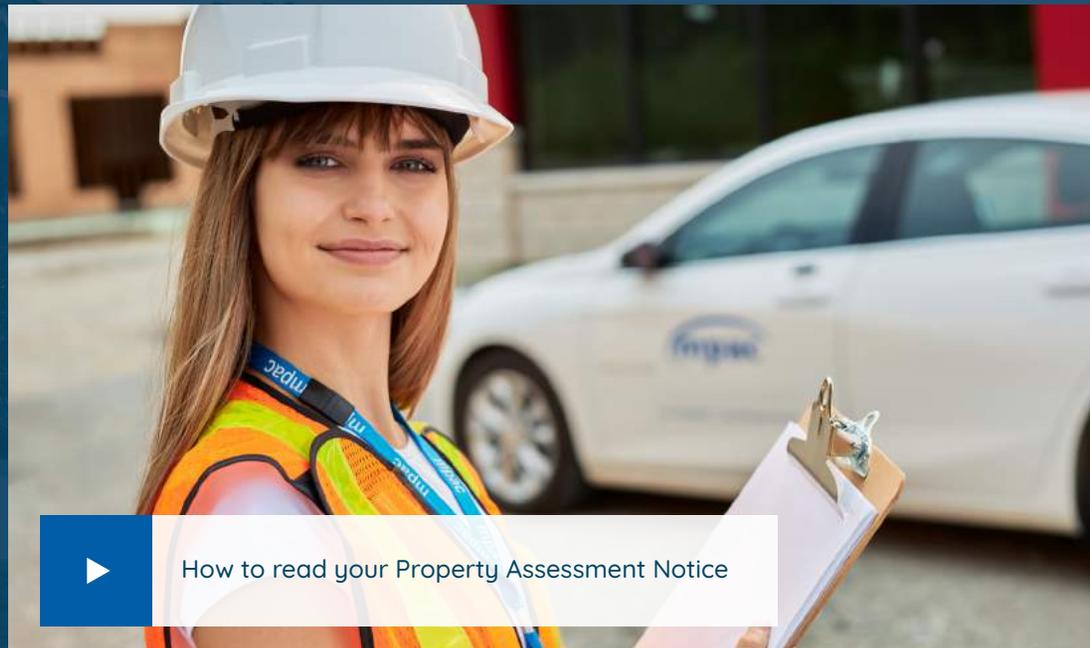
[For more detail, please see page 12 of our Corporate Performance Report.](#)

We also support property owners in understanding their assessments and by providing information about our role in Ontario's property tax and assessment system. In 2021, our Customer Contact Centre responded to 200,000 inquiries.



## Did you receive a Property Assessment Notice from us?

We review properties every day. Whenever we make a change to a property's details, we notify the property owner by mailing a [Property Assessment Notice](#). Some of the most common changes we reflect are to ownership, assessed value or classification.



How to read your Property Assessment Notice

## | Putting our people and culture first

We put our people first by nurturing a safe, healthy work environment and a culture of transparency, openness and collaboration.



We launched an Equity, Diversity, Inclusion and Anti-Racism initiative, working alongside our consultants. By the end of 2021, we completed the first of three phases of the initiative: assessment and capacity building. During the first phase we conducted an Intercultural Competence and Capacity Assessment, Diversity and Inclusion Climate Survey, Internal and External Consultations and Policy and Procedure Gap Analysis.

As part of this work, the Equity, Diversity, Inclusion and Anti-Racism committee held weekly Coffee Chats – a safe space where members formed small groups to have brave conversations about difficult topics. We also hosted Equity, Diversity, Inclusion and Anti-Racism themed Virtual Leader Chats throughout the year for all our employees, which created opportunities for meaningful discussions on a variety of issues.

We acknowledged Canada's first National Day for Truth and Reconciliation and supported employees with a paid day off to allow for time to reflect.

We also joined the Canadian Centre for Diversity and Inclusion as an Employer Partner, granting employees free access to resources that will help us on our journey.



“Our weekly Equity, Diversity, Inclusion and Anti-Racism Coffee Chats are a safe space for us to bring our full, authentic selves to the table to share our lived experiences. We learn about each other and our different perspectives. We encourage each other to have uncomfortable conversations about the need for systemic change, and how to be champions of that change.”

**Gillian Hamilton-Boswell**, Team Champion, Equity, Diversity, Inclusion and Anti-Racism Initiative

- Our commitment to supporting employee wellness was put into action with two new events: a Virtual Wellness Day and a Virtual Wellness Week. Hundreds of employees from all corners of the province joined sessions that taught ways to focus on physical and mental well-being through nutrition, physical activity, mindfulness practices and even laughter.
- Our employee-led Gratitude Collective helped us infuse more gratitude into our lives with daily inspiring emails and weekly opportunities to connect with colleagues across Ontario to learn about the benefits of developing a daily gratitude practice.
- We launched a new employee development program, known as What Counts. The program empowers staff to build development goals centred around a set of values and behaviours that guide our interactions with each other and our customers, including respect, empathy, collaboration, and championing change.





- Our 2021 employee survey, which had a response rate of 78%, showed that 84% of employees agreed that the health, safety and wellness of employees is a priority at MPAC and the same number would recommend MPAC as an employer. Survey results showed that overall employee satisfaction exceeds the benchmark for comparable organizations in Canada.
- Our employee-led Corporate Social Responsibility committees at offices across Ontario worked together, while working apart, to raise more than \$75,000 for the communities we live and work in. We planted more than 2,200 trees in Ontario, supported animal welfare organizations across the province and raised \$61,000 for Feed Ontario, providing 183,000 meals to people in need.
- In keeping with our long-standing tradition of supporting children of our employees, we awarded seven [Continuing Academic Excellence Awards](#) to outstanding students who demonstrated commitment and leadership within their community.
- For the third consecutive year, we were named one of [Greater Toronto's Top Employers](#).



“

“Our employees determine impartial and accurate assessments by following internationally recognized assessment and appraisal standards. We have more than 900 valuation employees who are experts in their field with more than half holding professional accreditations, including all our valuation managers.”

| **Greg Martino**, Vice-President and Chief Valuation and Standards Officer

## | Innovation & Modernization

The pandemic has driven us to be more efficient, innovative and forward-thinking than ever.

In 2021 we focused on supporting the municipal sector by:

**Accelerating the development of an enhanced property data-sharing platform for municipalities.** Our new version of Municipal Connect, built by our IT team and subject matter experts in just six months, puts the tools municipal users requested at their fingertips. The new platform lays the groundwork for elements of our 2021-2025 Strategic Plan, including expanded use of our data to support municipal operations and planning. It also creates further collaboration tools to support municipalities and other public and private sector partners in using our data to find solutions and make even smarter decisions.

Developing the new Municipal Connect internally allowed us to bring together all the security, cost effective and modern architecture practices that we have been focused on, fully taking advantage of building on a cloud platform and adhering to ISO 27001/27017 security standards.





**Contributing to the modernization and digitization of building permit collection and exchange in Ontario.** We worked with municipalities to digitize their permitting process and collaborated with sector associations, like the Association of Municipalities of Ontario’s (AMO) business services arm, Local Authority Services (LAS), to further advance the consideration and adoption of e-permitting in the municipal sector.

**Exploring options for the digital delivery of the annual assessment roll to municipalities.** Currently, assessment rolls are delivered to municipalities each year in paper format. The pandemic has made it difficult for municipalities to uphold their requirement to make it available for public viewing. In response to this challenge and requests from our municipal partners, we have established a Municipal Working Group to explore opportunities to modernize and rethink the delivery of the assessment roll for public access.



“We have never worked more closely with our municipal partners. It is helping us drive technological innovation to provide municipalities with the best possible products and more efficient services. We are also proud to be a partner in collaborative projects to modernize the municipal sector in Ontario.”

**Carmelo Lipsi**, Vice-President, Valuation and Customer Relations and Chief Operating Officer

**We also continued to keep Ontario's property data safe:**

For the third year in row, we earned the ISO/IEC 27001 certification – one of the most respected information security standards in the world that is recognized globally as a benchmark for good data security practices. We also earned our ISO/IEC 27017 certification for the second year in a row. Our ongoing certifications demonstrate that we have put in place the systems, policies and procedures that help us protect property assessment data and increases our resilience against cyber-attacks.

**We were successful in a competitive bidding process to deliver our cloud-based assessment technology to an international property assessment jurisdiction.**

We have formed a partnership to support the Valuation Office of Ireland. This is our first international venture to unlock additional revenue that will offset the levy for Ontario's municipalities. It will produce benefits for our assessment service delivery in Ontario at no cost, including by driving innovative data collection by mapping out the use of new tools like field collection devices and digital measuring.



**Finally, we committed to developing the capacity to deliver real-time market values for every property in Ontario.**

Currently, we are legislatively required to deliver a province-wide reassessment of property values every four years. We are evolving our processes and technology to deliver real-time property values, related market information and products to enhance our ability to deliver on our legislative mandate while creating opportunities to provide value-added insights to governments, property owners and other stakeholders.



“Vigilance in cyber security is an ever-evolving practice. It is critical that we stay agile as new threats emerge and technology expands. Our ISO 27001 certification drives us to adhere to the highest standards of information security practices for areas across the organization, including information security policies, HR security, access control, physical and environmental security, and communications security.”

**Sujit Jagdev**, Vice-President and Chief Information and Technology Officer



## | Adding Value

Much like the census tells us about our population, our property data is a window into where we live and work – and how those patterns change.

In 2021, Ontario continued to see strong growth. We valued more than 86,000 new properties and improvements to existing properties, including 36,800 new residential homes and more than 11,300 residential condominium units. We also saw substantial growth in the warehousing and logistics sector, with 109 new warehouses and eight new distribution centres added to municipal assessment rolls. The total value of all properties in Ontario is now estimated to be more than \$3.04 trillion, with \$38 billion of that added in 2021.

# Assessment roll

5M  
Residential



222K  
Farm



164K  
Commercial



80K  
Industrial



49K  
Special Exempt



17K  
Multi res.



Total Properties – 5.5M

Total Assessment – \$3T



\$2.2T  
Residential



\$319.6B  
Commercial



\$151.2B  
Special Exempt



\$140.6B  
Farm

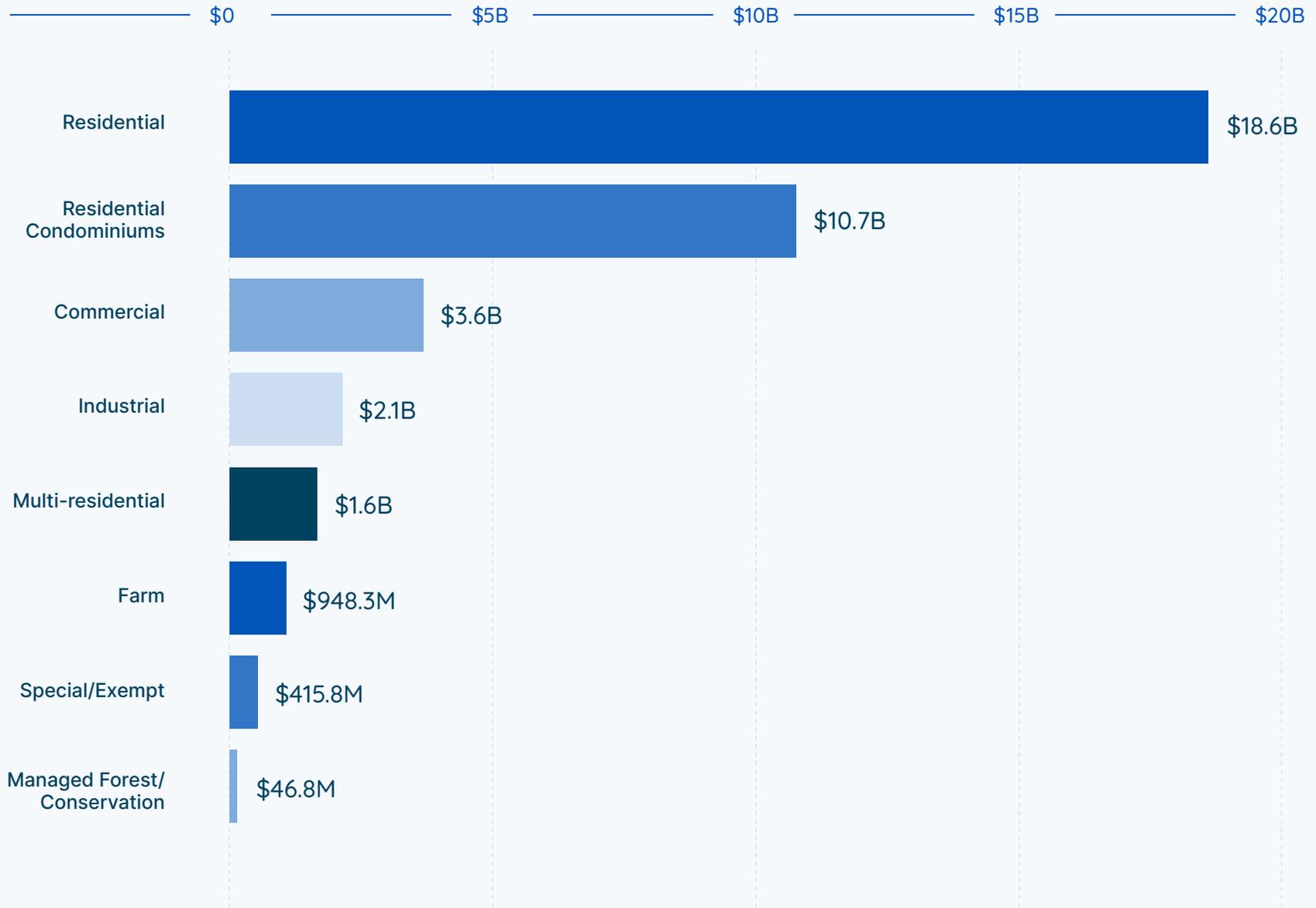


\$122.3B  
Multi res.

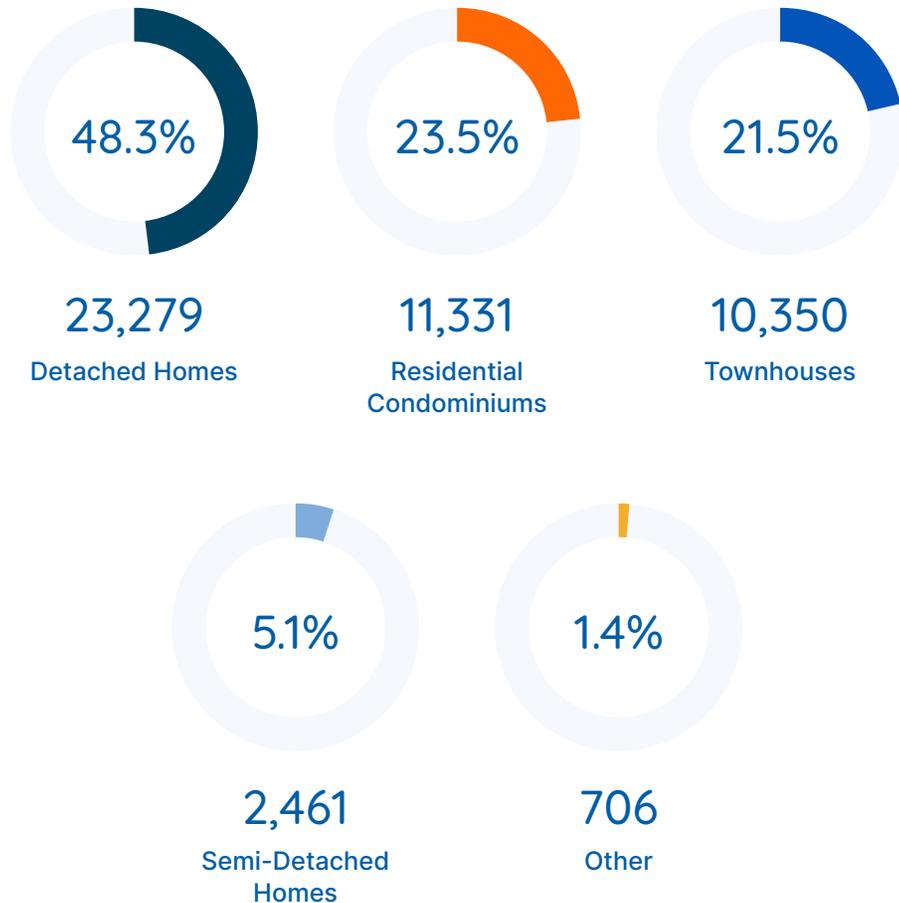


\$116.8B  
Industrial

## New Assessment by Property Type



## New Residential Homes



Our trusted property data and real-time values are used by public and private sector organizations, utilities, property and casualty insurers, lenders, mortgage insurers, underwriters and REALTORS®.

At times when public health measures made traditional home visits difficult, we provided the real estate and financial services industries with virtual access to property details as a trusted, instantly accessible alternative to support their decision making.

In 2021, we held a free special event for Ontario REALTORS®, which included education on property assessment in Ontario, market reports from economists at the Canadian Real Estate Association and Toronto Regional Real Estate Board and an overview of our Automated Valuation Model (AVM) and available reports. More than 800 real estate professionals attended the virtual event.

When it comes to housing affordability and availability, we are ready to support innovative solutions with our property database and valuation expertise.

This year, we contributed to a [Housing Supply Challenge](#) project led by Family Services Windsor Essex, the City of Windsor and interested organizations. The project team built a data-driven proof of concept with two goals: identify the legal and financial feasibility of developing detached Additional Dwelling Units (ADUs) from the perspective of a homeowner and assist municipal planners in identifying areas in the city where this type of development could have the greatest impact.

We contributed valuation expertise on the assessment and classification of proposed ADUs. Assessment data was then combined with open data, including zoning details, setbacks and road allowances, and analyzed with a GIS mapping tool, incorporating neighbourhood demographics, socio-economic data and specific requirements.

The team's prototype was one of 14 selected for additional funding and will share a pool of \$22.5 million to implement their data-driven solution.



Property insights and knowledge for REALTORS®

This year marks the 20th anniversary of MPAC's Automated Valuation Model (AVM). MPAC's AVM provides instant real-time estimates of market value for close to 10 million residential properties in the provinces of Ontario, British Columbia, Quebec, New Brunswick, Newfoundland and Labrador, Nova Scotia, and the cities of Calgary, Edmonton and Winnipeg. Over the past two decades, many sectors and businesses have come to rely on our AVM to make smart business decisions, from banks to mortgage insurers, to REALTORS®, and other private and public sector organizations.

“



“Our Business Development team continues to build strong relationships with our customers, so we can anticipate needs and stay one step ahead of the competition for continued growth. In 2021, our products and services generated more than \$23 million in revenue to offset the levy paid by Ontario’s municipalities. In partnership with our leading-edge IT team, we will continue to innovate and unlock new opportunities to drive value and additional revenue.”

| Lee Taylor, Vice-President, Business Development

| Leadership

## 2021 Executive Management Group



**Nicole McNeill**  
President and Chief  
Administrative Officer



**Jamie Bishop**  
Vice-President, Corporate  
and Government Relations



**Michael Bowman**  
General Counsel, Legal,  
Policy and Compliance



**Edward Broderick**  
Executive Director,  
Human Resources



**Chris Devadason**  
Vice-President, Innovation



**Carla Hipolito**  
Culture and  
Engagement Advisor



**Sujit Jagdev**  
Vice-President and  
Chief Information and  
Technology Officer



**Matthew Kanter**  
Executive Director,  
Associate General  
Counsel – Litigation



**Don Leblond**  
Vice-President and Chief  
Strategy Officer



**Carmelo Lipsi, M.I.M.A.**  
Vice-President, Valuation and  
Customer Relations and Chief  
Operating Officer



**Greg Martino, M.I.M.A.**  
Vice-President and Chief  
Valuation and Standards Officer



**Mary Meffe**  
Vice-President, Corporate and  
Information Services and Chief  
Financial Officer



**Lee Taylor**  
Vice-President,  
Business Development

## 2021 Board of Directors

We are accountable to the people of Ontario through our [Board of Directors](#) appointed by the Minister of Finance. The Board provides governance and oversight to ensure our organization’s overall direction, effectiveness, supervision and accountability.



The Board of Directors thanks Ken Hughes, whose term expired in May 2021, and who served as Chair of the Audit Committee since 2020. We also thank Walter Sendzik whose term ended in 2021, along with Lockie Davis and William Luke who left the Board in early 2021.

### MUNICIPAL REPRESENTATIVES



**Alan Spacek**  
(Chair) (Retired) Mayor,  
Town of Kapuskasing



**Janice Baker**  
Chief Administrative  
Officer, Region of Peel



**Lockie Davis**  
Consultant,  
Town of Midland



**Ken Hughes**  
(Retired) Auditor  
General, City of Ottawa



**Wendy Landry**  
Mayor, Municipality of Shuniah and  
President, Northwestern Ontario  
Municipal Association



**Delia Reiche**  
Development Liaison, County  
of Brant and (Former) Deputy  
Mayor, Thames Centre



**Roberto Rossini**  
(Retired) Deputy City Manager  
and Chief Financial Officer,  
City of Toronto



**Ken Seiling**  
(Retired) Regional Chair, Region  
of Waterloo and (Former)  
Mayor, Woolwich Township



**Walter Sendzik**  
Mayor,  
City of St. Catharines



**Patricia Vanini**  
(Retired) Executive  
Director, Association of  
Municipalities of Ontario

## 2021 Board of Directors

### TAXPAYER REPRESENTATIVES



**Paul Bernards**  
Finance Professional



**Niels Christensen**  
Managing Director and  
Broker, Christensen Real  
Estate Group



**Andrew Gassmann**  
President and Chief  
Executive Officer, ABG  
Analytika Consulting Inc.



**Ray Kindiak**  
Lawyer and Corporate  
Finance Professional



**William Luke**  
Principal Lawyer,  
Luke Law Firm

### PROVINCIAL REPRESENTATIVES



**Nazmin Gupta**  
Managing Director of  
Capital Raising and  
Investor Relations,  
BentallGreenOak



**Jon Olinski**  
(Vice-Chair) Professor and  
Program Coordinator, Public  
Administration program,  
Seneca College

## | Additional Reporting

### 2021 Municipal Partnerships Report

Our [Municipal Partnerships Report](#) showcases the ways we stayed focused on delivering the services Ontario municipalities rely on during a challenging year, while also looking toward the future.

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### 2021 Corporate Performance Report

Our first-ever [Corporate Performance Report](#) provides insight into our strategic and operational performance. It includes measures such as new assessment growth, customer experiences, the proportion of property assessments accepted without going to appeal, financial efficiencies and levy offsets.



## Financial Highlights

Statement of Operations (in thousands of dollars)		
Revenue	2021	2020
Municipal	214,919	214,919
Other	23,601	19,884
Interest and Dividend Income	3,353	3,217
<b>Total Revenue</b>	<b>241,873</b>	<b>238,020</b>
Expenses	2021	2020
Salaries and Benefits	186,315	182,419
Professional Services	13,320	12,741
Information Technology	11,222	10,578
Facilities	8,581	9,013
General and Administrative	6,096	6,411
Royalties	4,024	3,352
Amortization of Capital and Intangible Assets	3,601	3,883
Gain on Disposal of Capital Assets	(65)	(245)
<b>Total Expenses</b>	<b>233,094</b>	<b>228,152</b>
Excess of Revenue Over Expenses for the Year Before Changes in Fair Value of Investments	8,779	9,868
Changes in Fair Value of Investments	6,998	8,229
<b>Excess of Revenue Over Expenses for the Year</b>	<b>15,777</b>	<b>18,097</b>

Statement of changes in net assets (in thousands of dollars)	2021	2020
Net Assets – Beginning of Year	77,187	65,460
Excess of Revenue Over Expenses for the Year	15,777	18,097
Net Actuarial Gain (Loss) on Employee Future Benefits	2,828	(6,370)
<b>Net Assets - End of Year</b>	<b>95,792</b>	<b>77,187</b>

Excerpt from the 2021 Audited Financial Statements prepared in accordance with Canadian accounting standards for not-for-profit organizations.

## Connect With Us

MPAC has offices across Ontario to meet the needs of customers in every community.

### CUSTOMER CONTACT CENTRE

Toll Free 1 866 296-6722

TTY 1 877 889-6722

[mpac.ca/contact](https://mpac.ca/contact)

Monday to Friday – 8 a.m. to 5 p.m.

### MAIL

1340 Pickering Parkway, Suite 101 Pickering, ON L1V 0C4

### ONLINE

[mpac.ca](https://mpac.ca)





**Accessible formats and communication supports are available upon request.**

**Compliance statement:** In keeping with the reporting requirements under the *Municipal Property Assessment Corporation Act*, the Corporation has complied with any policies, procedures and standards established by the Minister under Section 10, and with the process established regarding the development and implementation of quality service standards by the Quality Service Commissioner.

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MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

MPAC 2021

# Performance Report

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# Introduction



## Introduction

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The Municipal Property Assessment Corporation (MPAC) is an independent, not-for-profit corporation funded by Ontario municipalities, with a duty to accurately assess and classify all properties in Ontario. MPAC's role, responsibilities and authority are spelled out in the *Municipal Property Assessment Corporation Act*, the *Assessment Act* and regulations set by the Government of Ontario. We are accountable to the province, municipalities and the property taxpayers of Ontario through a 13-member Board of Directors.

This report provides the public, our partners, and our stakeholders with insight into MPAC's strategic and operational performance. It is one way we work to ensure that we are accountable for generating property assessments that are fair, accurate, equitable and transparent.

For most measurements, there are also performance targets. MPAC determines targets by analyzing past performance, or by adopting existing targets from other reporting mechanisms, such as the [Service Level Agreement \(SLA\)](#) established between MPAC and Ontario municipalities. Targets are flagged as "SLA" where this is the case.

Across the organization, the pandemic has driven us to be more innovative, efficient, and forward thinking than ever, and that is reflected in our new [2021-2025 Strategic Plan](#), which contains four pillars:

- Putting our people and culture first
- Delivering continuous operational excellence
- Unlocking opportunities to drive value and additional revenue
- Elevating the property owner and stakeholder experience

The Performance Report contains a total of 16 measures organized into 3 broad goals.

Each goal contains objectives and associated performance indicators to gauge our ability to achieve each goal. The following chart provides a summary of results of the operational metrics outlined in the performance report:

Performance Goal	# Of indicators	# Of indicators that include a target	# Of indicators that met their targets
Assessment Excellence	7	5	4/5
Customer Service & Stakeholder Engagement	6	6	5/6
Operational Efficiency	3	3	3/3
<b>Total</b>	<b>16</b>	<b>14</b>	<b>12/14</b>

Appendix A provides the full list of individual performance metrics.

Of the 14 performance measures that MPAC has set targets for, we were able to achieve 12 of those targets. Details and description for each of the indicators are included in the body of the report, providing a fuller understanding of each measure and how they fulfill MPAC’s operational goals.

## President's Message

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At MPAC, accurate data and assessments are the foundation for the services we provide today, and the services we want to provide tomorrow. To provide our partners with confidence in the work that we do, we are committed to being transparent, accountable, and proactive in communicating both the successes we have had and the challenges we face. As announced in the [2021 Ontario Economic Outlook and Fiscal Review](#), I am proud to share MPAC's first annual Performance Report, which delves into facts and figures for 2021.

In the face of the COVID-19 pandemic, we have remained focused on delivering what matters: supporting a stable and predictable assessment base, producing accurate data and insights, and providing quality products and services to governments, businesses, and the public. As you will see in the report, MPAC has delivered on this commitment. These successes are thanks to our efforts to push our technologies forward, modernize our processes and invest in our people.

I am proud that MPAC has become a more customer-focused, innovative public-sector organization with an agile and professional workforce. Because of our efforts, MPAC has been recognized as one of Greater Toronto's Top Employers for the third year in a row.

We have also looked beyond the challenges and demands of today to consider what property assessment will look like in a post-pandemic world. Our [2021-2025 Strategic Plan](#) lays the groundwork for the technological innovation, modernization, and services enhancements that are to come. As we look to 2022, we are entering a new, exciting chapter, with a renewed focus in two areas:

- Developing the capacity for real-time valuations so that we can generate an accurate assessment for any property in Ontario, at any time; and,
- Further commercializing our products and services to generate additional revenue, offsetting costs that would otherwise be borne by Ontario municipalities.

Please read on to learn about how MPAC delivered for our province, the municipalities we serve, and our fellow Ontarians in 2021.



# Assessment Excellence

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## Goal: Assessment Excellence

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Property assessments are the foundation of Ontario’s property tax system, which generates nearly \$30 billion of revenue for municipalities each year. We continuously update our assessment data by monitoring property sales transactions, rental information, and new construction. This work ensures that the assessed values of properties across Ontario meet high standards as set out by the [International Association of Assessing Officers \(IAAO\)](#), and meet our commitment to ensure a fair, equitable and transparent property taxation system for Ontario municipalities and the taxpayers they serve. We are committed to delivering operational excellence and assessment excellence in the work that we do.

MPAC works to provide Ontario municipalities with a stable assessment base. This means that municipalities can expect a limited impact on their property tax base due to appeals, and property owners can expect an accurate assessment so that their share of property taxes is calculated fairly.

Assessment Growth Capture, Assessment Accuracy, Equity and Stability are important metrics for gauging our delivery of Assessment Excellence.

### Objective: Assessment Growth Capture

MPAC updates our database daily to ensure we maintain up-to-date information for every property in Ontario—totalling more than 5.5 million properties. Our work includes gathering information on new properties, and changes to existing properties, to capture what is known as new assessment. When MPAC processes new assessment, we issue a [Property Assessment Change Notice](#) to the property owner.

The taxes generated from new assessment are a key source of new revenue for municipalities, which they can use to fund local priorities and reduce the need for property tax increases.

**Indicator: New Assessment Service**

In 2021, MPAC added more than \$38 billion in new assessment across Ontario. We are proud to report that we processed 85.76% of assessment growth within 1 year of occupancy, meeting our target of 85%. Our collaboration with municipalities on innovations such as digital building plans enabled us to meet this goal despite the ongoing challenges of the pandemic.

Measure	Target	Baseline	2021
Growth assessed within one year of occupancy	>= 85% (SLA)	85.85% (2020)	85.76%
		Total Transactions: \$37,312,049,482	Total Transactions: \$38,031,359,997
		Within One Year: \$32,033,366,701	Within One Year: \$32,613,885,004

**Objective: Assessment Accuracy and Equity**

Accurate and equitable assessments provide municipalities and the Government of Ontario with a suitable foundation for taxation.

The Office of the Quality Service Commissioner measures the quality of MPAC’s assessed values against industry standards set by the [IAAO](#). The IAAO is a non-profit, educational and research association that promotes global excellence in property appraisal, assessment administration and property tax policy. These industry standards are only measured when MPAC updates property values provincewide. Because of the pandemic, the Ontario government has maintained the pause of MPAC’s assessment update, originally scheduled for 2020. MPAC will report our performance on these metrics in a future Performance Report, once a new valuation date is in place.

In between assessment updates, MPAC is able to measure the accuracy and equity of our assessments through other metrics, detailed below.

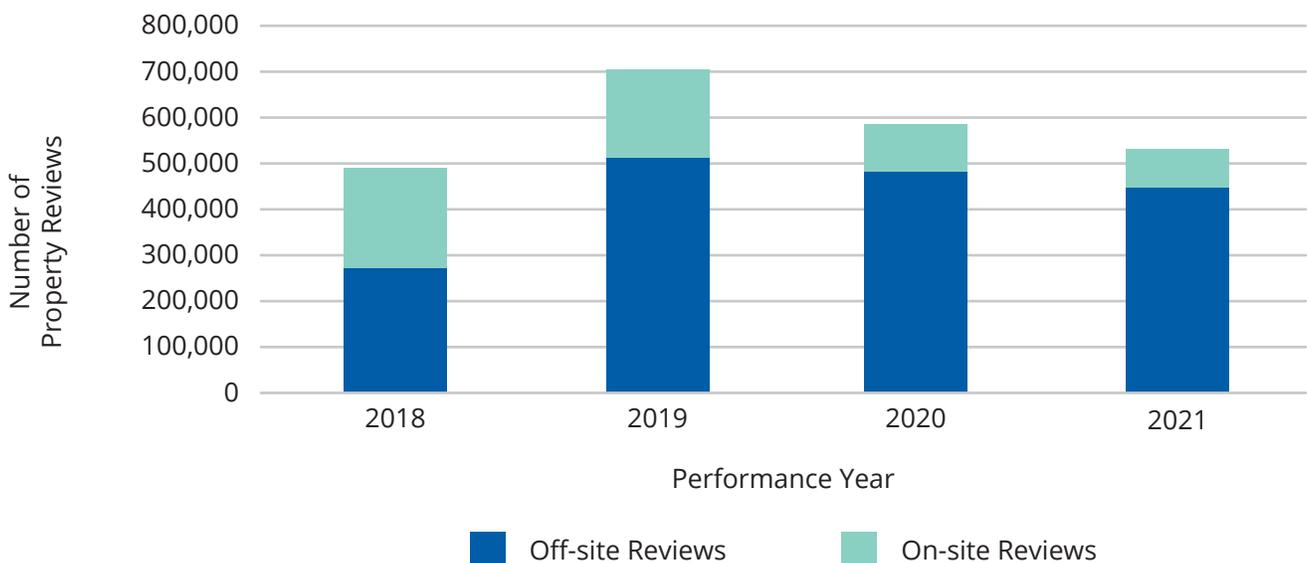
## Indicator: Property Reviews Performed

When changes occur to a property, it is our job to keep the data we have on file up-to-date and accurate. We conduct property reviews to ensure assessments accurately reflect the current state and condition of Ontario's properties. MPAC may conduct a property review because of a recent sale, a new building permit, a data integrity review, a request for reconsideration, or an appeal. MPAC focuses our resources on properties where property data may require updating through a review. MPAC's goal is to complete 550,000 property reviews annually and to utilize technology and various data sources to complete approximately 75% of all property reviews.

Property reviews are also a part of our work to capture assessment growth. In some cases, property reviews may result in a decrease of a property's assessed value, such as when a home is demolished or damaged. MPAC distinguishes between reviews conducted on-site, and those completed off-site using building plans, financials, digital imagery, and information gathered directly from the property owner.



### Property Reviews



In 2021, MPAC conducted a total of 531,189 property reviews. The number of on-site reviews was limited due to the COVID-19 pandemic. MPAC completed 85% of property reviews off-site. Of these, 41.28% resulted in a change to the assessed value to the property. In contrast, 15.37% of property reviews included on-site inspections, and 65.25% of them resulted in a change to the assessed value to the property.

Measure	Target	Baseline	2021
Number of property reviews performed	Total reviews >=550,000	2019 Total reviews = 710,633 (Assessment Update year) <sup>1</sup>	Total Reviews = 531,189
	Off-site 75% 412,500 reviews	Off-site = 72.71%; 516,863 Onsite = 27.29%; 193,950	Off-site = 84.63%; 449,534 Onsite = 15.37%; 81,655

<sup>1</sup> In preparation for the regularly scheduled 2020 Assessment Update, MPAC committed additional resources to completing property reviews.

## Objective: Assessment Stability

MPAC's property assessments are delivered to municipalities in annual assessment rolls covering every property in their jurisdiction. MPAC works to maintain assessment rolls that are complete, traceable, predictable, and stable. MPAC staff and representatives advocate for accurate and equitable assessments using their professional skills and knowledge. The Assessment Stability performance measures highlight the high degree of accuracy, equity and fairness of MPAC assessments, and the stability they provide to municipal finances.

### Requests for Reconsideration and Appeals

If a property owner disagrees with the assessed value and/or classification of their property, they may submit a Request for Reconsideration (RfR) to MPAC. When MPAC receives an RfR, we review the property's assessment in detail, free of charge, to determine its accuracy as long as it has met requirements set out in section 39.1 of the *Assessment Act*. The RfR process enables MPAC to resolve property owner concerns without the need for an appeal.

If a property includes land classified in the residential, farm or managed forest property tax class, the property owner must attempt to resolve the matter through the RfR process. If the property owner disagrees with the results of their RfR, they may appeal MPAC's assessment to the Assessment Review Board (ARB). Property owners of other properties may submit an RfR to MPAC or file an appeal directly to the ARB.

The ARB is an independent tribunal of the Ontario Ministry of the Attorney General. The ARB's decisions are final and binding; they can only be appealed to the Divisional Court on questions of law. The ARB plays an important role in the fairness and transparency of the Ontario property taxation system.



If an RfR or appeal results in a reduction in a property's assessed value, then the municipality where the property is located must adjust the taxes they have levied. The length of time to complete an RfR or an appeal can vary, so the municipality may have to adjust taxes retroactively for multiple years.

This presents a financial risk for municipalities and their taxpayers. As such, MPAC measures how many property owners accept their assessment without an RfR or appeal, and how many property values change as a result of the RfR process. These are key indicators of assessment excellence and stability.

### Indicator: Request for Reconsideration Related Assessment Change

The RfR and appeal processes provide an opportunity for MPAC and property owners to collaboratively exchange information. New and corrected information about the property may result in a revision to the assessment of a property. MPAC welcomes the opportunity to work with property owners to revise our property data to reflect new information. MPAC does not set a target for RfR and Appeal related assessment change performance measures since it may influence the quality of review by MPAC staff.

During 2021, we completed a total of 27,870 RfRs. Of these, 13,449 RfRs led to a change to the current value assessment of the property, representing a change to only 0.25% of all properties in Ontario.

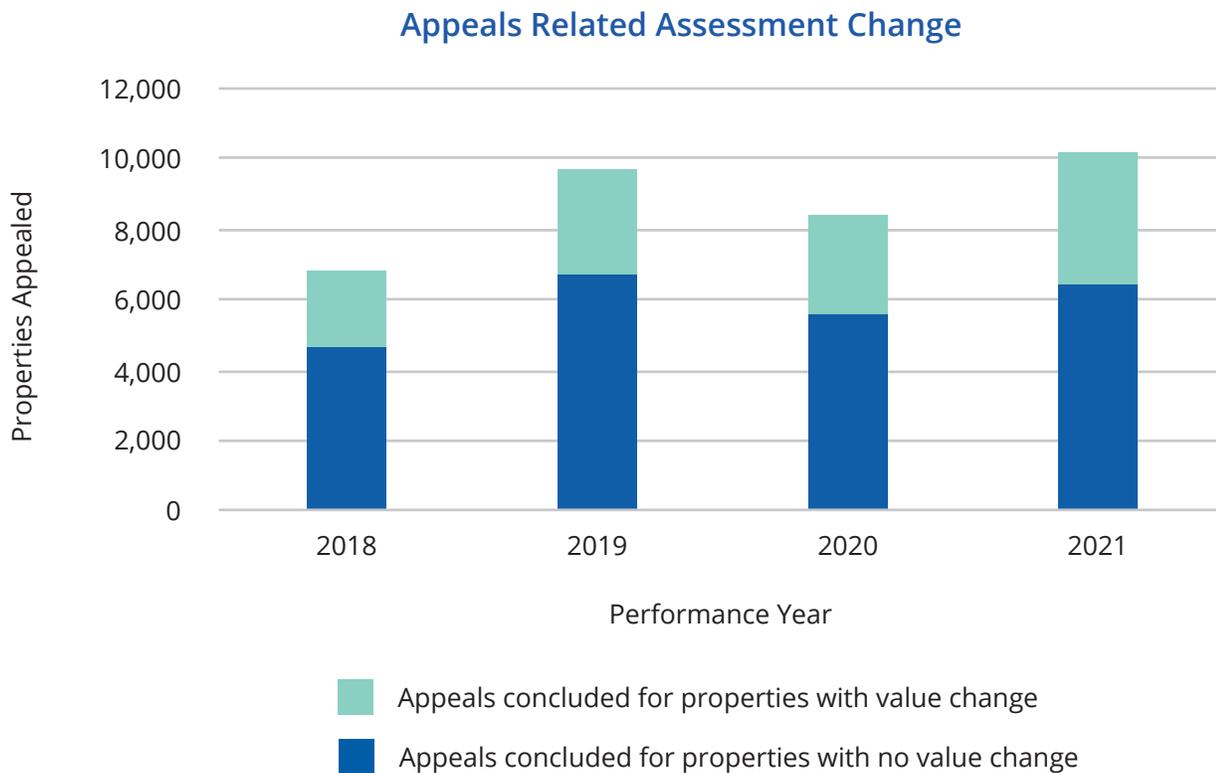
### Indicator: Assessment Accepted without Appeals

High acceptance of assessments by property owners in Ontario indicate the stability, quality, accuracy, equity, and uniformity of MPAC's property assessments. Approximately 38,702 properties were appealed between 2017-2021, based on MPAC's January 1, 2016 current value assessment. This means that of Ontario's 5,488,567 properties, 99.31% of assessments were accepted without appeal for the 2017-2021 taxation years.

Measure	Target	Baseline	2021
Percentage of all properties experiencing a valuation change via the RfR process.	No Target	0.15% 8,273 of 5,425,834	0.25% 13,449 of 5,488,567
Percentage of all property assessments accepted without appeal.	>=99%	99.38% (2020) 5,390,357 of 5,425,834	99.31% 5,449,865 of 5,488,567

## Indicator: Appeals Related Assessment Change

As seen below, MPAC contributed to the resolution of appeals on 10,187 properties in 2021. This includes appeals initiated in the current tax year, and previous years. Of these appeals, 63.37% resulted in no change in assessed value. This includes appeals where the ARB confirmed the assessed value, as well as those that were dismissed or withdrawn.



Withdrawals often happen because MPAC works with property owners to correct issues with their assessment, or clarify the basis for their assessment. Because of these efforts, the property owner may choose not to proceed further with their appeal.

Measure	Target	Baseline	2021
Appeals concluded for properties during the year with no value change.	No Target	66.36% (2020) 5,551 of 8,365	63.37% 6,456 of 10,187

## Indicator: Request for Reconsideration and Appeal Losses

When RfRs and appeals result in changes to a property's value, this is reflected in the assessment roll, thus impacting municipal finances for the taxation year. Roll stability is a critical issue for our municipal partners, which rely largely on property taxes to fund local services. As seen in the figures below, MPAC met our targets for maintaining municipal stability in 2021.

## Indicator: Municipal Stability

To calculate the second measure, we included RfR and appeal losses that subtracted from the assessment base, and the new assessment we captured that added to the assessment base.

Measure	Target	Baseline	2021
Percentage of lower tier/single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	96.1% (2018)	86.23% 357 of 414
Percentage of lower tier/single tier municipalities with assessment base remaining the same or increasing	>=85%	93.5% (2020)	97.83% 405 of 414



# Customer Service and Stakeholder Engagement

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## Goal: Customer Service and Stakeholder Engagement

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As part of the [2021-2025 Strategic Plan](#), MPAC is working to elevate the property owner and stakeholder experience. We are dedicated to strengthening our municipal, industry, and provincial relationships by expanding value-added products and services to meet their diverse and evolving needs. At the same time, MPAC's core work to deliver property assessments remains critical to Ontario's municipalities.

Our work to better engage and serve municipal partners includes an ongoing series of webinars, new systems that provide improved, real-time access to assessment data, and the shift to digital e-permits. Although many of these innovations were spurred by the pandemic, the benefits will continue into the post-pandemic era.

### Objective: Customer Satisfaction

In 2021, MPAC's Customer Contact Centre (CCC) received 180,497 calls, e-mails, faxes and chat messages from our customers. A sample of 8,529 customers completed a survey regarding their overall experience with MPAC's CCC, with impressive results: 93% were either satisfied or very satisfied.

Timely responses by our staff are also a priority for the CCC. However, in 2021, MPAC faced an unexpected increase in the volume of emails we received, which resulted in the lead time for email responses falling below target.

In addition, during 2021 MPAC contracted [IPSOS Canada](#) to survey property owners on their experiences with MPAC, which will be used as a baseline by MPAC to proactively enhance the property owner experience.

## Indicator: Customer Contact Centre Satisfaction and Responsiveness

Measure	Target	Baseline	2021
Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	92% (2020)	93%
Percentage of calls responded to by staff within 5 minutes	>=90%	85% (2020)	91%
Percentage of emails responded to by staff within 2 business days	>=90%	87% (2020)	81%

## Indicator: Municipal Services Levels Met

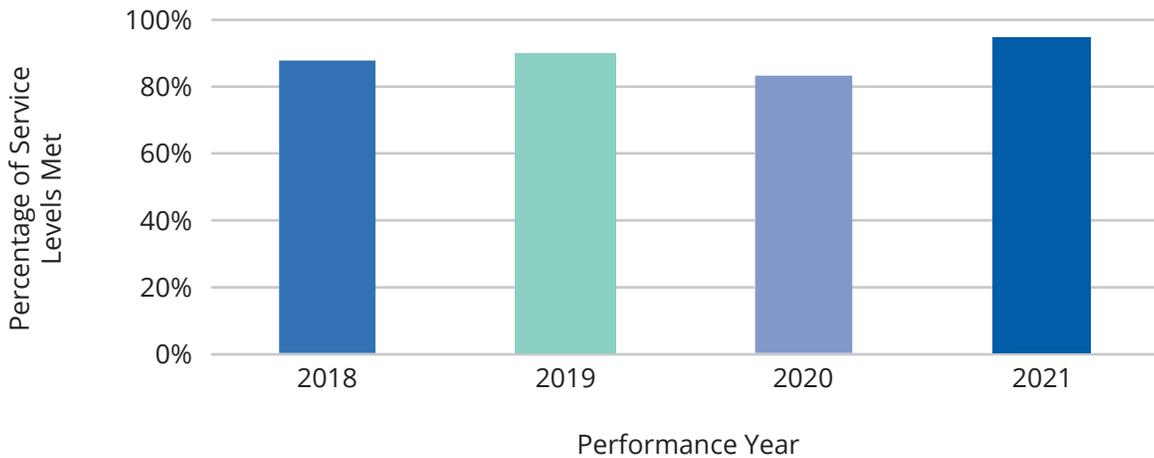
To measure the delivery of services to Ontario's municipalities, and to ensure mutual accountability, MPAC and its municipal partners jointly developed a [Service Level Agreement \(SLA\)](#). The SLA spells out fair, meaningful and achievable performance standards for the assessment services that municipalities and taxpayers rely on most. In addition, the agreement fosters continuous improvement in service delivery by nurturing collaboration between MPAC and municipalities.

The SLA measures 12 different service levels, including:

- Processing of building permits,
- Delivery of Post-Roll Reports and New Assessment Forecasts,
- Response to and Resolution of Municipal enquiries, and
- Delivery of Year-End Tax File.

During 2021, we were able to meet 94% of all Municipal Service Levels. Our partnerships with municipalities and stakeholders are stronger than ever, and where we are not able to meet a service level, there is a fact-based conversation with the municipality to discuss the cause of the missed service level and how it can be remedied in the future.

## Municipal Service Levels Met



### Indicator: Municipal Inquiry Responsiveness

Under the SLA, our staff must acknowledge and respond to municipal inquiries within 30 calendar days. This service level demonstrates MPAC’s accountability and overall customer service commitment to our municipal partners. By responding in a timely fashion, MPAC ensures municipalities have the information they need to answer any property-specific questions their constituents may have.

Measure	Target	Baseline	2021
Percentage of Municipal Service Levels Met	>=85% (SLA)	82% (2020)	94%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.42% (2020) 18,256 of 18,363	99.79% 13,260 of 13,287

## Objective: Stakeholder Engagement

Our liaison groups bring municipalities, municipal sector associations, industry representatives and our experts together, setting the foundation for greater engagement and partnership. Through ongoing engagement, we are committed to building trust and strengthening relationships as part of our commitment to assessment excellence.

### Indicator: Stakeholder Engagement Frequency

As part of our municipal and stakeholder engagement strategy, we had a total of 5,547 engagement sessions with our municipal partners, which included meetings, webinars, conferences, and training opportunities. MPAC provides municipal partners with assessment-related information through a variety of channels, including Municipal Connect, virtual conferences, MPAC webinars and [mpac.ca](http://mpac.ca). MPAC engages municipalities, Members of Provincial Parliament and local industry stakeholders on the following topics, and has maintained a strong presence at the following conferences:

Topics	Conferences/Events
<ul style="list-style-type: none"> <li>• New Municipal Connect - Product Awareness/Training</li> <li>• Building Permits Issues/Trends</li> <li>• COVID-19 Pandemic Impacts and other corporate MPAC updates</li> <li>• Assessment Growth</li> <li>• New Small Business Property Subclass</li> <li>• Service Level Agreement</li> <li>• Appeals News and Progression</li> <li>• Market Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Rural Ontario Municipal Association (ROMA)</li> <li>• Economic Developers Council of Ontario (EDCO)</li> <li>• Northwestern Ontario Municipal Association (NOMA)</li> <li>• Ontario Small Urban Municipalities (OSUM)</li> <li>• Ontario Municipal Administrator’s Association (OMAA)</li> <li>• Federation of Northern Ontario Municipalities (FONOM)</li> <li>• Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO)</li> <li>• Association of Municipalities of Ontario (AMO)</li> <li>• Ontario Municipal Tax and Revenue Association (OMTRA)</li> <li>• Municipal Finance Officers Association (MFOA)</li> <li>• Ontario East Municipal Conference (OEMC)</li> <li>• International Association of Assessing Officers (IAAO) and Institute of Municipal Assessors (IMA)</li> <li>• Ontario Professional Planners Institute (OPPI)</li> </ul>

Newsletters are one way that MPAC highlights important announcements, new initiatives, real estate trends, and upcoming events. During 2021, MPAC distributed 12 issues of [InTouch](#), our municipal partner newsletter, which reached over 106,000 municipal contacts. Additionally, MPAC reached over 100 industry stakeholders with our quarterly [Industry Insights](#) newsletter.



Measure	Target	Baseline	2021
Number of Municipal engagement sessions  “Engagements” includes Quarterly meetings, days with MPAC, conference work, monthly webinars, training session and MPAC 101 for new staff, Council Session, etc.	One quarterly meeting for all 444 municipalities (1,776)	4,051 (2020) engagements completed	5,547 engagements completed



# Operational Efficiency

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## Goal: Operational Efficiency

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As our province has grown and our workload has increased, we have worked to offset the cost of our services through innovation and finding new ways of doing business. Historically, we have tried to keep budget increases – and by extension, municipal levy increases – at or below inflation. We are committed to delivering our services efficiently while unlocking opportunities to provide value and generate additional revenue.

MPAC calculates the levy for each municipality based on the proportion of the province's properties, and the proportion of the province's total assessed value in their jurisdiction. MPAC's funding requirements include the cost of operations, capital spending and reserve requirements. However, the cost to municipalities is offset by revenues from selling services and technologies, and investment income. The net amount is the total municipal [levy](#).

### Objective: Financial Efficiency

As a public sector organization, we are also accountable to the Ontario property taxpayer. As such, we are committed to managing our budget and resources responsibly by strategically investing dollars and focusing our attention where it matters the most.

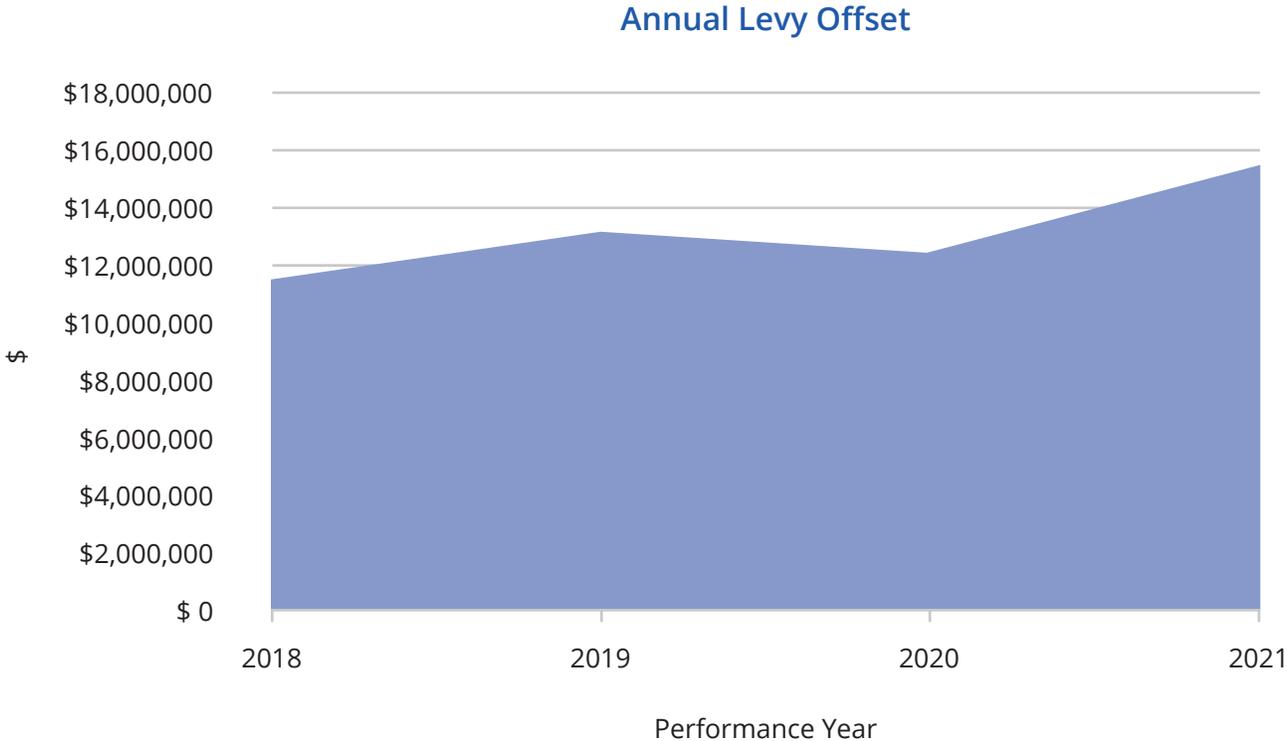
### Indicator: Budget Variance

At the beginning of 2021, we forecast our annual expenditures and committed to managing our budget within a 3% variance. In 2021, MPAC is proud to report that we kept our budget variance within 1%.

During the pandemic, MPAC needed to be mindful of the financial challenges that municipalities faced. MPAC has been working hard to control expenses while continuing to deliver timely and efficient services. Although we faced increases in collectively bargained labour costs, we were able to offset the additional expense by managing costs in other areas, and applying savings from 2021. As a result, we avoided a budget increase for 2022 and thus were able to freeze the total municipal levy for the year. For more information on our Statement of Operations, please find our Financial Highlights for 2021 in the [2021 Annual Report](#).

### Indicator: Annual Levy Offset

MPAC data is used extensively in the real estate, financial services, insurance, and utility sectors. The revenue generated from our commercial activities offsets municipal funding and has a direct benefit to the people of Ontario, saving municipalities over \$100 million since 2002. At the beginning of 2021, we set out to achieve at least \$13.3 million in surplus generated from value-added products. We greatly exceeded this target, with surplus from business development activities generating \$15.5 million in 2021, an increase of 24% from prior year.



### Indicator: Cost Per Property

To demonstrate the efficiency of our services we calculate the Cost Per Property by adding up MPAC’s total core (i.e., excluding Business Development and Enumeration) operating and capital expenses and dividing by the total number of properties in Ontario. This is a common practice in other assessment jurisdictions. It does not consider weighting of different property types. Cost Per Property reflects MPAC’s commitment to keeping costs to the taxpayer as low as possible while delivering the services that our stakeholders rely on.

Measure	Target	Baseline	2021
Year-end Operating Budget Variance	<=3%	5% (2020)	1%
Annual Levy Offset	>=\$13.3M (2021) in surplus generated from value-added products	\$12.5M (2020)	\$15.5M
Cost Per Property	<=\$40.91	\$40.91 (2020)	\$40.68

## Appendix A: List of Measures & Performance

Measure	Target	Baseline	2021
Assessment Excellence			
Assessment Growth Capture			
Growth assessed within one year of occupancy	>=85% (SLA)	85.85% (2020) Total Transactions: \$37,312,049,482  Within One Year: \$32,033,366,701	85.76% Total Transactions: \$38,031,359,997  Within One Year: \$32,613,885,004
Assessment Accuracy & Equity			
Number of property reviews performed	Total reviews >=550,000  Alternative 75%, 412,500 reviews	2019 Total reviews = 710,633 (Assessment Update year)  Alternative = 72.71%; 516,863 Onsite = 27.29%; 193,950	Total reviews = 531,189  Alternative = 84.63%; 449,534 Onsite = 15.37%; 81,655
Assessment Stability			
Percentage of all properties experiencing a valuation change via the RfR process.	No Target	0.15% 8,273 of 5,425,834	0.25% 13,449 of 5,488,567
Percentage of all property assessments accepted without appeal.	>=99%	99.38% (2020) 5,390,357 of 5,425,834	99.31% 5,449,865 of 5,488,567
Appeals concluded for properties during the year with no value change.	No Target	66.36% (2020) 5,551 of 8,365	63.34% 6,454 of 10,189

Percentage of Lower tier/ Single tier municipalities not experiencing appeal & RfR losses greater than 0.5%	>=85%	96.1% (2020)	86.23% 357 of 414
Percentage of lower tier/ single tier municipalities with assessment base remaining the same or increasing	>=85%	93.5% (2020)	97.83% 405 of 414

## Customer Service & Stakeholder Engagement

### Customer Satisfaction

Overall customer satisfaction with MPAC's Customer Contact Centre	>=90%	92% (2020)	93%
Percentage of calls responded to by staff within 5 minutes	>=90%	85% (2020)	91%
Percentage of emails responded to by staff within 2 business days	>=90%	87% (2020)	81%
Percentage of Municipal Service Levels Met	>=85% (SLA)	82% (2020)	94%
Percentage of municipal inquiries responded to by staff within 30 calendar days	>=100% (SLA)	99.42% (2020) 18,256 of 18,363	99.8% 13,260 of 13,287

### Stakeholder Engagement

Number of Municipal engagement sessions  "Engagements" includes Quarterly meetings, days with MPAC, conference work, monthly webinars, training session and MPAC 101 for new staff, Council Session, etc.	One quarterly meeting for all 444 municipalities (1,776)	4,051 (2020) engagements completed	5,547 engagements completed
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## Operational Efficiency & Digital Capability

### Operational Efficiency

Year-end Operating Budget Variance	<=3%	5% (2020)	1%
Annual Levy Offset	>=\$13.3 M (2021) in surplus generated from value-added products	\$12.5M (2020)	\$15.5M
Cost Per Property	<=\$40.91	\$40.91 (2020)	\$40.68



MUNICIPAL  
PROPERTY  
ASSESSMENT  
CORPORATION

1340 Pickering Parkway, Suite 101  
Pickering, ON L1V 0C4

**Toll Free** 1 (866) 296-6722

**TTY** 1 (877) 889-6722

<https://mpac.ca>

## Minutes

March 21, 2022

5:00 PM.

Community Centre

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**Present:** Jeff Laferriere, Gayle McNaughton, Suzanne Othmer , Sharren Reil, James Frank,

**Regrets:** Christine Benn

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**1.0 CALL TO ORDER:**

5:05

**2.0 ROLL CALL:**

See above

**3.0 APPROVAL OF AGENDA:**

Add 8.4 Highway signage, Moved by Suzanne and seconded by Jeff. **Carried**

**4.0 DISCLOSURE OF PECUNIARY INTEREST OR GENERAL NATURE: None**

**5.0 REVIEW AND ADOPTION OF PREVIOUS MINUTES: March 21, 2022**

Jeff motioned to approve the minutes, seconded by Suzanne. **Carried**

**6.0 COORDINATORS REPORT:**

Hydro One request for flag brackets on poles submitted, I bought small eggs for the bunny to hand out, Quantum Express wants a bench, I have assisted Chrissy in contacting businesses for reels. The rest is covered in items on the agenda.

**7.0 BUSINESS FORWARD: BIA PLAN AND DIRECTION FOR THE COMING YEAR UPDATE:**

- I spoke to Brad about fixing the speakers and he will get to it when he can
- contact city about how to request a Pride crosswalk
- I have called Hydro One twice with my request number and no one has returned my call yet. Ongoing.
- I have not had a chance to price out banners yet.
- I need to contact an electrician about tree/pole lights

**7.1 EASTER HOP:**

Sharren is to contact the Speaker about pictures for the Hop and then the presentation of the gift certificates. The board was presented with the email from Bea at the Match Factory about the need for a crossing OPP guard at the bottom of the bridge for the Easter Hop. Motion to approve up to \$400.00 for the OPP to do so moved by Jeff and seconded by Suzanne. **Motion carried.** Sharren will contact and arrange with the OPP office.

**7.2 HASHTAG PROJECT CONTRACT AND UPDATE:**

Sharren is to contact Chrissy about why there is only one reell per week being posted. We discussed the fact that Chrissy does not have a contract. She forwarded an example of her contracts for her Social Media company and Sharren will rework it to reflect this contract. Motion to approve a contract for Chrissy moved by Gayle and seconded by Suzane. **Motion carried.** Sharren will send the board the draft contract before it is signed.

### **7.3 BOARD RECRUITMENT:**

The City is running our request for board members. Sharren will continue to reach out to businesses and Andrea will follow up with the new business he is in contact with. Ongoing.

### **7.4 BUMP-OUTS:**

Sharren will contact all the restaurants once the Hop is done. They will be installed the Monday after the May long weekend.

### **8.0 NEW BUSINESS: PRIDE CROSSWALK:**

Sharren has spoken to the TDSS LGBTQ + group and they are interested in designing the rainbow. Sharren is to send a letter to Logan about how to proceed with council.

### **8.1 SUMMER FAMILY DAY/BAR-B-QUE, TALE GATE PARTY:**

We discussed the possibility of a bar-b-que and street sale this summer. We discussed the possibility of June 18<sup>th</sup>. Sharren is to contact the business to see what they think.

### **8.2 COVID-19 RECOVERY COORDINATORS REPORT:**

\$70,000 has been spent with the Business Recovery Program. There is a new grant of \$2,400 coming soon for tech and computer items.

### **8.3 BILLBOARDS:**

Sharren presented the invoices she finally received from Zolton. The board will pay the ones from highway 11, but James wants to explore the details of the contract on the highway 65 ones. Sharren will update Zolton, submit the invoices we will pay now to the city, and cc James on all correspondence with Zolton. Motion to pay the highway 11 billboard invoices moved by Suzanne and seconded by Jeff. **Motion carried.**

### **9.0 ADJOURNMENT AND DATE OF NEXT MEETING:**

Motion to adjourn by Gayle.. The next meeting will be May 30 at 5:00 P.M. at the Community Centre.



## **Temiskaming Shores Public Library Board**

### **Meeting Minutes**

Wednesday, March 23, 2022

7:00 p.m. in person and via zoom

#### **1. Call to Order**

Meeting called to order by Chair Brigid Wilkinson at 7:02 p.m.

#### **2. Roll Call**

Present: Claire Hendrikx, Danny Whalen, Chair Brigid Wilkinson, and Jeff Laferriere in person, Emily Kotalowski via Zoom, and Library CEO Rebecca Hunt in person.

Regrets: Thomas McLean

Members of the Public: 0

#### **3. Adoption of the Agenda**

##### **Motion #2022-17**

**Moved by:** Jeff Laferriere

**Seconded by:** Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board accepts the March 23, 2022 agenda as presented.

**Carried.**

**Addition: none**

4. **Declaration of conflict of interest:** None.

5. **Adoption of the Minutes**

**Motion #2022-18**

**Moved by:** Danny Whalen

**Seconded by:** Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board approves the minutes of the meeting held on Wednesday, February 23, 2022 as presented.

**Carried.**

6. **Business arising from Minutes**

a. **Community Fridge project.** Discussion.

**Motion #2022-19**

**Moved by:** Jeff Laferriere

**Seconded by:** Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board approves the Community Fridge Temiskaming Shores Public Library location in principle, and requests that a Memorandum of Understanding be drafted by the Community Fridge Committee for Board approval.

**Carried.**

**7. Correspondence:**

- a. From Ontario Library Service. Re: Respectful Indigenous Subject Headings. For information.
- b. From Ontario Library Service. Re: Municipal Elections Act use of Board resources policy. For information. The Library CEO will consult with the Policy Committee and bring a draft elections policy to the Board's April meeting.

**8. Secretary–Treasurer's Report**

Report and monthly financial statement included in the trustees' information packet

**Library CEO's Report**

**March 15, 2022**

**Equipment:** NEOnet in Timmins has reached out concerning the TechSocial program we partnered with them on in 2019. They are sending the library an iPad as agreed upon at the beginning of the partnership.

The city has upgraded our phone system, free of charge to the library.

**Northern College Haileybury Campus Library satellite location:** the grand opening went well, with about 25 people in attendance. Library hours are reduced for the remainder of this term and COVID protocols remain in place. I have updated the website with information about the satellite location on the Contacts/Locations page. I also mentioned the partnership on the CJTT chat and took part in a story that was aired on CBC Radio's Up North on Wednesday, March 9.

**Performance Evaluations:** I have updated our Performance Evaluation procedure and forms. We are now doing Learning and Development plans for the year, with a performance evaluation element that will be done at the end of the year. This allows for staff to set goals at the beginning of the year with performance indicators in place, check in with the CEO at mid year, and then evaluate the attainment of the goals and learning plans at year end. Staff are choosing goals that support the Library Board's strategic priorities. Learning and Development plans have been created with all of the current full time staff members.

**Programming :** The Library is partnering with Digital Creator North on several virtual programs over March break. Digital Creator North is providing the programming and the

Library is promoting the programs. The Library is also holding a scavenger hunt in the library on March 17, and is handing out craft take away bags. As part of the Learning and Development plans, we have created a programming schedule for the rest of 2022 with a return to in-person programming with Pre-school storytime in May and continuing with in-person programming for the remainder of the year. The Library will also be partnering with NEOFACs on a storywalk along the New Liskeard and Haileybury waterfronts and handing out seed growing kits for Children's Mental Health week from May 2-6, 2022.

### **Finances and Statistics**

The Board reviewed the financial and statistical reports as provided by the CEO.

### **Motion #2022-20**

**Moved by: Jeff Laferriere**

**Seconded by: Emily Kutalowski**

Be it resolved that the Temiskaming Shores Public Library Board accepts the March Secretary-Treasurer's report and Financial report.

**Carried.**

## **9. Committee Reports:**

- a. FINANCE AND PROPERTY: Nothing to report.
- b. PLANNING, POLICY, PERSONNEL AND PUBLICITY: Nothing to report.
- c. STRATEGIC PLANNING: Nothing to report.
- d. LIBRARY SERVICES: Report or meeting with city administration for MOU. Draft MOU attached. Motion if accepted by Board. Will be adopted at the April 4, 2022 City Council meeting.

**Motion #2022-21**

**Moved by:** Emily Kotalowski

**Seconded by:** Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board adopts the Memorandum of Understanding between the Corporation of the City of Temiskaming Shores and the Temiskaming Shores Public Library Board as recommended by the Library Services Committee.

**Carried.**

**10. New Business:**

- a. 2020 Audit. For information. The Board asked the Library CEO to inquire about the possibility of the Auditor coming to present an information session for the 2021 audit.
- b. TTF Fund reports. For information. The Board discussed the Vital Signs project and how the Board can help support the use of the information and the value of the information in the report.
- c. Report LIB-01-2022 Wifi Hotspot Survey Results. For information. The Board discussed the value of the program in addressing technology and internet access gaps in our community.
- d. Report LIB-02-2022 Annual Survey to Ministry of Heritage, Tourism, Sport and Culture Industries. Motion.

**Motion #2022-22**

**Moved by:** Jeff Laferriere

**Seconded by:** Danny Whalen

Be it resolved that the Temiskaming Shores Public Library Board accepts the information in the annual survey for the Ministry of Tourism, Culture and Sport and consents to the release of the survey report to the Ministry.

**Carried.**

**11. Plan, Policy review and By-law review:**

**a. Review Mandatory Masking Policy Facilities-10. Motion.**

**Motion #2022-23**

**Moved by:** Emily Kotalowski

**Seconded by:** Danny Whalen

Be it resolved that the Temiskaming Shores Public Library Board accepts the Mandatory Masking Policy Facilities-10 as amended by the Board.

**Carried.**

**b. Review motion requiring POV for entry to programs held in the library spaces. Motion.**

**Motion #2022-24**

**Moved by:** Jeff Laferriere

**Seconded by:** Emily Kotalowski

Be it resolved that the Temiskaming Shores Public Library Board repeals Motion 2021-65 requiring Proof of Vaccination for patrons and staff for entry to programs held in library spaces.

**Carried.**

## 12. Closed session

### **Motion #2022-25**

**Moved by:** Claire Hendrikx

**Seconded by:** Danny Whalen

Be it resolved that the Temiskaming Shores Public Library Board goes into closed session at 7:50 p.m. in regards to identifiable individuals.

**Carried.**

### **Motion #2022-26**

**Moved by:** Jeff Laferriere

**Seconded by:** Claire Hendrikx

Be it resolved that the Temiskaming Shores Public Library Board rises from closed session at 8:06 p.m. with report.

**Carried.**

### **Motion #2022-27**

**Moved by:** Claire Hendrikx

**Seconded by:** Danny Whalen

Be it resolved that the Temiskaming Shores Public Library Board accepts the closed session minutes of February 23, 2022.

**13. Adjournment**

Adjournment by Brigid Wilkinson at 8:07 p.m.

\_\_\_\_\_  
Chair –

## Logan Belanger

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**Subject:** FW: Invitation to Proclaim June 19th, 2022 The Longest Day of SMILES®

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**From:** Candy Keillor <[Candy.Keillor@operationsmile.org](mailto:Candy.Keillor@operationsmile.org)>

**Sent:** Sunday, April 3, 2022 3:27 PM

**To:** Chris Oslund <[coslund@temiskamingshores.ca](mailto:coslund@temiskamingshores.ca)>

**Subject:** Invitation to Proclaim June 19th, 2022 The Longest Day of SMILES®

Dear Mayor Carman Kidd,

In these unprecedented times, Operation Smile Canada recognizes the importance of engaging community members in ways that enable them to use their passion and creativity to encourage positive change.

Which is why we are inviting you as the Mayor of Temiskaming Shores to proclaim June 19<sup>th</sup>, 2022 as the Longest Day of SMILES® in your community.

The Longest Day of SMILES® encourages community ambassadors to raise awareness and funds to help a child born with a cleft condition smile and change their life with free, safe, cleft surgery and comprehensive care. From sun-up to sun-down, from coast to coast to coast, Canadians are dedicating June 19th, 2022, and the time leading up to it, to helping children SMILE.

Operation Smile Canada is a volunteer-delivered global medical charity that exists to ensure everyone has access to safe, effective surgery that they need wherever they live in the world. Surgery that will change a child's life forever... help families, communities, countries, regions and yes, the world.

By proclaiming June 19<sup>th</sup>, 2022, as the Longest Day of SMILES® in Temiskaming Shores and challenging other mayors to do the same, you can provide waiting children with exceptional cleft care and a hopeful future with a new smile.

Our Community Engagement & Fundraising team is happy to support you and your community should you choose to participate with us.

To confirm your participation or to request more info, please email Candy Keillor, Community Engagement Specialist [candy.keillor@operationsmile.org](mailto:candy.keillor@operationsmile.org)

To learn more about the transformational impact of Operation Smile Canada, visit: [operationsmile.ca](http://operationsmile.ca)

We look forward to collaborating with you and your team to make this the best Longest Day of SMILES® yet! Together we can make a difference one smile at a time!

*Candy Keillor*

Keep Smiling,

**Candy Keillor (she/her)**  
**Community Engagement Specialist**

## Memo

**To:** Mayor and Council  
**From:** Logan Belanger, Municipal Clerk  
**Date:** May 3, 2022  
**Subject:** Amendment to By-law No. 2012-155 Cemetery Regulations  
**Attachments:** Appendix 01: Draft By-law Amendment (**Please refer to By-law No. 2022-076**)

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Mayor and Council:

At the February 19, 2013 regular meeting, Council for the City of Temiskaming Shores adopted By-law No. 2012-155, for the operation of municipally-owned cemeteries.

The City received a number of inquires over the past year requesting use of the City's Resident Fee for interments (i.e. burials), for individuals who have resided much of their lives in the City of Temiskaming Shores; however, have moved outside of City boundaries to be closer to family for health care reasons, or for palliative care.

The matter was discussed and supported by the Corporate Services Committee at the March 23, 2022 meeting, and the Members requested staff return to the following meeting to present the proposed amendment.

Following review of By-law No. 2012-155, it is recommended to amend Section D – Interments and Disinterments, by adding the following provision:

22. A Non-Resident may become eligible for Resident interment fees according to the cemetery's Price List, if the following criteria can be verified:
- i. Previously purchased or an Interment Rights Holder previously assigned a cemetery lot, plot, columbarium niche, or mausoleum crypt for pre-need purposes, or an Interment Rights Holder authorizes the interment in a lot, plot, columbarium niche, or mausoleum crypt; and
  - ii. Has not resided outside the City of Temiskaming Shores for five (5) years or greater.



The amendment was presented to the Corporate Services Committee on April 20, 2022, adopted a recommendation to support the addition of a provision for non-residents to qualify for resident interment fees if certain criteria is met.

**Submission:**

Prepared by:

Reviewed by:

Reviewed and submitted for  
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger  
Municipal Clerk

Shelly Zubyck  
Director of Corporate  
Services

Christopher W. Oslund  
City Manager

## Memo

**To:** Mayor and Council  
**From:** Logan Belanger, Municipal Clerk  
**Date:** May 3, 2022  
**Subject:** Amendment to By-law No. 2018-024 Signage Regulations  
**Attachments:** Appendix 01: Draft By-law Amendment (**Please refer to By-law No. 2022-077**)

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Mayor and Council:

At the February 20, 2018 regular meeting, Council for the City of Temiskaming Shores adopted By-law No. 2018-024, to regulate signs within the City.

The City received a request from Phippen Signs to enter into encroachment agreements with the City for the purpose of subletting billboard locations to area businesses.

Currently, the by-law does not contemplate the subletting of signs; as such, Phippen Signs has six (6) encroachment agreements with the City with a term date of July 1, 2015 to June 30, 2025. In addition, the City has received a request from BAH Media for the installation of an Electronic Billboard sign on City property for the purpose of providing advertising opportunities for local businesses. The City permits Electronic Billboard signs; however, the encroachment agreement would also need to be amended to include provisions for the building permit application, hydro requirements and associated utility costs, a potential new fee structure, as well as sign maintenance and removal provisions.

To align with recent decisions to prohibit the subletting of boat slips within City-operated marinas, it is recommended that By-law No. 2018-024 be amended to prohibit the subletting of Billboard signs, including Electronic Billboard signs within City approved encroachment agreements only, by amending the following provisions to By-law No. 2018-024:

### Section 3.2- Billboard Signs:

Add Item g) "A Billboard sign authorized by a City approved Encroachment Agreement shall not be sublet or assigned at any time."

### Section 3.3 - Electronic Text Message and/or Electronic Billboard Signage

Remove the following sentence from Item a) "**Note:** if any portion of the sign is proposed to be located within the Road Allowance an Encroachment Agreement is required;"

Add Item h) “An Electronic Text Message and/or Electronic Billboard Sign shall not be permitted on or over City property, including road allowances by way of an Encroachment Agreement.

For any encroachment agreements currently in effect for the purpose of subletting signs, Section 3.1 – Existing Signs, Item d. would apply:

Where a Billboard Sign which is existing on the day of passing of this by-law was erected or constructed on public lands including road allowances in conformance with the terms of a permission to erect a sign issued under the authority of bylaws of the City of Temiskaming Shores, the permissions are deemed to terminate on the date which any permissions with respect to the sign has expired.

Following the expiry of current encroachment agreements, renewal for the purposes of subletting would not be permitted.

In addition, the City does not charge an annual fee for Not-for Profit or Service Clubs and Community Service Initiatives within City-approved Sign Encroachment Agreements. The application of assigning these categories is currently subjective, as they are not defined within the By-law. As such it is further recommended to define the above noted categories by including the following in Part 1 – Definitions of Words and Phrases, of the Sign By-law:

### **Part 1 – Definitions of Words and Phrases**

**1.10 Community Service Initiatives** means a network of individuals and partner organizations dedicated to improving the health and welfare of a community, with the exception of government funded agencies and institutions.

**1.18 Not for Profit Group or Service Clubs** means a club, society, or association that is organized and operated for social welfare, civic improvement, pleasure or recreation, or any other purpose, except profit, such as registered charities, foundations and non-profit corporations, with the exception of government funded agencies and institutions.

The amendments were presented to the Corporate Services Committee on April 20, 2022, and the Committee members supported the recommendations to prohibit the subletting of Billboard signs, including Electronic Billboard signs within City approved encroachment agreements only, and to define Not-for Profit/ Service Clubs and Community Service Initiatives within Sign By-law No. 2018-024.



**Submission:**

Prepared by:

Reviewed by:

Reviewed and submitted for  
Council's consideration by:

"Original signed by"

"Original signed by"

"Original signed by"

Logan Belanger  
Municipal Clerk

Shelly Zubyck  
Director of Corporate  
Services

Christopher W. Oslund  
City Manager

# Memo

**To:** Mayor and Council  
**From:** Shelly Zubyck, Director of Corporate Services  
**Date:** May 3, 2022  
**Subject:** Municipal Insurance and Risk Management Services Request for Proposal  
**Attachments:** Draft RFP No. CS-RFP-004-2022

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Mayor and Council:

The City's agreement for Municipal Insurance and Risk Management Services is due for renewal on July 1, 2022. Both options for renewal have been exercised in 2020 and 2021.

Staff is recommending the release of Request for Proposal CS-004-2022, titled Municipal Insurance and Risk Management Services, as attached as Appendix 1.

Reviewed by:

Reviewed and submitted for  
Council's consideration by:

"Original signed by"

"Original signed by"

Shelly Zubyck  
Director of Corporate Services

Christopher W. Oslund  
City Manager



Dymond  
Haileybury  
New Liskeard

*Discover a whole new Ontario • Découvrez un tout nouvel Ontario*

City of Temiskaming Shores  
Request for Proposal  
CS-RFP-004-2022  
Municipal Insurance and Risk  
Management

City of Temiskaming Shores  
P.O. Box 2050  
325 Farr Drive  
Haileybury, Ontario  
POJ 1K0

**COVID-19 Statement**

The health and safety of our residents, employees, visitors and service providers is our highest priority. By responding to this RFP, Proponents undertake to follow the provincial and/or municipal requirements (including physical distancing, use of personal protective equipment, etc.) that may prevail while performing within the scope of this Proposal.

**1. Objective**

The City of Temiskaming Shores is requesting written proposals from qualified firms to provide insurance brokerage. It is the intent of the City of Temiskaming Shores to enter into an agreement with a qualified broker to administer the City's Insurance and Risk Management Services.

**2. Intent**

The intent of this Request for Proposal is to secure insurance coverage through an independent broker or managing general agent and will enable the Municipality to secure support for its on-going risk management program. These services at a minimum include insurance policy placement, insurance policy administrative support, brokerage claim support services and review, fleet safety, exposure analysis, property loss control engineering, actuarial projections and risk cost forecasting.

**3. Background**

The City of Temiskaming Shores is seeking proposals from proponents interested in providing the City with the necessary insurance brokerage and risk management services for the period of three (3) years with two (2), one-year extensions.

**4. Definitions**

- a. **City:** means the Corporation of the City of Temiskaming Shores.
- b. **Proponent(s)/ Proponent(s):** means all persons, partnerships or corporations who respond to the RFP and includes their heirs, successors and permitted assigns.
- c. **Request for Proposal;** means this Request for Proposal (RFP) document including all schedules, parts and attachments, as issued by the City, including any addenda or amendments made to it after initial issue.
- d. **Successful Proponent/ Proponent:** means the Proponent/Proponent whose RFP submission is/are accepted to who has/have agreed to supply the goods and/or services, as outlined herein.

## 5. Submission

Submissions must be in a **.pdf format** and submitted electronically to:

[tenders@temiskamingshores.ca](mailto:tenders@temiskamingshores.ca)

Subject Line: CS-RFP-004-2022 “Municipal Insurance and Risk Management”

Addressed to: Logan Belanger, Clerk

Proponents will receive an automatic email response to indicate that the submission has been received, and to contact the Municipal Clerk for submission opening details. Contact the Clerk at 705-672-3363 ext. 4136 or at [clerk@temiskamingshores.ca](mailto:clerk@temiskamingshores.ca), should the Proponent not receive an email from the [tenders@temiskamingshores.ca](mailto:tenders@temiskamingshores.ca) email account.

The closing date for the submission of Proposals will be at **2:00 p.m. local time on Thursday, June 2, 2022**

- Late Proposals will not be accepted;
- Proposals by fax will not be accepted;
- Proposals by mail will not be accepted;
- Partial Proposals are not accepted;
- The City reserves the right to accept or reject any or all Proposals;
- The lowest priced Proposal will not necessarily be accepted;
- The City reserves the right to accept any Proposal it considers advantageous;
- The City recognizes that “**best value**” is the essential part of purchasing a product and/or service and therefore the City may prefer a Proposal with a higher price, if it offers greater value and better serves the City’s interests, as determined by the City, over a Proposal with a lower price. The lowest priced proposal will not necessarily be accepted and the City’s decision shall be final.
- The City reserves the right to request clarification or supplementary information concerning a Proposal from any Proponent;
- The City reserves the right to enter into negotiations with a Proponent and any changes to the Proposals that are acceptable to both parties will be binding;
- The City reserves the right to confirm with the Proponent, a third party or references (whether provided in the Proposal or not), confirmation of any information provided by the Proponent in their Proposal.
- The Proposals shall be valid for 60 (days) days from submission date.

The Form of Proposal must be signed in the space provided on the form, with the signature of the Proponent or responsible official of the firm bidding. If a joint Bid is submitted, it must be signed and addressed on behalf of both of the Proponents. Any alterations or cross-outs must be initialed in ink by the Proponent. Failure to do so may result in the rejection of the Proponent’s Proposal by the City.

Line items and total contract price must be clearly indicated. The Bid must not be restricted by a statement added to the Proposal form or by a covering letter, or by alterations to the Proposal form, as supplied by the City of Temiskaming Shores unless otherwise provided herein.

H.S.T. will be applicable to the supply of labour and equipment.

The City will not be held responsible for the Proponent's or third-party costs, claims, direct or indirect damages caused by the City exercising its rights reserved in this Section or otherwise expressed or implied in this RFP.

## 6. Questions

Any questions with respect to the specifications are to be directed to:

### **Shelly Zubycck**

Director of Corporate Services

City of Temiskaming Shores

325 Farr Drive

Temiskaming Shores, ON P0J 1K0

Phone: (705) 672-3363 ext. 4107

Fax: (705) 672-3200

[szubycck@temiskamingshores.ca](mailto:szubycck@temiskamingshores.ca)

It will be the Proponent's responsibility to clarify any details in question not mentioned in this Proposal before presenting the submission. Questions relating to this proposal must be received by **Monday, May 27<sup>th</sup>, 2022, 2:00 p.m. local time.**

To ensure fairness to all Proponents, any and all questions that require clarification or that may materially alter this RFP document will be responded to and shared with other Proponents via an addendum, as described herein. Questions received after this date and time will not receive a response. Proponents are notified that any errors or omissions in the proposal may render the proposal invalid.

## 7. Period of Contract

The period of contract for the provision of Municipal Insurance and Risk Management Services will be for three (3) years from July 1, 2022 to June 30, 2025 with the option for two, one-year extensions in accordance to the following: The annual renewal shall be subject to:

- a) Changes in current work alignment and policy within the City.
- b) Satisfactory performance of the Proponent.
- c) Availability of funds.
- d) Successful negotiations and mutual agreement between the City and the Proponent.

## 8. Claims Adjuster

The Municipality, together with the Insurer, may appoint an independent adjuster to handle all or any of the claims.

## 9. Coverage

Details of the Municipality's required coverage and deductibles are available by request.

The following highlights some of the key requirements:

**Tax:** All premiums shown shall be actual premiums, exclusive of Harmonized Sales Tax (HST), which shall be additional to premiums shown.

**Subscription Identification:** If more than one Insurer is proposed for a selected coverage, each Insurer and percentage of subscription is to be identified for each class of insurance and the proponent must warrant that all subscriptions are firm authorizations. As well, all Liability insurance, including Municipal Liability, Errors and Omissions Liability, Non-Owned Automobile and Environmental Liability must be placed with the same General Insurance Company.

**Wordings:** Insurers may quote on their own wordings as long as all conditions are met by the wordings. The Municipality will require that original specimen wordings must accompany the proposal showing all Terms, Conditions and Exclusions. It is mandatory that deviations from the coverage requested be outlined in full in a separate section, marked "Deviations".

**Claims Made:** The Errors and Omissions Liability and the Environmental Liability policies are to be written on a claims made form.

**Coverages:** At any time of this Agreement the Municipality reserves the right to increase coverage for insurance purposes, or to add additional items to the respective policies or to increase or decrease deductibles, all of which would be subject to increases/decreases to premium costs. If coverages exceed those set out in the City's current coverage, proponents must include a separate Program Options section to their submission outlining enhancements and costs associated.

**Deductibles:** Separate quotations shall be included for deductible options on \$5,000, \$10,000, \$25,000 and \$50,000.

## 10. Provisions and Specifications of Services

Please provide responses to the following in the order presented.

1. Brokers and Insurers must provide evidence of long-term strength and viability, flexibility to react to the changing insurance needs of the Municipality but have the ability to anticipate the Municipality's needs and respond with innovative solutions. Brokers must have access to appropriate insurance markets.
2. Please confirm your organization is licensed and in good standing to operate as an insurance broker in the Province of Ontario.
3. Brokers and insurers must provide evidence of municipal experience including your familiarity with operations and associated risks as well as demonstrated comprehensive knowledge of legislation governing municipal operations.
4. Outline the Account Management Team you propose to assemble to service the needs of the Municipality including the qualifications and functions of each team member. Include

the locations of the proposed servicing office and methods by which the Municipality will be able to interact with the proposed servicing office.

5. Provide a list of current municipal clients of similar size, exposures and scope of operations to the City in your proposal. Please include a list of three (3) references including contact names, addresses and phone numbers.
6. Members of the Account Management Team will attend such meetings as are called to discuss their work and shall provide such information as requested which will enhance the understanding of the Municipality concerning matters pertaining to insurance and Risk Management Services.

## 11. Risk Management Services

The Municipality is interested in receiving risk management services. Include in your response details regarding the following: (provide a response for each point, or indicate “not available”):

1. A profile for each member of your risk management team and their municipal expertise
2. Outline your experience providing their following to municipalities:
  - a. Presentations
  - b. Risk inspection services including evaluations
  - c. Contract reviews
  - d. Describe any other risk management services you are currently providing to municipalities. Indicate any advisory services which are included in the premium, and those which are provided on a fee for service basis.

## 12. Claims Management Services

Include in your response details regarding the following: (provide a response for each point, or indicate “not available”):

1. Describe in detail how claims for the Municipality will be handled.
2. Provide an overview of the Claims Management Plan that your organization would use. Outline the claims handling procedure that would be implemented to standardize this process in a multisite operation.
3. Discuss the use of adjusters, legal representatives, the handling of sensitive claims and education. Advise if there is a dedicated claims management team and briefly describe their experience.

(The City reserves the right to appoint an independent adjuster to handle any or all of their claims.)

4. Is direct access to the claims team available?

5. Do you utilize a Third-Party Claims Administrator? If yes, identify the firm used and if they have claims settling authority.
6. Indicate any advisory services which are included in the premium, and those which are provided on a fee for service basis.

## 12. Coverage Specifications

Coverage requirements for policies are outlined on the following pages:

- Municipal Liability Insurance
  - Errors and Omissions Liability Insurance
  - Non-Owned Automobile Insurance
  - Environmental Liability Insurance
  - Crime Insurance
  - Board Members' Accident Insurance
  - Volunteers Accident Insurance
  - Firefighters Accident Insurance
  - Conflict of Interest Insurance
  - Legal Expense Insurance
  - Cyber Insurance
  - Property Insurance
  - Equipment Breakdown Insurance
  - Automobile Fleet Insurance Limits may be a combination of Primary and Excess coverage
- Please refer to insurance contract for all limits, terms, conditions and exclusions that apply.

## 13. Proposal Evaluation Criteria

An evaluation team consisting of key municipal staff will conduct the evaluation of proposals as well as in person interviews and presentations.

The City reserves the right in its evaluation of the proposal to consider all pertinent criteria whether or not such criteria are contained in the Request for Proposals.

### 1. Coverage and Completeness of Submission 30%

Responsiveness to the Request for Proposal requirements as demonstrated by the proponent's ability to provide all of the coverages specified, and other innovative coverage solutions as well as all other details requested in this proposal document. The proposal will be awarded to one firm only.

### 2. Experience, Financial Stability and References 10%

Demonstrated participation in public sector issues, trends and legislation.

- The Proponent's experience in providing insurance to municipalities.
- References Submitted

- The Insurers' financial strength and long-term viability, including financial statements of Insurers, and duration of participation on Public Entity risks.

### **3. Services Offered 30%**

#### Risk Management Services:

- Property inspections, asset valuations
- Risk hazard assessments, including cyber assessments and road reviews
- Contract reviews and consultation
- Provision of ongoing training and seminars
- Policy and procedural audits
- Access to on-line reference library of Risk Management resources
- Ability to provide innovative programs for weather monitoring and other risk reducing techniques
- Dedicated team experienced in providing Risk Management and Inspection Services For each service, indicate any additional costs required.

#### Claims Management Services:

- Canadian in-house provision of claims services with authority to settle most municipal claims
- Use of local adjusters and legal resources with access to subject matter legal expertise
- On-line access to claim status and activity
- Provision of periodic claim summaries Indicate any additional cost required for these services.

### **4. Price 30%**

## **14. Goods, Materials and Equipment Suitable for Use**

The Proponent warrants that any goods, materials, articles or equipment to be supplied under or pursuant to any official order or Agreement based on this RFP, that is or are to be made or used for a particular purpose, will be fit and suitable for that purpose.

The Successful Proponent may be required to provide written documentation that all materials or equipment offered in a Proponent's Proposal meet all applicable Municipal, Provincial and Federal Government standards, legislation and laws.

## **15. Amendments**

The City at its discretion reserves the right to revise this RFP up to the final date for the deadline for receipt of proposals. The City will issue changes to the RFP Documents by addendum only. No other statement, whether oral or written, made by the City will amend the RFP Documents. The City will make every effort to issue all addenda no later than the seventh (7<sup>th</sup>) day prior to the closing

date. If an addendum is issued within seven days of the closing date, the bid submission date will be moved accordingly.

The Proponent shall not rely on any information or instructions from the City or a City representative except the RFP Documents, and any addenda issued pursuant to this Section.

The Proponent is solely responsible to ensure that it has received all addenda issued by the City. The Proponent shall acknowledge receipt of all addenda on the Form of Proposal. Failure to complete the acknowledgement may result in rejection of the proposal.

The City makes no promise or guarantee that addenda will be delivered by any means to any Proponent. By submitting a proposal submission in response to this RFP, the Proponent acknowledges and agrees that the addenda shall be posted on [www.temiskamingshores.ca](http://www.temiskamingshores.ca) and it is the sole responsibility of the proponent to check this web site for said addenda. The City reserves the right to withdraw or cancel this Request for Proposal without notice.

## **16. Proposal Withdrawal or Amendment**

Proponents may amend or withdraw their proposal, provided such withdrawal or amendment is received prior to the closing deadline. A Proponent who has already submitted a Proposal may submit a further Proposal at any time up to the official closing time; the last Proposal received shall supersede and invalidate all Proposals previously submitted by the Proponent for this RFP. A bid may be withdrawn at any time up to the official closing time by letter on original letterhead bearing the same signature as in the bid submission.

## **17. Right to Accept or Reject Submissions**

The City does not bind itself to accept any proposal and may proceed as it, in its sole discretion, determines, following receipt of the proposals. The City reserves the right to accept any proposal in whole or in part or to discuss with any respondent different or additional terms to those envisaged in this RFP or in such respondent's proposal.

The City reserves the right to:

1. accept or reject any or all of the proposals;
2. if only one proposal is received, elect to reject it;
3. reject as informal any proposal that is received late or is incomplete or otherwise fails to comply with the requirements of the RFP;
4. elect not to proceed with the projects as it so determines in its sole and absolute discretion; and/ or
5. to waive irregularities and formalities at its sole and absolute discretion.

## 18. Solicitation

If any director, officer, employee, agent or other representative of a Proponent makes any representation or solicitation to any Mayor, Councillor, officer or employee of the City with respect to the RFP, whether before or after submission of the proposal, the City shall be entitled to reject or not accept the RFP submission.

## 19. Subcontracting

The Proponent acknowledges that in any potential agreement with the City, no subcontracting or assignment of rights and obligations of the Proponent will be permitted without the written consent of the City, which consent shall not be unreasonably withheld. At all times throughout the term of a potential agreement, including any renewals, the City shall communicate and respond directly with the Proponent.

## 20. Independent Contractor Status of Proponent; Declaration of Conflicts

The Successful Proponent shall enter into an Agreement for services to be rendered to the City as an Independent Contractor. Such Agreement is not intended to create a joint venture, partnership or employee/employer relationship.

Neither the Proponent nor any of its personnel are engaged as an employee, servant or agent of the City. Any potential conflicts of interest in which a Proponent may have with the City or any employee of the City will be identified and described in detail in the proposal of each proponent (Conflict of Interest Declaration).

## 21. Insurance (from the Successful Proponent only)

The successful Proponent shall, at their own expense within 10 days of notification of acceptance and prior to the commencement of work, obtain, maintain and provide evidence of until the termination of the Agreement or otherwise stated, the following:

### Commercial General Liability

The Successful Proponent shall maintain and pay for Comprehensive General Liability Insurance with coverage limits of no less than Five Million Dollars (\$5,000,000.00) inclusive per occurrence for bodily injury, death and damage to property including loss of use.

### Automobile Liability Insurance (If Applicable)

The Successful Proponent shall maintain and pay for Automobile Liability Insurance with coverage limits of no less than Five Million Dollars (\$5,000,000.00) inclusive per occurrence for bodily injury, death and damage to property, in respect to licensed vehicles owned or leased by the Successful Proponent.

The policies shall include the City as an additional insured, and containing a cross liability clause.

All insurance policies referenced in this Section shall be maintained in good standing throughout the duration of the Agreement, and cannot be cancelled or permitted to lapse unless the insurer notifies the City in writing at least 30 days prior to the effective date of cancellation or expiry. The City reserves the right to request such higher limits of insurance or other types of policies appropriate to the work as the City may reasonably require.

## **22. AODA Compliance**

The Proponent shall comply with the provisions of the Accessibility for Ontarians with Disabilities Act, 2005, and the Regulations thereunder with regard to the provision of its goods or services contemplated herein to persons with disabilities. Without limitation, if applicable, pursuant to section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service, made under the Accessibility for Ontarians with Disabilities Act, 2005, the Proponent shall ensure that all of its employees, agents, volunteers, or others for whom it is at law responsible, receive training about the provision of its goods and services to persons with disabilities. The Proponent acknowledges that pursuant to the Accessibility for Ontarians with Disabilities Act, 2005, the City of Temiskaming Shores must, in deciding to purchase goods or services through its procurement process, consider the accessibility for persons with disabilities to such goods or services.

## **23. Freedom of Information**

Upon submission, all proposals become the property of the City and will not be returned to the proponents. Proponents must be aware that the City is a public body subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act. The City may, at any time, make public the names and bid prices of all respondents. Proposals will be held in confidence by the City, subject to the provisions of the Municipal Freedom of Information and Protection of Privacy Act, or unless otherwise required by law.

Any proprietary or confidential information contained in the proposal should be clearly identified.

## **24. Nature of Request for Proposal**

This RFP does not constitute an offer of any nature or kind whatsoever by the City to the Proponent.

## **25. Preparation of Proposals**

All costs and expenses incurred by the Proponent relating to its Proposal will be borne by the Proponent. The City not liable to pay for such costs and expenses, or to reimburse or to compensate the Proponent in any manner whatsoever for such costs and expenses under any circumstances, including the rejection of any or all proposals or the cancellation of this RFP.

## **26. Finalizing Terms**

This RFP will not constitute a binding agreement, but will only form the basis for the finalization of the terms upon which the City and the Successful Proponent will enter into the contract documentation, and does not mean that the Successful Proponent's proposal is necessarily totally acceptable in the form submitted. After the selection of the Successful Proponent's proposal, the City has the right to negotiate with the Successful Proponent and, as part of that process, to negotiate changes, amendments or modifications to the Successful Proponent's proposal without offering the other proponents, the right to amend their proposals.

## **27. Commitment to Negotiate**

The Successful Proponent shall execute any documentation, drafted in accordance with the terms of the Successful Proponent's proposal and any subsequent negotiations, within thirty (30) days of the date of notification of the Successful Proponent's selection.

Proponents not initially selected as the Successful Proponent hereby commit themselves, subject to notification by the City to execute documentation as aforesaid up to sixty (60) days following the date of submission of their proposals.

## **28. Agreement**

A written agreement, prepared by the City shall be executed by the City and the Successful Proponent if the terms are mutually agreeable to all Parties. There is no guarantee that City Council will enter into any Agreement.

Any agreement resulting from this Request for Proposal shall be governed by and interpreted in accordance with the laws of the Province of Ontario.

## **29. Performance**

Any undue delays in the execution of the work and/or costs incurred by the City due to inefficiencies in performance on behalf of the Successful Proponent shall be deemed to be the responsibility of that Proponent and as such, any and all costs, as deemed appropriate and reasonable compensation for the City, will be assessed to the Successful Proponent.

## **30. Errors & Omissions**

It is understood, acknowledged and agreed that while this Proposal includes specific requirements and specifications, and while the City has used considerable efforts to ensure an accurate representation of information in this proposal, the information is not guaranteed by the City to be comprehensive or exhaustive. Nothing in the proposal is intended to relieve the Proponents from forming their own opinions and conclusions with respect to the matters addressed in the proposal. There will be no consideration of any claim, after submission of proposals, that there is a misunderstanding with respect to the conditions imposed by the Proposal and/or Agreement.

**City of Temiskaming Shores  
CS-RFP-004-2022  
Municipal Insurance and Risk Management**

**Form of Proposal**

Proponent's submission of bid to:

The Corporation of the City of Temiskaming Shores

Stipulated Bid Price

We/I,

\_\_\_\_\_  
(Registered Company Name/Individuals Name)

Of,

\_\_\_\_\_  
(Registered Address and Postal Code)

Phone Number: \_\_\_\_\_ Email: \_\_\_\_\_

Municipal Insurance and Risk Management Services for the Corporation of the City of Temiskaming Shores as required in accordance to the proposal for a price of (must be CDN funds and without HST):

Price: \$ \_\_\_\_\_

**Acknowledgement of Addenda**

I/We have received and allowed for ADDENDA NUMBER \_\_\_\_\_ in preparing my/our proposal.

Proponent's Authorized  
Official:

\_\_\_\_\_

Title:

\_\_\_\_\_

Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

**Form 1 to be submitted.**

**City of Temiskaming Shores  
CS-RFP-004-2022  
Municipal Insurance and Risk Management**

**Non-Collusion Affidavit**

I/ We \_\_\_\_\_ the undersigned am fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the Proponent nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Proponent, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Proponent, firm or person to fix the price or prices in the attached bid or of any other Proponent, or to fix any overhead, profit or cost element of the bid price or the price of any Proponent, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices proposed in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Proponent or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at: \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

Proponent's Authorized  
Official:

\_\_\_\_\_

Title:

\_\_\_\_\_

Signature:

\_\_\_\_\_

Date:

\_\_\_\_\_

**Form 2 to be submitted.**

**City of Temiskaming Shores  
CS-RFP-004-2022  
Municipal Insurance and Risk Management**

**Conflict of Interest Declaration**

Please check appropriate response:

I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Proposal submission or performing/providing the Goods/Services required by the Agreement.

The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's Proposal submission or the contractual obligations under the Agreement.

List Situations:


In making this Proposal submission, our Company has / has no *(strike out inapplicable portion)* knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the RFP process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at: \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 2022.

Signature: \_\_\_\_\_

Proponent's Authorized Official: \_\_\_\_\_

Title: \_\_\_\_\_

Company Name: \_\_\_\_\_

**Form 3 to be submitted.**

**City of Temiskaming Shores  
CS-RFP-004-2022  
Municipal Insurance and Risk Management**

**Accessibility for Ontarians with Disabilities Act, 2005 Compliance Agreement**

I/We, by our signature below, certify that we are in full compliance with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service made under the *Accessibility for Ontarians with Disabilities Act, 2005*. If requested, we are able to provide written proof that all employees have been trained as required under the act.

This regulation establishes accessibility standards for customer service as it applies to every designated public sector organization and to every person or organization that provides goods or services to members of the public or other third parties and that have at least one employee in Ontario.

Name: \_\_\_\_\_ Company Name: \_\_\_\_\_

Phone Number: \_\_\_\_\_ Email: \_\_\_\_\_

I, \_\_\_\_\_, declare that I, or my company, are in **full compliance** with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the Accessibility for Ontarians with Disabilities Act, 2005.

**OR**

I, \_\_\_\_\_, declare that I, or my company, are **NOT in full compliance** with Section 6 of Ontario Regulation 429/07, Accessibility Standards for Customer Service under the Accessibility for Ontarians with Disabilities Act, 2005, yet fully agree to meet the required compliance training standards on or before the delivery of the required goods and/or services. In an effort to assist non-compliant vendors, please visit: <https://www.ontario.ca/page/how-train-your-staff-accessibility>.

**Form 4 to be submitted.**

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**Subject:** 2022 Tax Ratios & Tax Rates

**Report No.:**

CS-019-2022

**Agenda Date:**

May 3, 2022

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### **Attachments**

- Appendix 01:** 2021/2022 Assessment Comparisons
- Appendix 02:** Tax Ratio and Tax Rate Comparison; Tax Impact by Class
- Appendix 03:** Draft 2022 Tax Ratio By-law (**Please refer to By-law No. 2022-078**)
- Appendix 04:** Draft 2022 Tax Rate By-law (**Please refer to By-law No. 2022-079**)
- Appendix 05:** Draft 2022 Water and Sewer Rates (**Please refer to By-law No. 2022-080**)

### **Recommendations**

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report CS-019-2022;
2. That Council directs staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2022 calculated using a phased-in elimination of the subclass reduction factors for consideration at the May 3, 2022 Regular Council meeting; and
3. That Council directs staff to prepare the necessary by-laws utilizing the 2022 Tax Rates and Water/Sewer Rates for consideration at the May 3, 2022 Regular Council meeting.

### **Background**

In 2004, the Minister of Finance set the tax ratios for the newly amalgamated City of Temiskaming Shores. These ratios were initially provided to the City in the form of transition ratios which were considered to be revenue neutral.

Tax ratios distribute the tax burden between classes relative to the residential class tax ratio, which is equal to 1.0. The tax ratios are multiplied by the assessment of each class to provide the weighted assessment which is then used to define the tax rate for each property class.

The Ontario Property Tax Analysis (OPTA) program provides municipalities with a number of reports and tools which are used to review and analyze the impacts of

changes to parameters such as tax ratios, tax rates and municipal tax levy assumptions. These reports are generated using actual current value assessments (CVAs) as determined by the Municipal Property Assessment Corporation (MPAC).

The City has historically utilized the various OPTA tax tools to determine tax ratios and tax rates and has generally used the revenue neutral tax ratios for the calculation of annual tax rates.

## **Analysis**

The 2022 tax ratios and tax rates were calculated based on the budgeted levy of \$14,136,029 which was approved by Council on December 21, 2021 (Council passed Resolution No. 2021-539 to adopt, in principle, its 2022 Municipal Operating Budget estimates; and Resolution No. 2021-540 to adopt, in principle, the 2022 General Capital Budget estimates and the 2022 Environmental Capital Budget estimates at the December 21, 2021 Regular meeting). The water and sewer rates were also adjusted to reflect a 2% increase which also agrees to the 2022 budget.

Council will be considering a by-law to formally adopt the 2022 Municipal Budget setting the tax levy as noted above, on May 17, 2022.

**Appendix 01** compares the returned roll assessments for 2021 versus 2022. Due to the fact that we are currently in a reassessment deferral year there is very little change in the assessment values. The changes mainly represent assessment growth due to new construction or renovations.

**Appendix 02** provides a comparison of 2021/2022 tax ratios, tax rates as well as illustrates the overall tax impact by class. The 2022 starting ratios are equivalent to the approved 2021 ratios. Section 4 of Ontario Regulation 73/03: *Tax Matters – Special Tax Rates and Limits* prescribes tax ratio limits for certain tax classes, which are:

- 2.00 for multi-residential;
- 1.98 for commercial; and
- 2.63 for industrial.

In the event that a tax ratio exceeds the prescribed limit, a levy restriction is applied to the class. Furthermore, OPTA automatically applies a reduction in accordance with O. Reg 73/03 Part II to the ratios the City uses in determining the ratios and rates.

The Minister of Finance sets the education tax rates annually. There were no changes to the education rates for 2022.

Allowable ranges for tax ratios are set under O. Reg 386/98: *Tax Matters – Allowable Ranges for Tax Ratios*. Section 313 (1.1) of the *Municipal Act, 2001* allows

municipalities to pass a by-law providing a reduction anywhere within the allowable ranges.

From discussion at the Corporate Services Committee meeting of April 20, 2022, it was recommended that the subclass reduction factors which have historically been set at 0.7 for Commercial Excess/Vacant Land and 0.65 for Industrial Excess/Vacant Land be eliminated. Additionally, the Committee supported the utilization of Revenue Neutral Tax Ratios for 2022 while eliminating the On-Farm Business Classes which are currently not applicable to any properties within the City.

After analyzing the impact of the full elimination of the subclass reduction factors, the Treasurer recommends a phased-in elimination of the subclass reduction factors rather than full elimination (which have been taken into consideration for the presentation of the draft tax ratio and tax rate by-laws). Full elimination would cause a notable impact on select few properties.

**Financial / Staffing Implications**

This item has been approved in the current budget:    Yes         No         N/A

This item is within the approved budget amount:    Yes         No         N/A

The tax levy of \$14,136,029 utilized in the tax ratio calculations is to be adopted in the 2022 Budget By-law at the Regular Council meeting of May 17, 2022.

**Alternatives**

Various tax ratios were considered and analysed in preparation of this report.

**Submission**

Prepared by:

Reviewed by:

Reviewed and submitted for Council’s consideration by:

“Original signed by”

“Original signed by”

“Original signed by”

Stephanie Leveille  
Treasurer

Shelly Zubyck  
Director of Corporate  
Services

Christopher W. Oslund  
City Manager

**2021 / 2022 Assessment Comparison**

<b>Class</b>	<b>Assessment</b>		<b>Change</b>
	<b>2021</b>	<b>2022</b>	
Residential	834,364,047	851,842,471	17,478,424
New Multi-Residential	584,000	608,000	24,000
Multi-Residential	11,724,400	11,550,500	(173,900)
Commercial	135,223,753	136,691,174	1,467,421
Commercial - Excess/Vacant	4,103,100	4,050,555	(52,545)
Industrial	10,086,600	10,116,300	29,700
Industrial - Excess/Vacant	1,726,000	1,655,900	(70,100)
Landfill	13,400	13,400	-
Pipelines	26,486,000	26,496,000	10,000
Farmland/Managed Forest	43,373,700	37,298,000	(6,075,700)
<b>Total</b>	<b>1,067,685,000</b>	<b>1,080,322,300</b>	<b>12,637,300</b>

2021/22 Tax Ratio and Tax Rate Comparison

Class	2021	2022		
	Tax Ratios	Starting / Revenue Neutral Tax Ratios (no change to subclass reduction factors)	Revenue Neutral Ratios (gradual elimination of subclass reduction factors)	Revenue Neutral Ratios (elimination of subclass reduction factors)
Residential	1.000000	1.000000	1.000000	1.000000
New Multi-Residential	1.000000	1.000000	1.000000	1.000000
Multi-Residential	2.268374	2.268374	2.268374	2.268374
Commercial	2.041108	2.041108	2.035200	2.023485
Commercial - Excess/Vacant	1.428776	1.428776	1.628160	2.023485
Industrial	2.338225	2.338225	2.304136	2.223110
Industrial - Excess/Vacant	1.519846	1.519846	1.728102	2.223110
Landfill	3.574008	3.574008	3.574008	3.574008
Pipelines	0.905497	0.905497	0.905497	0.905497
Farmland/Managed Forest	0.250000	0.250000	0.250000	0.250000

Municipal Tax Rates	2021	2022		Change (B - A)	Change (C - A)
	A	B	C		
	0.0114892	0.01156983	0.01156983	0.00008063	0.00008063
	0.0114892	0.01156983	0.01156983	0.00008063	0.00008063
	0.0260618	0.02606180	0.02606180	-	-
	0.0234507	0.02346487	0.02332980	0.00001417	-0.00012090
	0.0164155	0.01877190	0.02332980	0.00235641	0.00691431
	0.0268643	0.02665846	0.02572101	-0.00020584	-0.00114329
	0.0174618	0.01999385	0.02572101	0.00253205	0.00825922
	0.0410625	0.04135066	0.04135066	0.00028816	0.00028816
	0.0104035	0.01047645	0.01047645	0.00007295	0.00007295
	0.0028723	0.00289246	0.00289246	0.00002016	0.00002016

2022 Overall Tax Impacts by Class (Includes PIL):

Class	2022 Total Impact (in \$)		
	No change to ratios	Gradual Elimination of Subclass Reduction Factors	Elimination of Subclass Reduction Factors
Residential	68,684	68,684	68,684
New Multi-Residential	49	49	49
Multi-Residential	-	-	-
Commercial	11,248	1,937	-16,526
Commercial - Excess/Vacant	233	9,545	28,007
Industrial	1,907	-2,082	-11,566
Industrial - Excess/Vacant	203	4,193	13,676
Landfill	4	4	4
Pipelines	1,933	1,933	1,933
Farmland/Managed Forest	752	752	752
<b>Total Taxable</b>	<b>\$ 85,014</b>	<b>\$ 85,014</b>	<b>\$ 85,013</b>
Commercial Total Taxable	11,482	11,481	11,481
Industrial Total Taxable	2,110	2,110	2,111

# Memo

**To:** Mayor and Council  
**From:** Steve Burnett, Manager of Environmental Services  
**Date:** May 3, 2022  
**Subject:** Amendment to By-law 2022-073 – EXP Agreement – Engineering Services By-pass Design  
**Attachments:** Appendix 01: EXP Services Inc. Terms and Conditions  
Appendix 02: By-law Amendment (**Please refer to Draft By-law No. 2022-081**)

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Mayor and Council:

At the Regular Council meeting held on April 19, 2022, Council approved entering into an agreement with EXP Services Inc. for engineering services related to the design of a By-pass System at the Robert/Elm Pumping Station and directed staff to prepare By-law No. 2022-073.

The By-law was circulated to EXP for review and execution. Upon review, EXP's legal department has requested that their Terms and Conditions be added to form part of the agreement.

Staff has reviewed and accepted the Terms and Conditions as presented by EXP and is recommending that Council direct staff to prepare the necessary amendment to By-law No. 2022-073 for the addition of the Terms and Conditions as Appendix 02, for consideration at the May 3, 2022 Regular Meeting of Council.

Prepared by:

Reviewed and submitted for Council's consideration by:

*"Original signed by"*

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*"Original signed by"*

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Steve Burnett  
Manager of Environmental Services

Christopher W. Oslund  
City Manager



## TERMS AND CONDITIONS

*The following terms and conditions form an integral part of the proposal submitted to The City of Temiskaming Shores and dated April 4<sup>th</sup>, 2022, (the "Proposal") for the project Robert & Elm By-Pass Design, EXP Project No. NWL-22009124-00 (the "Project")*

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1. **AUTHORIZATION TO PROCEED.** The signing of the Work Authorization form attached to these Terms and Conditions, which together with CONSULTANT's proposal shall collectively be referred to as the Agreement, will serve as written authorization for CONSULTANT to proceed with the services called for in this Agreement.
2. **EXTENT OF AGREEMENT.** This Agreement, including attachments incorporated herein by reference, represents the entire agreement between CONSULTANT and CLIENT and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be altered only by written instrument signed by authorized representatives of both CLIENT and CONSULTANT.
3. **CHANGES.** Work beyond the scope of Services or redoing any part of the Services through no fault of CONSULTANT, shall constitute extra work and shall be paid for on a time and material basis in addition to any other payment provided for in this Agreement. In the event, CONSULTANT's work is interrupted due to delays other than delays caused by CONSULTANT, CONSULTANT shall be compensated based on CONSULTANT's current Fee Schedule for the additional labour or other charges associated with maintaining its work force for CLIENT's benefit during the delay, or at the option of the CLIENT, for charges incurred by CONSULTANT for demobilization and subsequent remobilization. If, during the course of performance of this agreement, conditions or circumstances are discovered which were not contemplated by CONSULTANT at the commencement of this Agreement, CONSULTANT shall notify CLIENT in writing of the newly discovered conditions or circumstances and the impact on the Agreement. CLIENT and CONSULTANT agree to negotiate in good faith any changes to the price, terms and conditions, or schedule of this Agreement. Written notice of changes will be provided by CONSULTANT to the CLIENT by Change Order for the CLIENT's approval.
4. **PAYMENT.** CONSULTANT shall invoice CLIENT periodically for the services performed under this Agreement, including laboratory services, if required. Compensation for such services shall be in accordance with CONSULTANT's current Fee Schedule or the terms of the proposal, which do not include applicable taxes. CLIENT shall pay invoices upon receipt. Invoices not paid within thirty (30) days of the invoice date shall be subject to a late payment charge of 1.5% per month (18% per year) from the date of billing until paid. The invoice amounts shall be presumed to be correct unless CLIENT notifies CONSULTANT in writing within fourteen (14) days of receipt. Progress billings, when paid, represent acceptance by CLIENT of the invoiced services performed by CONSULTANT. The CLIENT agrees to pay legal fees and costs necessary to collect on past due accounts. If CLIENT fails to pay an invoice when due, CONSULTANT may suspend all services until such invoice is paid in full.
5. **PERMITS, UTILITIES AND ACCESS.** Unless otherwise provided, the CLIENT shall apply for and obtain all required permits and licenses. The CLIENT warrants that it has made all necessary arrangements for right to entry to provide CONSULTANT access to the site for all equipment and personnel at no charge to CONSULTANT. The CLIENT shall also provide CONSULTANT with the location of all underground utilities and structures in the vicinity of the work area, unless otherwise agreed in writing. While CONSULTANT will take all reasonable precautions to minimize any damage to the property, the CLIENT agrees to hold CONSULTANT harmless for any damages to any underground subsurface structures or any damage required for right of entry.
6. **COST ESTIMATES.** If CONSULTANT provides an estimate of probable costs or a budget for the Work that is developed by CONSULTANT during the performance of the Scope of Services, the CLIENT hereby acknowledges that neither CONSULTANT nor CLIENT has control over other professional fees, land development, or other costs related to the entire Project. Therefore, CONSULTANT does not warrant or represent the Project costs will not vary from the Project Budget. Neither CONSULTANT nor the CLIENT has control over the cost of labour, materials or equipment, over the contractor's methods of determining bid prices, or over competitive bidding, market, or negotiating conditions. CONSULTANT therefore does not warrant or represent that bids or negotiated prices will not vary from the estimate of probable construction cost.
7. **DISPUTES.** Any dispute arising under this Agreement shall first be resolved by taking the following steps. A successive step shall be taken if the issue is not resolved at the preceding step: 1) by the technical and contractual personnel for each Party, 2) by executive management of each Party, 3) by mediation, 4) by arbitration if both Parties agree or 5) through the court system in the Province of Ontario.
8. **STANDARD OF CARE.** CONSULTANT shall perform its services in a manner consistent with the standard of care and skill ordinarily exercised by members of the profession practicing under similar conditions in the geographic vicinity and at the time the services are performed. This Agreement neither makes nor intends a warranty or guarantee, express or implied.
9. **INDEMNITY.** Notwithstanding any other provision of this Agreement, the CLIENT agrees to indemnify, defend and hold harmless CONSULTANT, its officers, directors, employees and subconsultants (collectively "CONSULTANT") against all damages, liabilities or costs including reasonable legal fees and defense costs arising out of or in any way connected with this Project or the performance of the services under this Agreement, excepting those damages, liabilities or costs attributable to the negligent acts or omissions by CONSULTANT.

10. **LIMITATION OF LIABILITY.** Notwithstanding any other provision of this Agreement, the total liability of CONSULTANT, its officers, directors and employees, to the CLIENT and anyone claiming by or through the CLIENT, for any and all claims, losses, costs or damages from any cause in any way related to the project or the Agreement, shall not exceed the fees paid to the CONSULTANT. CLIENT and CONSULTANT agree that any legal actions arising directly or indirectly from this Agreement and/or CONSULTANT's performance of the Services shall be filed no later than two years from the date the Services have been performed. CLIENT agrees to bring any claims against the CONSULTANT, not any individual employees of the CONSULTANT.
11. **CONSEQUENTIAL DAMAGES.** CONSULTANT shall not be liable for any incidental, indirect or consequential damages arising out of or connected in any way to the Project or this Agreement.
12. **RESPONSIBILITY.** CONSULTANT is not responsible for the completion or quality of work that is dependent upon information provided by or services performed by the CLIENT or third parties not under the direct control of CONSULTANT. CONSULTANT is not responsible for the acts or omissions or for any damages resulting from the actions of such parties. CONSULTANT does not assert control or assume responsibility for a Contractor not retained directly by CONSULTANT or over a CLIENT's employees, work site, work methods or property.
13. **OWNERSHIP AND CONFIDENTIALITY.** Unless otherwise agreed to by the parties in writing, all drawings, plans, models, designs, reports, photos, studies and other data (the "Deliverables") required to be prepared by or on behalf of CONSULTANT in connection with the Services will become the property of the CLIENT upon full and final payment of the Compensation. The copyright and all intellectual property in the documents and designs shall be retained by CONSULTANT, who grants to the CLIENT a non-exclusive, perpetual, non-transferable and royalty-free license (the "License") to use, disclose and reproduce the Deliverables solely for the purpose of the project. CLIENT will not distribute or convey CONSULTANT's reports or recommendations to any person or organization other than those identified in the project description without CONSULTANT's written authorization. CLIENT releases CONSULTANT from liability and agrees to defend, indemnify, protect and hold harmless CONSULTANT from any and all claims, liability, damages or expenses arising, in whole or in part, from unauthorized use. Information provided by either party with respect to the project's design, supplies, management, costs, description or other pertinent information are confidential. The parties agree not to disclose such information to third parties unless necessary to the project's execution or already a matter of public knowledge.
14. **THIRD PARTY DISCLAIMER.** Any report prepared in connection with the Services are for the sole benefit of the CLIENT. CONSULTANT's report may not be used by any other person or entity without the express written consent of the CLIENT and CONSULTANT. Third parties are subject to the same limit of liability as agreed to in this Agreement by the Client. Any use which a third party makes of CONSULTANT'S report, or any reliance on decisions made based on it, are the responsibility of such third parties. CONSULTANT accepts no responsibility for damages, if any suffered by any third party as a result of decisions made or actions taken based on this report.
15. **FIELD REPRESENTATION.** The presence of CONSULTANT's or its subcontractors' field personnel may be required for the purpose of providing project administration, assessment, observation and/or field testing. Should a contractor(s) not retained by CONSULTANT be involved in the project, CLIENT will advise such contractor(s) that CONSULTANT's services do not include supervision or direction of the means, methods or actual work of the contractor(s), its employees or agents. CLIENT will also inform contractor that the presence of CONSULTANT's field representative for project administration, assessment, observation or testing, will not relieve the Contractor of its responsibilities for performing the work in accordance with applicable regulations, or in accordance with project plans and specifications. If a contractor is involved on the project, CLIENT agrees CONSULTANT shall not be responsible for working conditions on the job site including the safety and security of persons or property.
16. **ENVIRONMENTAL CONDITIONS.** CLIENT shall have responsibility and liability for the environmental conditions on the site. Without limiting the generality of the foregoing, CONSULTANT shall have no liability to the CLIENT or any third party for Mould Related Claims, contaminants, or any other hazardous, dangerous or toxic substance. For the purposes of this section, Mould Related Claims means any claim arising out of or resulting from the actual, alleged or threatened existence, effects, ingestion, inhalation, abatement, testing, monitoring, remediation, enclosure, decontamination, repair, removal or the actual or alleged failure to detect Mould, Mildew or other Fungus in any form. Mould, Mildew, or other Fungus means any plant-like group that does not produce chlorophyll and derives food either by decomposing organic matter from dead plants and animals or by parasitic attachment to living organisms or any substance specifically or commonly referred to as mould, mildew, or fungus, and includes any and all mycotoxins, spores, scents, or other by-products that are produced by the above-described groups or substances. CLIENT shall be responsible for and promptly pay for the removal and lawful disposal of Mould, Mildew, or other Fungus, contaminants, hazardous materials, asbestos, samples and cuttings unless otherwise agreed in writing. The discovery of such conditions on the site shall result in the issuance of a Change Order to the extent that the services of CONSULTANT are impacted.
17. **TERMINATION.** This Agreement may be terminated by either party upon ten (10) days written notice to the other. In the event of termination, CLIENT shall pay for all charges for work performed and demobilization by CONSULTANT. The limitation of liability and indemnity obligations of this Agreement shall be binding notwithstanding any termination of this Agreement.
18. **SOLICITATION.** Neither Party will, directly or indirectly, for a period of two years from the expiration date of this Agreement, solicit for employment or any other engagement the services of any person who is now employed by the other Party or any affiliate, except in the course of general recruitment efforts.
19. **ASSIGNMENT.** Neither CLIENT nor CONSULTANT shall assign its interest in this Agreement without the written consent of the other.
20. **GOVERNING LAW.** This Agreement is governed by the laws of the Province of Ontario

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**Subject:** Textile Diversion Program

**Report No.:**

PW-016-2022

**Agenda Date:**

May 3, 2022

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### **Attachments**

**Appendix 01:** Proposal – Talize Inc./Recycling Rewards

**Appendix 02:** Draft Agreement (**Please refer to By-law No. 2022-082**)

### **Recommendations**

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-017-2022; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Talize Inc./Recycling Rewards for textile collection services, for consideration at the May 3, 2022 Regular Council meeting.

### **Background**

Approximately 85% of all textiles end up in a landfill despite 95% being fully recyclable. Currently, there are approximately 500 million pounds of textile sitting in Canadian landfills today. Textile puts tremendous strain on our environment. Decomposing clothing and other household materials in landfills release methane, a harmful greenhouse gas and a significant contributor to global warming. There are dyes and chemicals in fabric and other components of clothing and shoes that can leach into the soil, contaminating both surface and groundwater.

In 2020, Council approved entering into an agreement with Talize Inc./Recycling Rewards to provide the City with textile collection services. The program involved the City renting 2 sea cans that were placed in Haileybury and New Liskeard. These sea cans were open to the public from 8am-8pm for 4 days in where residents of Temiskaming Shores could drop off their unwanted textiles. At the end of the program, Talize Inc./Recycling Rewards provide the collection service and paid the City 11 cents per kilogram for all textiles collected.

This program proved to be very successful and saw over 4,400 kilograms of textiles collected.

## **Analysis**

Due to the above noted success of the 2020 program, staff reached out to Talize Inc./Recycling Reward to discuss running a similar program in 2022. As a result, staff received a proposal to have the event run from June 6<sup>th</sup> – 9<sup>th</sup>, 2022.

This item was discussed at the Public Works Committee Meeting held on March 23, 2022 resulting in the following recommendation.

### **Recommendation PW-2022-017**

*Moved by: Mayor Carmen Kidd*

*Be it resolved that:*

*The Public Works Committee hereby recommends that Council consider entering into an agreement with Recycle Rewards for the Textile Collection Program.*

**Carried**

It is staff's recommendation that Council approve entering into an agreement with Talize Inc./Recycling Rewards to provide textile collection services related to the June 6<sup>th</sup> – 9<sup>th</sup>, 2022 collection event.

Appendix 01 outlines the proposal provided by Talize Inc./Recycling Rewards.

## **Relevant Policy / Legislation / City By-Law**

- By-Law No. 2017-015, Procurement Policy
- 2022 Solid Waste Operating Budget

## **Consultation / Communication**

- Public Works Committee Meeting – March 23, 2022

## **Financial / Staffing Implications**

This item has been approved in the current budget: Yes  No  N/A

This item is within the approved budget amount: Yes  No  N/A

There are sufficient funds within the 2022 Solid Waste Operating Budget to cover the costs associated with the Textile Diversion Program.

**Alternatives**

No alternatives were considered.

**Submission**

Prepared by:

Reviewed and submitted for Council's  
consideration by:

*"Original signed by"*

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*"Original signed by"*

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Steve Burnett  
Manager of Environmental Services

Christopher W. Oslund  
City Manager

# PROPOSAL FOR TEXTILE DIVERSION SERVICES

City of Temiskaming Shores

## OVERVIEW

Talize/Recycling Rewards in partnership with Cornerstone to Recovery is pleased to submit this proposal to Waste Management Services of Temiskaming Shores to support your goal of diverting textile waste from landfills. Furthermore, we look forward to becoming an active contributor to your over-arching goal of reducing waste in a manner that is consistent with Temiskaming Shores residents desire to be more environmentally responsible.

## The Objective

- Increase textile diversion for the residents of the City of Temiskaming Shores
- Lower waste-collection cost for Temiskaming Shores by diverting textiles at the source
- Support local retail by supplying used textiles to our Canadian thrift store partner Talize
- Maximize the volume of textiles collected

## The Opportunity

- Goal#1: Place a bin in each designated regional-recycling site, which as discussed will support
  - Region #1 - *Haileybury/North Cobolt*
  - Region #2 - *New Liskeard/Dymond*

## The Solution

- Regional Site Program: Place bins at each of the above sites.
- Proposed Dates for Talize/Recycling Rewards and Temiskaming Shores Textile Recycling Initiatives:
  - June 6<sup>th</sup> – 9<sup>th</sup> (12<sup>th</sup> for Temiskaming Shores Regional Pick-Up)

## Talize Inc./Recycling Rewards

Recycling Rewards a division of Talize Inc. is a for-profit duly licensed Canadian recycling company operating in the Province of Ontario. Established in 2005, Recycling Rewards has 17 years in the recycling industry. We are proud to promote a greener earth by providing quick and easy solution to textile recycling while supporting charities. We believe "Recycle + Reuse= Rewards".

We are well established, with a virtual call center, truck and fleet services to provide excellent pick-up and Donation Bin Programs. We've placed & maintain over 1,100+ textile recycling bins across Ontario and we have 23 trucks to provide Residential Curbside Textile Collection & Recycling programs.

We have an ongoing partnership with Talize Thrift Store, a National Thrift Retail Chain with locations across Canada. They purchase all of the clothing and household items. Textiles that are too worn or damaged are sent to companies for upholstery stuffing & rags, ensuring nothing ends up in our landfills. Currently, we have 99.2% diversion rate.

## Cornerstone to Recovery

Cornerstone to Recovery is a charitable organization that supports people experiencing or impacted by addiction & mental illness. We opened our doors in 2004 with the intent to provide accessible, holistic and self-sustaining recovery programs in an environment where individuals and families could gain the tools and support needed to change their lives. We operate under a five-pillar structure consisting of Connections, Pathways, Social Enterprise, Residential, and Wellness. All of our programs utilize a community treatment model, meaning that everyone who walks through our doors has the opportunity to both receive, and give, help. The majority of our programs are free, low, or subsidized costs, which are funded in majority by our Textile Recycling Program clothing donation bins. We are very grateful for the Textile Recycling programs, as it allows us to continue providing life-saving programs to members of our community.

## OUR PROPOSAL

We are confident that with our qualified staff, proven methodologies and inapt ability to manage deliverables we will be able to execute the proposed programs with maximum efficiency. Following is a description of our project methods, and proposed timelines of events.

### Technical/Project Approach

#### Regional Site Program

- In partnership with the City of Temiskaming Shores, the municipality will place bins at the above agreed upon sites (*Haileybury/North Cobolt, New Liskeard/Dymond*)
- Talize/Recycling Rewards will put together a promotional package of all the items they accept as part of this program.
- The municipality will market these sites to their existing residents for the proposed Textile Recycling weeks.
- As proposed above (dates and timelines), Talize/Recycling Rewards' trucks will make their way to the proposed bin sites to do the textile recycling pick-up.
- Talize/Recycling Rewards will provide collections services to each regional site.
  - In addition to collecting, our drivers will clean up around the bins and ensure our bins are in good shape.

### Resources

Please note that the following are your points of contact for any program related queries;

- ❖ Primary Contact: Patricia Waud – Business Development Manager
- ❖ Secondary Contact: Timor Azizi – Fleet Manager
- ❖ Secondary Contact: Dave Morris – Warehouse Manager
- ❖ Tertiary Contact: Jeffrey Faria – Director of Operations

## Textile Bin Pick-Up Program & Benefit to the City

To support the marketing costs and other costs associated with bin placement for the municipality, Talize/Recycling Rewards will pay 11 cents per kilogram from all the textiles collected in both bin-sites.

The program will provide the City of Temiskaming Shores with key information and learnings from the program that include insights such as:

1. Textile Contribution metrics from the campaign.
2. Diversion Rate vs Waste Diversion
3. Customer Service Call Tracking
4. How much total tonnage was collected from the City of Temiskaming Shores
5. Challenges/Opportunities of delivering such a program.
6. Other impediments that have not been considered which would be unique to the City of Temiskaming Shores residents.

## **CONCLUSION**

We look forward to working with the City of Temiskaming Shores and supporting your efforts to improve your current waste management system. We are confident that we can meet the challenges that lie ahead and stand ready to partner with you in delivering an effective well-rounded solution.

If you have questions on this proposal, feel free to contact Patricia Waud – Business Development Manager at your convenience by email at - [pwaud@recyclingrewards.com](mailto:pwaud@recyclingrewards.com) or by phone at (416) 333-4372.

Thank you for your consideration.

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**Subject:** Recycle Coach

**Report No.:**

PW-017-2022

**Agenda Date:**

May 3, 2022

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### **Attachments**

**Appendix 01:** Recycle Coach Proposal

**Appendix 02:** Draft Agreement (**Please refer to By-law No. 2022-083**)

### **Recommendations**

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report PW-017-2022; and
2. That Council directs staff to prepare the necessary by-law to enter into an agreement with Recycle Coach for software services related to the City's Solid Waste Management Program, for consideration at the May 3, 2022 Regular Council meeting.

### **Background**

In March of 2017 staff was approached by Recycle Coach to set the City up with a free account to effectively communicate our recycling and waste strategies to our residents via mobile and web apps. This free service was implemented in July of 2017.

Since that time our residents have had access to the app to get information about their collection schedules, local events and receive collection and event reminders.

In early 2022, Recycle Coach informed staff that they would no longer be offering the free package and to continue receiving the service an upgrade would be required which has an annual fee.

As a result, staff requested that a proposal from Recycle Coach be provided.

### **Analysis**

Recently staff received the proposal from Recycle Coach who has requested a 36-month commitment effective January 1, 2022. The annual fees associated with the proposal are as follows:

- 2022 - \$ 1,000.00 (based on billing date of July 1, 2022)
- 2023 - \$ 2,500.00

- 2024 - \$ 2,900.00

Recycle Coach has been well accepted by our residents and currently sees between 1300-1500 users each month.

This topic was discussed at the Public Works Committee Meeting held on April 20, 2022 resulting in the following recommendation:

Recommendation PW-2022-030

*Moved by: Councillor Doug Jelly*

*Be it Resolved that:*

*The Public Works Committee hereby recommends that Council support entering into a 3-year agreement with Recycle Coach for the continued use of the Recycle Coach Application for our residents.*

**CARRIED**

As a result, it is staff's recommendation that Council approve entering into an agreement with Recycle Coach for software services related to the City's Solid Waste Management Program.

Appendix 01 outlines the proposal provided by Recycle Coach.

**Relevant Policy / Legislation / City By-Law**

- By-Law No. 2017-015, Procurement Policy
- 2022 Solid Waste Operating Budget

**Consultation / Communication**

- Public Works Committee Meeting – April 20, 2022

**Financial / Staffing Implications**

This item has been approved in the current budget: Yes  No  N/A

This item is within the approved budget amount: Yes  No  N/A

There are sufficient funds within the 2022 Solid Waste Operating Budget to cover the costs associated with the 2022 annual fee. Future annual fees will be budgeted accordingly.

**Alternatives**

No alternatives were considered.

**Submission**

Prepared by:

Reviewed and submitted for Council's consideration by:

*“Original signed by”*

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*“Original signed by”*

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Steve Burnett  
Manager of Environmental Services

Christopher W. Oslund  
City Manager



**Municipal Media Inc. d/b/a Recycle Coach**  
50 Carroll Street, Suite 111, Toronto, ON M4M 3G3  
Tel: 416.423.3203  
Email: sales@recyclecoach.com

## SOFTWARE AS A SERVICE (SaaS) AGREEMENT

<b>Client Name:</b> <b>City Of Temiskaming Shores</b>	<b>Contact:</b> <b>Jeremie Latour</b>
<b>Street address (City/Prov/Postal):</b> 325 Farr Drive, P.O Box 2050, Haileybury, ON, P0J 1K0	<b>E-mail:</b> <a href="mailto:jlatour@temiskamingshores.ca">jlatour@temiskamingshores.ca</a> <b>Phone:</b> 705-672- 3363
<b>Accounts Payable Contact:</b> <b>City of Temiskaming Shores Finance Department</b>	<b>E-mail:</b> <a href="mailto:finance@temiskamingshores.ca">finance@temiskamingshores.ca</a> <b>Phone:</b> 705-672-3363 x 4102
<b>Does this contract require a PO#? NO*</b>  * Recycle Coach to review Temiskaming Shores by-law in lieu of signature.  If YES, please provide.  Who will provide an updated PO# each year?	<b>Purchase Order Number:</b>  <b>Name:</b>  <b>Email:</b>  <b>Phone:</b>



**Payment Summary**

Name	Description	Fee Structure	Unit Price
RC – Essentials	See Package Features in Schedule A	Yearly	Yr. 1 - \$ 2,000* Yr. 2 - \$ 2,500 Yr. 3 - \$ 2,900
RC – Notifications	Ability to send emergency and non-emergency notifications to residents through the Recycle Coach App. Ability to segment out certain routes.	Yearly	Included
RC – SMS	Allow residents to get reminders and notifications via SMS text message. Based on actual usage charges and is likely to increase over time.	Yearly	n-a
RC – Language Fee	Machine translations of all content except the notifications you create and send (if applicable).	Yearly	n-a
<b>Total Cash Due for Set Up*</b>		<b>Waived</b>	<b>Waived</b>
<b>Total Cash Due Annually*</b>			<b>Yr. 1 - \$2,000</b> <b>Yr. 2 - \$2,500</b> <b>Yr. 3 - \$2,900</b> <b>CAD</b>

\*Plus applicable Taxes.



# Terms and Agreement

**Initial Term:** 36 month(s) – Commencing Jan 1, 2022

**Billing Start Date:** July 1, 2022, for remainder of 2022. Yr. 2 to bill Jan 1, 2023.

- Special Terms and Conditions:**
- \*Recycle Coach to bill a pro-rated amount of \$1,000 CAD on July 1, 2022.
  - Contract automatically renews annually.
  - 90-days required to terminate, if terminated after renewal date – pro-rated invoice will be generated from 90-day notice. Send all notices to terminate to: [sales@recyclecoach.com](mailto:sales@recyclecoach.com)
  - Agreement is subject to the [Terms of Use](#) posted on the Recycle Coach website.
  - Above pricing is not valid if this Agreement is not signed within 90 days.
  - Should the Extended Producer Responsibility model, as per O. Reg. 391/21, come into effect in City Of Temiskaming Shores after January 1, 2024, client may give 90-day notice with no further penalty.

- Marketing & Communication:**
- The main contact agrees to be added to the monthly newsletter communication list which features monthly marketing insights and creative assets you can use. This also includes monthly analytics on resident performance.
  - Through the e-mail, the contact can opt-out at any time or add other contacts.

## Signatures

By signing below, Client and Service Provider acknowledge that they have read the entire Agreement, the attached specific terms and conditions for use of the Services, and agree to be bound by the provisions thereof.

### CLIENT

**City Of Temiskaming Shores**

By \_\_\_\_\_

**Name & Title**

### SERVICE PROVIDER

**Municipal Media Inc.**

By \_\_\_\_\_

**Jeff J. Galad**  
Chief Revenue Officer

I am a duly authorized officer, partner or principal with full authority to enter into this Agreement on behalf of Client.

Date \_\_\_\_\_

(MM/DD/YYYY)

Date \_\_\_\_\_

(MM/DD/YYYY)



## Schedule A – RC – Essentials Package Details

### RC – Essentials Package Features (includes Mobile & Web Application)

#### **Calendar**

(includes Collection Requirements, Reminders, Drop-offs and Event information)

#### **'What Goes Where' search tool**

(includes image & text search, personalized disposal instructions, 400 materials and 15,000+ synonyms)

#### **User Engagement**

(includes Weekly 'We Wanted to Know' question\*, Onboarding survey\*, Monthly blog articles\*, Workplace recycling Supporter program)

#### **Client/User Support**

(includes In-App 'Report a Problem' Tool, User Support, Dedicated Customer Success Manager and [Privacy Policy & User Agreement](#))

#### **Dedicated listing in the Recycle Coach mobile app**

*\*Our CASy system ensures all content is compatible with your What Goes Where database*

**Upgrade anytime to PRO for more tools**

Contact [successgroup@recyclecoach.com](mailto:successgroup@recyclecoach.com) anytime during your term for more details.

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**Subject:** Rebecca Street Park Donation

**Report No.:**

RS-008-2022

**Agenda Date:**

May 3, 2022

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### **Attachments**

**Appendix 01:** Smart Play Motion Equipment Specifications

**Appendix 02:** Draft Agreement (**Please refer to By-law No. 2022-084**)

### **Recommendations**

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-008-2022; and
2. That Council directs staff to prepare the necessary by-law to enter into a funding agreement for a donation towards the purchase of playground equipment to be installed in the Rebecca Street Park in the amount of \$20,000 for consideration at the May 3, 2022 Regular Council meeting.

### **Background**

Rebecca Street Park is located at 233 Rebecca St in the community of New Liskeard. The park is approximately 0.35 acres in size and is considered a neighbourhood park as per the classification system within the Recreation Master Plan. The park currently has the following amenities:

2 – Sets of swings (total of 4)

1 – Picnic table

1 – Garbage receptable.

A local resident approached the City of Temiskaming Shores about providing a donation to support the installation of playground equipment at the park. After discussing the proposed donation and going over some options, the donor has requested that the City purchase and install a Smart Play Motion set of playground equipment. The donor has indicated that they would be willing to contribute \$20,000 towards this purchase.

**Analysis**

This type of equipment is relatively small in size but has 16 interactive activities suitable for children ages 2 to 5.

Staff believe this piece of equipment is good value for the estimated cost and would complement the current amenities of the park. The park would also continue to fit in the neighbourhood park classification within the Recreation Master Plan.

The City of Temiskaming Shores would complete the installation of the equipment along with the required pre-site work. The equipment would utilize a sand surface with the necessary depth to meet CSA requirements and timber edging to delineate between the current grass surface and the new playground equipment.

Ongoing maintenance would be conducted by City staff and incorporated into our regular playground inspections.

A proposed donation agreement is attached as Appendix 02.

**Relevant Policy / Legislation / City By-Law**

- Recreation Master Plan

**Consultation / Communication**

- Consultation with City Manager throughout the project

**Financial / Staffing Implications**

This item has been approved in the current budget:    Yes     No     N/A

This item is within the approved budget amount:    Yes     No     N/A

The total cost of this project is estimated to be \$30,000 including the cost of the equipment and required site work. The City's share of this is approximately \$10,000 of which none has been included in the 2022 budget. Staff are proposing to allocate the necessary funds to complete this project within the 2023 capital budget while also reviewing current grant opportunities for potential purchase and installation in 2022.

**Alternatives**

Council could direct staff to decline this donation offer.

**Submission**

Prepared by:

Reviewed and submitted for Council's  
consideration by:

*Original signed by*

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*Original signed by*

---

Mathew Bahm  
Director of Recreation

Christopher W. Oslund  
City Manager

# Smart Play® Motion



Sensory Systems Engaged	Motor Skills	Cognitive Skills	Social Skills
Vestibular Proprioception Tactile Visual Auditory	Agility, Balance, Coordination, Flexibility, Fine Motor, Eye-Hand Coordination, Motor Planning, Core, Upper & Lower Body Strength	Problem Solving Strategic Thinking	Cooperation Social Skill Development Imaginative Play

The Smart Play® Motion has 16 interactive activities addressing developmentally-appropriate skills these include the Inclined Tunnel, Leaf Shape-and-Fit, Wiggle Ladder, Slide, Shape-and-Fit Table, Leaf Trail, Race Car/Roller Track, Numbers Climber, Ring-a-Bell, Marbles, Bongo Panel, Bead Panel, Steering Wheel, Steppers, Alphabet Panel and a Play Table with Seats. It will keep children ages 2-5 years old engaged for hours as they explore through play, developing their body, mind and social skills.



The play components identified on this plan are IPEMA certified. (Unless model number is preceded with \*) The use and layout of these components conform to the requirements of ASTM F1487. To verify product certification, visit [www.ipema.org](http://www.ipema.org)

THIS PLAY AREA & PLAY EQUIPMENT IS DESIGNED FOR AGES 2-5 YEARS UNLESS OTHERWISE NOTED ON PLAN.

IT IS THE MANUFACTURERS OPINION THAT THIS PLAY AREA DOES CONFORM TO THE A.D.A. ACCESSIBILITY STANDARDS, ASSUMING AN ACCESSIBLE PROTECTIVE SURFACING IS PROVIDED, AS INDICATED, OR WITHIN THE ENTIRE USE ZONE.

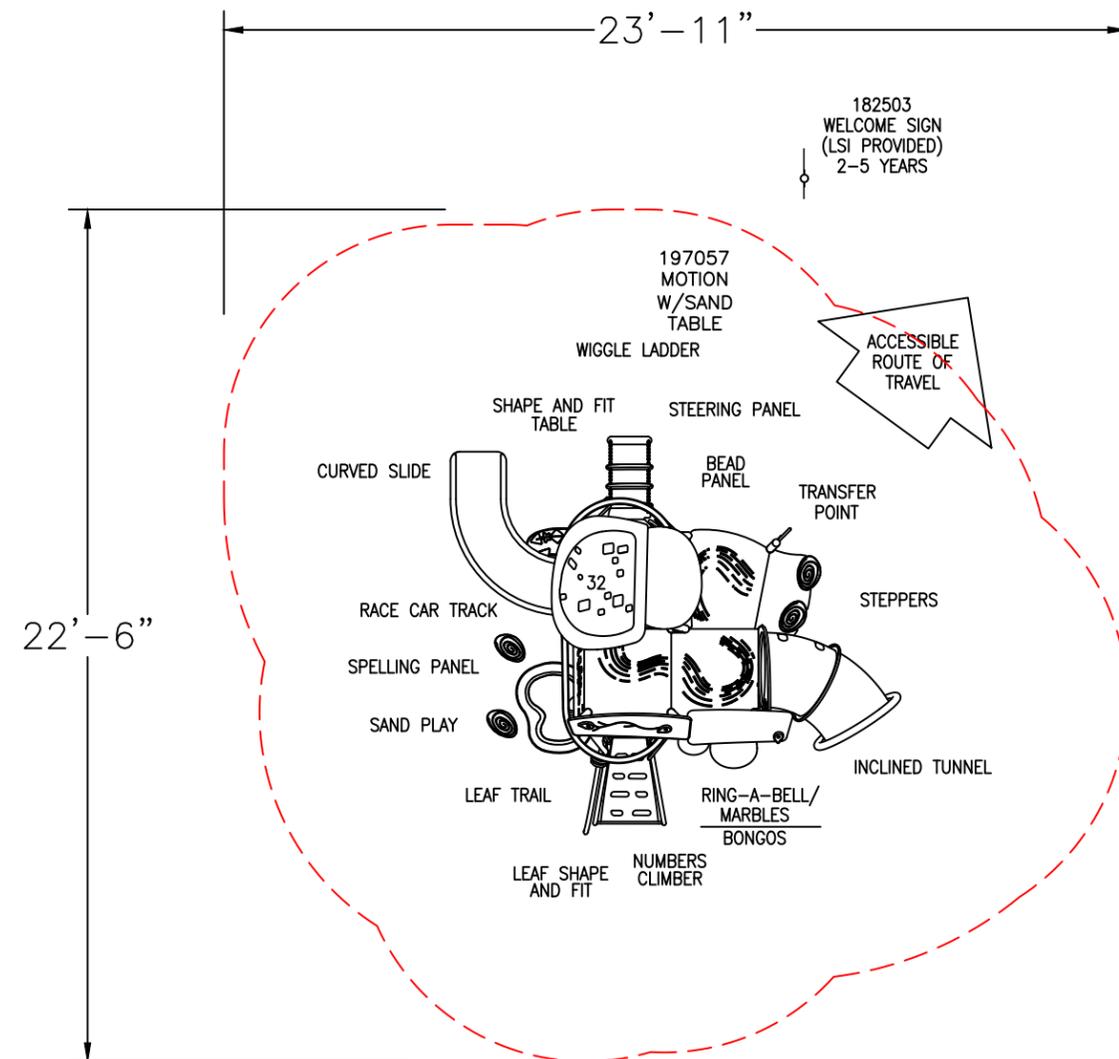
THIS CONCEPTUAL PLAN WAS BASED ON INFORMATION AVAILABLE TO US. PRIOR TO CONSTRUCTION, DETAILED SITE INFORMATION INCLUDING SITE DIMENSIONS, TOPOGRAPHY, EXISTING UTILITIES, SOIL CONDITIONS, AND DRAINAGE SOLUTIONS SHOULD BE OBTAINED, EVALUATED, & UTILIZED IN THE FINAL DESIGN. PLEASE VERIFY ALL DIMENSIONS OF PLAY AREA, SIZE, ORIENTATION, AND LOCATION OF ALL EXISTING UTILITIES, EQUIPMENT, AND SITE FURNISHINGS PRIOR TO ORDERING. SLIDES SHOULD NOT FACE THE HOT AFTERNOON SUN.

CHOOSE A PROTECTIVE SURFACING MATERIAL THAT HAS A CRITICAL HEIGHT VALUE TO MEET THE MAXIMUM FALL HEIGHT FOR THE EQUIPMENT (REF. ASTM F1487 STANDARD CONSUMER SAFETY PERFORMANCE SPECIFICATION FOR PLAYGROUND EQUIPMENT FOR PUBLIC USE, SECTION 8 CURRENT REVISION). THE SUBSURFACE MUST BE WELL DRAINED. IF THE SOIL DOES NOT DRAIN NATURALLY IT MUST BE TILED OR SLOPED 1/8" TO 1/4" PER FOOT TO A STORM SEWER OR A "FRENCH DRAIN".

DESIGNED BY:

COPYRIGHT: 1/14/19  
LANDSCAPE STRUCTURES, INC.  
601 7th STREET SOUTH - P.O. BOX 198  
DELANO, MINNESOTA 55328  
PH: 1-800-328-0035 FAX: 1-763-972-6091

Date	Previous Drawing #	Initials



Smart Play®  
(2-5 years)

Max Fall Height: 32 inches

TOTAL SQUARE FOOTAGE  
403 SQ.FT.

TOTAL ELEVATED PLAY COMPONENTS	10		
TOTAL ELEVATED COMPONENTS ACCESSIBLE BY RAMP	0	REQUIRED	0
TOTAL ELEVATED COMPONENTS ACCESSIBLE BY TRANSFER	9	REQUIRED	5
TOTAL ACCESSIBLE GROUND LEVEL COMPONENTS SHOWN	3	REQUIRED	3
TOTAL DIFFERENT TYPES OF GROUND LEVEL COMPONENTS	3	REQUIRED	3

SCALE: IN FEET



Design  
3923

Landscape  
Structures

SYSTEM TYPE:  
Smart Play

DRAWING #:  
3923



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**Subject:** New Liskeard Geotechnical  
Investigations RFP Award

**Report No.:** RS-009-2022

**Agenda Date:** May 3, 2022

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### **Attachments**

**Appendix 01:** Submission Opening Results

**Appendix 02:** Scoring Summary

**Appendix 03:** Draft Agreement (**Please refer to By-law No. 2022-085**)

### **Recommendations**

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-009-2022;
2. That Council allocate \$38,119 from the Community Development Reserve towards the New Liskeard Geotechnical Investigations project; and
3. That Council directs staff to prepare the necessary by-law to enter into an agreement with Wood Environment & Infrastructure Solutions, a Division of Wood Canada for the New Liskeard Geotechnical Investigations in the amount of \$42,200 plus applicable taxes, for consideration at the May 3, 2022, Regular Council meeting.

### **Background**

As part of regular discussions surrounding efficiency of municipal operations the Building Maintenance Committee requested that the City of Temiskaming Shores undertake a geotechnical and ESA level 1 inspection of the New Liskeard Marina and surrounding property. The purpose of this investigation would be to better understand the soil composition at this property as the City explores potential redevelopment of this property.

\$15,000 was budgeted within the City's 2022 operations budget to complete this work.

With the completion of the Wabi River Pedestrian Bridge design at the end of 2022, staff determined that a prudent next step would be to complete a geotechnical investigation at the proposed location.

In early 2022, the City was approached by a private company about the redevelopment of municipal property on Bay Street in New Liskeard. This property would be the site of a multi-partner plan to build subsidized residential units. The City would be required to

donate the land, complete a geotechnical investigation and complete a phase 1 ESA as its contribution to the project.

To capitalize on lower mobilization costs, city staff released request for proposal RS-RFP-002-2022 – New Liskeard Geotechnical Investigations on the City’s website and BidDingo on March 4, 2022 and included all three areas as one project.

**Analysis**

Five submissions were received in response to RS-RFP-002-2022 by the closing date of March 29, 2022, at 2:00pm.

The submissions received are listed below in order of opening and summarized in Appendix 01:

- Wood Environment – \$42,200
- Saffa Engineering Inc. – \$27,400
- Englobe Corporation - \$38,000
- Allrock Consulting Ltd. – \$95,308
- WSP Golder - \$49,500

The quotations were reviewed and evaluated in accordance to the requirements of the RFP and deliverables to be provided by the submitters. The submission from Saffa Engineering did not include required documents as outlined in the RFP and was therefore rejected as per the City’s Purchasing Policy.

Staff independently reviewed and scored the remaining submissions in accordance to the RFP document. The scores were aggregated and are as follows:

Rank	Bidder	Score out of 1000
1.	Wood Environment	774
2.	Englobe Corporation	720.5
3.	WSP Golder	714.5
4.	Allrock Consulting	599
5.	Saffa Engineering	N/A

Staff are recommending that this project be awarded to Wood Environment.

The City has utilized Wood Environment for other engineering consulting projects and believe their bid represents the overall best value to the City.

At its regular meeting on April 20, 2022, the Building Maintenance Committee reviewed the finalized scoring of the RFP and the recommendation from staff. The committee subsequently passed the following recommendation:

Recommendation BM-2022-013

Moved by: Mayor Carman Kidd

Be it resolved that:

The Building Maintenance Committee hereby recommends that Council support entering into an agreement with Wood Environment for geotechnical investigations at the New Liskeard Marina, Bay Street area, and Wabi River area.

***Carried***

**Relevant Policy / Legislation / City By-Law**

- 2022 Municipal Operations Budget
- By-Law No. 2017-015, Procurement Policy

**Consultation / Communication**

- Consultation with City Manager throughout the project
- Standing agenda item with Building Maintenance Committee

**Financial / Staffing Implications**

This item has been approved in the current budget: Yes  No  N/A

This item is within the approved budget amount: Yes  No  N/A

During the 2022 budget deliberation process, Council approved \$15,000 within the City's operations budget to complete a geotechnical investigation of the New Liskeard Marina property.

In addition to the cost submitted by Wood Environment, staff are proposing an additional \$10,000 be allocated to this project for contingencies associated with core drilling if required. There is a possibility that core drilling will be required due to premature auger refusal. The cost associated with this drilling is \$475/m.

To complete these geotechnical investigations staff are proposing to utilize the Community Development Reserve to fund the remaining cost of the project above the budgeted amount.

Operations Budget Allocation	\$15,000.00
Community Development Reserve	\$38,119.00
<b><u>Total</u></b>	<b><u>\$53,119.00</u></b>
Wood Environment	\$42,200.00
Drilling Contingency	\$10,000.00
HST (Non-Recoverable)	\$ 919.00
<b><u>Total</u></b>	<b><u>\$53,119.00</u></b>

**Alternatives**

1. Council could direct staff to downsize the project to only review one or two of the properties identified in the RFP.
2. Council could direct staff to cancel this procurement.

**Submission**

Prepared by:

Reviewed and submitted for Council's consideration by:

*"Original signed by"*

*"Original signed by"*

Mathew Bahm  
 Director of Recreation

Christopher W. Oslund  
 City Manager

Document Title: **RS-RFP-002-2022 "New Liskeard Geotechnical "Investigations**

Closing Date: **Tuesday, March 29, 2022**

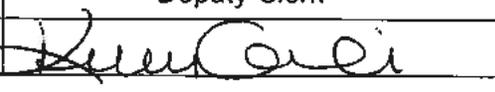
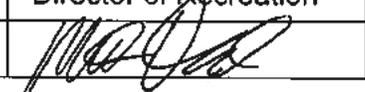
Closing Time: **2:00 p.m.**

Department: **Recreation**

Opening Time: **2:30 p.m.**

Attendees via teleconference: **705-672-2733 Ext. 4000**

**City of Temiskaming Shores:**

Logan Belanger, Municipal Clerk	Kelly Conlin Deputy Clerk	Mathew Bahm Director of Recreation
		

**Others (teleconference):**

Tibor Golder		
Dave Golder		
Greg Allrock		

**Submission Pricing**

**Bidder: Wood Environment**

Description	Amount
Site 1 - New Liskeard Marina Property	\$ 18,600
Site 2 - Bay Street Property	\$ 13,600
Site 3 - Wabi River Pedestrian Bridge	\$ 10,000
Total Fee Proposal	\$ 42,200

**Bidder: Saffa Engineering Inc**

Description	Amount
Site 1 - New Liskeard Marina Property	\$
Site 2 - Bay Street Property	\$
Site 3 - Wabi River Pedestrian Bridge	\$
Total Fee Proposal	\$ 27,400

**Bidder: Englobe Corp.**

Description	Amount
Site 1 - New Liskeard Marina Property	\$
Site 2 - Bay Street Property	\$
Site 3 - Wabi River Pedestrian Bridge	\$
Total Fee Proposal	\$ 38,000.00

**Bidder: Allrock Consulting Ltd.**

Description	Amount
Site 1 - New Liskeard Marina Property	\$ 35,358.80
Site 2 - Bay Street Property	\$ 29,760.40
Site 3 - Wabi River Pedestrian Bridge	\$ 30,188.80
Total Fee Proposal	\$ 95,308.00

**Bidder:** WSP Golder

Description	Amount
Site 1 - New Liskeard Marina Property	\$ 22,000
Site 2 - Bay Street Property	\$ 16,000
Site 3 - Wabi River Pedestrian Bridge	\$ 11,500
Total Fee Proposal	\$ 49,500

**Bidder:**

Description	Amount
Site 1 - New Liskeard Marina Property	\$
Site 2 - Bay Street Property	\$
Site 3 - Wabi River Pedestrian Bridge	\$
Total Fee Proposal	\$

**Note:** Since this is a Request for Proposal all submissions are required to be evaluated based on a set of pre-determined evaluation criteria. All offered prices are offers only and subject to scrutiny. All proponents whether successful or not will be notified of results, in writing at a later date.

Category	Submission Scores				Weight	Maximum Total Points
	Wood Environment	Englobe Corp	Allrock Consulting	WSP Golder		
Score Out of 10						
<b>Qualifications, Expertise and Performance on Similar Projects (20%)</b>						
Past ability to successfully complete projects within timelines & budget;	6.5	4.5	6.5	7	8	80
Stability and reputation of firm;	8	7	6	8	4	40
Qualifications of technical support staff;	9	4	6	8	4	40
Qualifications of senior staff/project manager.	8.5	4.5	6	8	4	40
<b>Proposed Supplier Contact / Manager and Support Team (20%)</b>						
Past experience in directing / involvement with similar projects	8	5	7	8	5	50
Specialized expertise	8.5	6	6	7	5	50
Understanding of proposed services to be provided	8	8	7.5	7.5	10	100
<b>Completeness and Schedule (20%)</b>						
Methodology and Schedule for delivery of services	8	8.5	8	8	10	100
Availability of key staff	7	4	7	6.5	5	50
Quality assurance program.	7.5	4.5	7	7	5	50
<b>Knowledge of City Regarding the Purchase (10%)</b>						
Members of the proponent must be familiar with the City's infrastructure and needs for this investigation.	6.5	6	6.5	8.5	10	10
<b>Estimated Fees and Disbursements (30%)</b>						
Cost estimates are evaluated for completeness and lowest is scored 10 points, next 8 points, etc. If more than 5 proposals, then only 5 lowest Bids are to receive points, and the remaining higher prices will be given 0.25 points. Prices within a small differential will be scored as equal.	8	10	4	6	30	300
<b>Weighed Summary (Totals):</b>	<b>774</b>	<b>720.5</b>	<b>599</b>	<b>714.5</b>		

Reviewed and Approved by: Matt Bahm

Signed:



Dated:

Apr 13, 2022

**Subject:** PFC Roof Replacement  
RFT Award

**Report No.:** RS-010-2022

**Agenda Date:** May 3, 2022

### **Attachments**

**Appendix 01:** Submission Opening Results

**Appendix 02:** Garland Canada Inc. Tender Recommendation

**Appendix 03:** Draft Agreement (**Please refer to By-law No. 2022-086**)

### **Recommendations**

It is recommended:

1. That Council for the City of Temiskaming Shores acknowledges receipt of Administrative Report RS-010-2022;
2. That Council approves the reallocation of funds in the 2022 Capital Budget from the NL Waterfront Paving project in the amount of \$115,000 to the Pool & Fitness Centre (PFC) Roof Replacement;
3. That Council agrees to allocate \$157,000 from the Working Fund Reserve to the PFC Roof Replacement to offset the budget shortfall; and
4. That Council directs staff to prepare the necessary by-law to enter into an agreement with Designed Roofing Inc. for the PFC Roof Replacement project in the amount of \$1,025,000 plus applicable taxes, for consideration at the May 3, 2022, Regular Council meeting.

### **Background**

The City completes a bi-annual bridge and roof inspection of major municipal buildings including the PFC. The most recent report, completed in 2020, notes advanced deterioration of the PFC roof necessitating replacement.

The PFC Roof Replacement Project was included within the 2022 Capital Budget with a total budgeted amount of \$800,000.

The project scope would see the roof of the facility replaced with a new standing seam metal roof with a life expectancy of 40 years.

Staff submitted the project to the Ontario Trillium Foundation's Community Building Fund in September 2021. In January 2022, the City was provided notice that the project was

approved for funding in the amount of \$500,000 and a funding agreement was approved through by-law 2022-021. The project must be completed by May 2, 2023 as per that funding agreement.

Garland Canada Inc. is the City's consultant on the project and has been working with staff to complete the necessary architectural drawings, assist with the tendering process and they will also be responsible for the project management component of the construction.

The City released RS-RFT-001-2022 to the public on March 23, 2022 on the City's website and on Biddingo.

### **Analysis**

Three submissions were received in response to RS-RFT-001-2022 by the closing date of April 22, 2022, at 2:00pm.

The submissions received are listed below in order of opening and summarized in Appendix 01:

Northern Corrugated Siding – \$1,240,000

Douro Roofing and Sheet Metal Contractors Ltd. – \$1,150,000

Designed Roofing Inc. - \$1,025,000

The submissions were reviewed by staff for completeness and required elements. There were no issues noted in the submissions.

Garland Canada reviewed the submissions and provided their conclusions in Appendix 03. They are recommending that the project be awarded to Designed Roofing Inc.

As Designed Roofing Inc. have met the required elements of the RFT, have provided the lowest price bid for the work and are recommended to be awarded the project by the City's consultant, staff are recommending that council award the project to Designed Roofing Inc.

### **Relevant Policy / Legislation / City By-Law**

- 2022 Capital Budget
- By-Law No. 2017-015, Procurement Policy

### **Consultation / Communication**

- Consultation with City Manager throughout the project

- Monthly discussion with Building Maintenance Committee

**Financial / Staffing Implications**

This item has been approved in the current budget: Yes  No  N/A

This item is within the approved budget amount: Yes  No  N/A

During the 2022 budget deliberation process, Council approved \$800,000.00 within the City’s Capital budget to complete the roof replacement at the Pool & Fitness Centre.

With the cost of the bid from Designed Roofing the updated budget for this project is now proposed as follows:

RS-RFT-001-2022 Costs	\$ 1,025,000
Contingency Costs	\$ 28,960
Non-Recoverable HST	\$ 18,040
<b><u>Total Project Cost</u></b>	<b><u>\$ 1,072,000</u></b>
Outside Funding	\$ 500,000
City Funding	\$ 300,000
<b><u>Total Project Funding</u></b>	<b><u>\$ 800,000</u></b>

Staff are proposing to fund the shortfall between the funding approved and the updated project costs by deferring the NL Waterfront Paving Capital project and utilizing reserve funds. Due to the ongoing disruptions of the pandemic and runaway inflation costs, staff believe that it is imperative that this project be approved as soon as possible and therefore has been brought to council for review before it has been discussed at committee.

NL Waterfront Paving (Deferral):	\$ 115,000
Working Fund Reserve	\$ 157,000
<b><u>Total Funding Reallocated</u></b>	<b><u>\$ 272,000</u></b>

Due to the ongoing disruptions of the pandemic and rapidly increasing costs the submitted bids to complete this project have risen well beyond the budgeted figure. As provided by Garland Canada, the industry has seen cost increases up to 23% in the preceding 12 months. The original purpose of this project was to implement a long-lasting, low-maintenance solution for the PFC which would extend the useful life of the building. This project still accomplishes these goals and still provides good value for the price to be incurred. Over \$500,000 has been provided through the Ontario Trillium Foundation to complete this project in its entirety by May 2, 2023.

### **Alternatives**

Council could direct staff to cancel this procurement which would necessitate the City to return the approved funding amounts from the OTF.

Council could direct staff to investigate alternative roofing options. This option would require the OTF to approve the project scope change and would result in a roof which has higher maintenance costs and a shorter lifespan. There are further concerns that such a delay would result in this project not being completed in 2022.

### **Submission**

Prepared by:

Reviewed and submitted for Council's consideration by:

*"Original signed by"*

---

*"Original signed by"*

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Mathew Bahm  
Director of Recreation

Christopher W. Oslund  
City Manager

Document Title: **RS-RFT-001-2022 "PFC Roof Replacement"**

Closing Date: **Thursday, April 21, 2022**

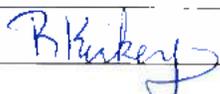
Closing Time: **2:00 p.m.**

Department: **Recreation**

Opening Time: **2:30 p.m.**

Attendees via teleconference: **705-672-2733 Ext. 4000**

**City of Temiskaming Shores:**

Logan Belanger, Municipal Clerk 	Kelly Conlin Deputy Clerk 	Mathew Bahm Director of Recreation <i>Via teleconference</i>
Rebecca Kirkey, Deputy Clerk 		

**Others (teleconference):**

<i>Yves, Garland</i>		
<i>Josh, Designed Roofing</i>		

**Submission Pricing**

**Bidder: Northern Corrugated Siding**

Description	Amount
Lump Sum Price (exclusive of HST)	\$ 1,240,000
Metal Cladding of Dormer Faces	\$ 40,000
Replacement Wood Decking	\$ 8.00/sq ft

**Bidder: Designed Roofing**

Description	Amount
Lump Sum Price (exclusive of HST)	\$ 1,025,000
Metal Cladding of Dormer Faces	\$ 28,000
Replacement Wood Decking	\$ 5.00/sq. ft

**Bidder: Dairo Roofing**

Description	Amount
Lump Sum Price (exclusive of HST)	\$ 1,150,000
Metal Cladding of Dormer Faces	\$ 62,700
Replacement Wood Decking	\$ 27.71/sq. ft.

**Bidder:**

Description	Amount
Lump Sum Price (exclusive of HST)	\$
Metal Cladding of Dormer Faces	\$
Replacement Wood Decking	\$

**Note:** All offered prices are offers only and subject to scrutiny. Submissions will be reviewed for errors, omissions and accuracy by municipal staff prior to any awarding. All proponents whether successful or not will be notified of results, in writing at a later date.



# GARLAND CANADA INC.

**YVES ROCHON**

**REGIONAL MANAGER - EASTERN CANADA**

127 WEST PENINSULA ROAD, NORTH BAY, ONTARIO, P1B 8G4

PHONE: (705) 492-8001 • FAX: (705) 474-5084

EMAIL: rochon@garlandcanada.com

www.garlandcanada.com

Monday April 25<sup>th</sup>, 2022

Mr. Matt Bahm  
Director of Recreation  
Corporation of the City of Temiskaming Shores  
325 Farr Drive, PO Box 2050, Haileybury, ON, P0J 1K0

**Re.: RS-RFT-001-2022 – Pool & Fitness Centre Roof Replacement Tender Recommendation**

Mr. Bahm,

As requested, I have review the recent submissions for the above tender. Please be advised that the low bidder - Designed Roofing's submission is compliant with the requirements as outlined within the tender documents, project drawings and specifications. Furthermore, Design Roofing possesses the required knowledge and experience to render the scope of work, as specified.

Although the project has come in over budget, it is our recommendation that the City of Temiskaming Shores proceed with the prescribed work. It should be noted that the industry average materials increase since mid 2021 to present, has been approximately 18% to 23%. Further increases are expected in the coming months. Conflicts oversees, weather events, increased freight surcharges, raw materials supply chain issues, as well as the pandemic has and will continue to place significant stress to the already strained commercial construction market. These are unprecedented times, with no anticipated correction or reduction in costs for the next several years (if ever).

**Recommendation:**

Award of RS-RFT-001-2022 to Designed Roofing

Note: Cladding of dormer façades is optional to the roofing scope. It should be noted that this component work would be costlier to complete at a later date (standalone project), as contractor mobilization and incidental cost are already embedded within the roofing component lump sum cost.

Please do not hesitate to contact me at the number above should you have any questions, and/or require additional information.

Sincerely,

Yves E. Rochon



**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-076**

**Being a by-law to amend By-law No. 2012-155 for the operation of municipally owned cemeteries**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Memo No. 019-2022-CS at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-law to amend By-law No. 2012-155, as amended to regulate municipally-owned cemeteries within the City of Temiskaming Shores, to include a provision for resident interment fee eligibility for those who temporarily moved for health care reasons, for consideration at the May 3, 2022 Regular Council Meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Schedule "A" to By-law No. 2012-155, as amended, be further amended by adding item No. 22 to "Section D - Interments and Disinterments":
  22. A Non-Resident may become eligible for Resident interment fees according to the cemetery's Price List, if the following criteria can be verified:
    - i. Previously purchased or an Interment Rights Holder previously assigned a cemetery lot, plot, columbarium niche, or mausoleum crypt for pre-need purposes, or an Interment Rights Holder authorizes the interment in a lot, plot, columbarium niche, or mausoleum crypt; and
    - ii. Has not resided outside the City of Temiskaming Shores for five (5) years or greater.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor changes or corrections of a grammatical or typographical nature to the By-law and schedule, after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

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Mayor

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Clerk

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-077**

**Being a by-law to amend By-law No. 2018-024 to regulate signs  
within the City of Temiskaming Shores**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Memo No. 020-2022-CS at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-law to amend By-law No. 2018-024, to regulate signs in the City of Temiskaming Shores, to include additional definitions for clarity purposes, and the addition of a provision restricting the subletting of signs within City-approved encroachment agreements, for consideration at the May 3, 2022 Regular Council Meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Schedule "A" to By-law No. 2018-024, as amended, be further amended by adding the following definition in alphabetical order, to "Part 1- Definitions of Words and Phrases" of said by-law, and renumbering all subsequent definitions accordingly:

1.10 **Community Service Initiatives** means a network of individuals and partner organizations dedicated to improving the health and welfare of a community, with the exception of government funded agencies and institutions.

2. That Schedule "A" to By-law No. 2018-024, as amended, be further amended by adding the following definition in alphabetical order, to "Part 1- Definitions of Words and Phrases" of said by-law, and renumbering all subsequent definitions accordingly:

1.18 **Not for Profit Group or Service Clubs** means a club, society, or association that is organized and operated for social welfare, civic improvement, pleasure or recreation, or any other purpose, except profit, such

as registered charities, foundations and non-profit corporations, with the exception of government funded agencies and institutions.

3. That Schedule "A" to By-law No. 2018-024, as amended, be further amended by adding item (g) to "Section 3.2 Billboard Signs" in "Part 3 Permitted Signs":

Item g) "A Billboard sign authorized by a City approved Encroachment Agreement shall not be sublet or assigned at any time."

4. That Schedule "A" to By-law No. 2018-024, as amended, be further amended by removing and replacing Item (a) in "Section 3.3 Electronic Text Message and/or Electronic Billboard Signage" with the following:

An Electronic Text Message and/or Electronic Billboard sign is permitted in any zone with the exception of Residential or on lands with the following uses as defined by the applicable zoning by-law: an arena, a recreation centre, a fire station, a police station, a museum, an art gallery, a public administration office, a school, a church, a hospital, a college/university provided the sign is set back more than 1.5 m (4.9 ft.) from the road allowance.

5. That Schedule "A" to By-law No. 2018-024, as amended, be further amended by adding item (h) to "Section 3.3 Electronic Text Message and/or Electronic Billboard Signage" in "Part 3 Permitted Signs":

Item h) "An Electronic Text Message and/or Electronic Billboard Sign shall not be permitted on or over City property, including road allowances by way of an Encroachment Agreement.

6. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor changes or corrections of a grammatical or typographical nature to the By-law and schedule, after the passage of this By-law, where such modifications or corrections do not alter the intent of the By-law.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

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Mayor

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Clerk

**The Corporation of the City of Temiskaming Shores**  
**By-law No. 2022-078**  
**Being a by-law to establish Tax Ratios for 2022**

**Whereas** The Corporation of the City of Temiskaming Shores is required to establish tax ratios pursuant to Section 308 of the Municipal Act, 2001, as amended; and

**Whereas** the tax ratios determine the relative amount of taxation to be borne by each property class; and

**Whereas** Council considered Administrative Report No. CS-019-2022 at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-laws utilizing the Revenue Neutral Tax Ratios for 2022 calculated using a phased-in elimination of the subclass reduction factors, for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts a follows:

The tax ratios for the municipality for 2022 are as follows:

Residential/Farm	1.000000
Multi-Residential	2.268374
New Multi-Residential	1.000000
Commercial	2.035200
Commercial Exc. Land	1.628100
Commercial Vac. Land	1.628100
Industrial	2.304136
Industrial Exc. Land	1.728102
Industrial Vac. Land	1.728102
Landfill	3.574008
Pipeline	0.905497
Farmlands	0.250000
Managed Forests	0.250000

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

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Mayor

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Clerk

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-079**

**Being a by-law to provide for the adoption of 2022 tax rates  
for municipal and school purposes and to further provide  
penalty and interest for payment in default**

**Whereas** as per Section 290(1) of the Municipal Act, S.O. 2001, c.25, as amended, Council for the City of Temiskaming Shores adopted the 2022 Municipal Budget in principle on December 21, 2021 which included estimates of all sums required during the year for the purposes of the municipality; and

**Whereas** as per Section 307 (2) (b) of the Municipal Act, S.O. 2001, c.25, as amended, the tax rates and the rates to raise the fees or charges shall be in the same proportion to each other as the tax ratios established under Section 308 for the property classes are to each other; and

**Whereas** as per Section 308 (3) of the Municipal Act, S.O. 2001, c.25, as amended, the tax ratios are the ratios that the tax rate for each property class must be to the tax rate for the residential/farm property class where the residential/farm property class tax ratio is 1 and, despite this section, the tax ratio for the farmlands property class and the managed forests property class prescribed under the Assessment Act; and

**Whereas** as per Section 312 (2) of the Municipal Act, S.O. 2001, c.25, as amended, provides that for the purposes of raising the general local municipal levy, the council of a local municipality shall, after the adoption of estimates for the year, pass a by-law levying a separate tax rate, as specified in the by-law, on the assessment in each property class in the local municipality rateable for local municipality purposes; and

**Whereas** as per Section 345(1) of the Municipal Act S.O. 2001, c.25, as amended, a municipality may pass by-laws to impose late payment charges for the non-payment of taxes or any instalment by the due date; and

**Whereas** Council has set tax ratios under the authority of By-law No. 2022-078 as adopted on May 3, 2022; and

**Whereas** the 2022 levy for municipal purposes is \$14,136,029; and

**Whereas** certain education rates are provided in various regulations and commercial and industrial education amounts have been requisitioned by the Province; and

**Whereas** Council considered Administrative Report No. CS-019-2022 at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-laws utilizing the 2022 Tax Rates and Water/Sewer Rates, for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts as follows:

1. That the tax rates for 2022 for municipal and education purposes be hereby set as per Schedule "A" hereto attached and forming part of this by-law;
2. That all charges shall be added to the tax roll and shall become due and payable in two (2) instalments as follows:

50% of the final levy for all classes shall become due and payable on the 15<sup>th</sup> day of July, 2022;

50% of the final levy for all classes shall become due and payable on the 15<sup>th</sup> day of September, 2022;

3. That non-payment of the amount, as noted, on the dates stated in accordance with the by-law constitutes default and that all taxes of the levy which are in default after the noted due dates shall be added a penalty of 1.25% per month, until December 31<sup>st</sup>, 2022; and
4. That all taxes unpaid as of December 31, 2022 shall be added a penalty at the rate of 1.25% per month for each month or fraction thereof in which the arrears continue.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

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Mayor

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Clerk

**Schedule “A” to By-law 2022-079**

<b>General Tax Rates</b>			
	<b>Municipal</b>	<b>Education</b>	<b>Total</b>
Residential	0.0115698	0.0015300	0.0130998
Multi - Residential	0.0260618	0.0015300	0.0275918
New Multi-Residential	0.0115698	0.0015300	0.0130998
Commercial Occupied	0.0234649	0.0088000	0.0322649
Commercial Excess/Vacant Land	0.0187719	0.0088000	0.0275719
Commercial – Retained	0.0234649	0.0098000	0.0332649
Commercial Excess/Vacant Land - Retained	0.0187719	0.0098000	0.0285719
Industrial Occupied	0.0266585	0.0088000	0.0354585
Industrial Excess/Vacant Land	0.0199939	0.0088000	0.0287939
Industrial – Retained	0.0266585	0.0098000	0.0364585
Industrial Excess/Vacant Land – Retained	0.0199939	0.0098000	0.0297939
Landfill	0.0413507	0.0088000	0.0501507
Landfill – Retained	0.0413507	0.0098000	0.0511507
Pipelines	0.0104765	0.0080992	0.0185756
Farmland	0.0028925	0.0003825	0.0032750
Managed Forest	0.0028925	0.0003825	0.0032750
New Liskeard Business Improvement Area			0.0017198

**The Corporation of the City of Temiskaming Shores**  
**By-law No. 2022-080**  
**Being a by-law with respect to water and sewer service rates**

**Whereas** in accordance to Section 391(1) a municipality and a local board may pass by-laws imposing fees or charges on any class of persons,

(a) for services or activities provided or done by or on behalf of it; and

**Whereas** in accordance to Section 398 (2) of the Municipal Act, S.O. 2001, c.25, as amended, the treasurer of a local municipality may, and upon request of a local board whose area of jurisdiction includes any part of the municipality shall, add fees and charges imposed by the municipality, or local board, respectively, under this Part to the tax roll for the following property in the local municipality and collect them in the same manner as municipal taxes:

1. In the case of fees and charges for the supply of a public utility, the property to which the public utility was supplied; and

**Whereas** Council considered Administrative Report No. CS-019-2022 at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-laws utilizing the 2022 Tax Rates and Water/Sewer Rates, for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores deems it expedients to enact the following:

1. That the rates and charges with respect to water and sewer services are hereby set as per Schedules "A" and "B" hereto attached and forming part of this by-law.
2. That the provisions of this By-law shall come into force and take effect January 1, 2022.
3. That By-law No. 2021-065 with respect to rates and charges for water and sewer services is hereby repealed.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

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Mayor

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Clerk

**Schedule "A"**  
**2022 Schedule of Water & Sewer Rates**

Roll Numbers 010-000-00000-0000 to 010-999-99999-9999 (New Liskeard)  
and 030-000-00000-0000 to 030-999-99999-9999 (Haileybury)

<b><u>Domestic Water and Sewage Users</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$535.58	\$455.25	\$990.83
Pool	\$57.59	\$48.95	\$106.54
<b><u>Business Operated out of Residential Units</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$258.54	\$219.76	\$478.30
<b><u>Commercial/Industrial</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$517.08	\$439.52	\$956.60
<b><u>Restaurants/licensed facilities</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$1,031.46	\$876.73	\$1,908.19
<b><u>Hotels / Motels (each self Contained Unit)</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$404.51	\$343.84	\$748.35
<b><u>Car Dealers</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$1,031.46	\$876.73	\$1,908.19
<b><u>Rooming Houses:</u></b>			
<b><u>Basic Residential</u></b>			
	<u>Water only/unit</u>	<u>Sewer only/unit</u>	<u>Combined/unit</u>
Annual	\$535.58	\$455.25	\$990.83
<b><u>Each Add'l Room</u></b>			
Annual	\$100.07	\$85.06	\$185.13
<b><u>Schools (per student/staff)</u></b>			
	<u>Water only</u>	<u>Sewer only</u>	<u>Combined</u>
Annual	\$14.11	\$11.99	\$26.10

**Sewage Service Rates**

Sewage service rates shall be charged at a rate of eighty-five percent (85%) of the total water rate charges.

**Metered Water Rates**

**Rates and Charges (Residential)**

First 925,000 gallons	\$5.57/1000 gallons
All additional gallons	\$3.64/1000 gallons
Minimum Bill	\$535.58

**Residential Rate (Multi Residential Dwelling)**

First 925,000 gallons	\$5.57/1000 gallons
All additional gallons	\$3.64/1000 gallons
Minimum Bill	\$535.58 x half the number of residential units

**Commercial, Institutional, & Industrial**

First 925,000 gallons	\$4.04/ 1000 gallons
All additional gallons	\$3.51/1000 gallons
Minimum Bill	\$517.08

**Combination of Residential and Commercial, Institutional & Industrial**

First 925,000 gallons	\$5.57/1000 gallons
All additional gallons	\$3.64/1000 gallons
Minimum Bill	\$517.08 x half the number of units
Minimum Bill for Motels	\$517.08 x 35% of the number of units

**Vacancy Rates**

Units unoccupied for a period of at least three (3) consecutive calendar months with water service maintained are eligible for a reduction in the water/sewer rate.

The vacancy rate will take affect in the 4<sup>th</sup> month of the vacancy period.

50%/unit/month

<p><b><u>Water Service Off</u></b></p> <p>Properties with water service turned off by Public Works will be adjustment for the period that the water service is off.</p>	<p>Water Rate - \$0.00 Sewer Rate – 50% of applicable rate</p>
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<p><b><u>Water Meter Rentals</u></b></p>	
<p>Meter Size</p>	
<p>5/8"</p>	<p>\$60.00</p>
<p>3/4"</p>	<p>\$60.00</p>
<p>1"</p>	<p>\$60.00</p>
<p>1 1/2"</p>	<p>\$96.00</p>
<p>2"</p>	<p>\$96.00</p>
<p>3"</p>	<p>\$216.00</p>
<p>4"</p>	<p>\$216.00</p>
<p><b><u>Water Service Turn off or Turn on</u></b></p>	
<p>-during regular hours</p>	<p>\$40.00 plus HST</p>
<p>-after regular hours</p>	<p>\$70.00 plus HST</p>
<p><b><u>Bulk Water Charge</u></b></p>	
<p>-Per Load up to 5,500L (based on tank size)</p>	<p>\$50.00 plus HST</p>
<p>-Each Additional 1000L</p>	<p>\$10.00 plus HST</p>

**Schedule "B"**  
**2022 Schedule of Water and Sewage Rates**

Roll Number 020-000-00000-0000 to 020-999-99999-9999 (Dymond)

<b><u>Water Rates</u></b>	
<b><u>Residential</u></b>	
Annual Fee	\$535.58/unit
Pool	\$57.59/unit
<b><u>Commercial Users</u></b>	
Small	\$517.08/unit
Medium	\$861.06/unit
Large	\$1,377.61/unit
Commercial Retail Outlet	\$93.92/employee
<b><u>Motels &amp; Restaurants</u></b>	
Motels	\$130.95/unit
Motel Swimming Pool	\$10.92/unit
Health Club Swim Pool	\$22.08/member
Restaurant Dining Room	\$47.61/seat
Restaurant Tavern	\$27.20/seat
<b><u>Institution</u></b>	
Schools	\$14.11/student
<b><u>Meter Rates</u></b>	
<b>Commercial, Institutional, &amp; Industrial</b>	
First 925,000 gallons	\$4.04/1000 gallons
All additional gallons	\$3.51/1000 gallons
Minimum Bill	\$517.08
<b><u>Sewage Service Rates</u></b>	
Sewage service rates shall be charged at a rate of eighty-five percent (85%) of the total water rate charges.	

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-081**

**Being a by-law to amend By-law No. 2022-073 to enter into an agreement with EXP Services Inc. for engineering services related to the design of the by-pass system at the Robert/ Elm Pumping Station**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Administrative Report No. PW-014-2022, and adopted By-law No. 2022-073 to enter into an agreement with EXP Services Inc. for engineering services related to the design of the by-pass system at the Robert/ Elm Pumping Station, at the March 1, 2022 Regular Council meeting; and

**Whereas** Council considered Memo No. 006-2022-PW at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-law to amend By-law No. 2022-073 for the addition EXP Services Inc. Terms and Conditions as Appendix 02 to Schedule "A", for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Schedule A to By-law No. 2022-073, be hereby amended by adding Appendix 02 titled Terms and Conditions, a copy of which is hereto attached as Schedule A and forms part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

**Read a first, second and third time** and finally passed this 3rd day of May, 2022.

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Mayor

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Clerk



Schedule "A" to  
**By-law 2022-073**

Appendix 02  
Terms and Conditions



## TERMS AND CONDITIONS

*The following terms and conditions form an integral part of the proposal submitted to The City of Temiskaming Shores and dated April 4<sup>th</sup>, 2022, (the "Proposal") for the project Robert & Elm By-Pass Design, EXP Project No. NWL-22009124-00 (the "Project")*

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1. **AUTHORIZATION TO PROCEED.** The signing of the Work Authorization form attached to these Terms and Conditions, which together with CONSULTANT's proposal shall collectively be referred to as the Agreement, will serve as written authorization for CONSULTANT to proceed with the services called for in this Agreement.
2. **EXTENT OF AGREEMENT.** This Agreement, including attachments incorporated herein by reference, represents the entire agreement between CONSULTANT and CLIENT and supersedes all prior negotiations, representations, or agreements, either written or oral. This Agreement may be altered only by written instrument signed by authorized representatives of both CLIENT and CONSULTANT.
3. **CHANGES.** Work beyond the scope of Services or redoing any part of the Services through no fault of CONSULTANT, shall constitute extra work and shall be paid for on a time and material basis in addition to any other payment provided for in this Agreement. In the event, CONSULTANT's work is interrupted due to delays other than delays caused by CONSULTANT, CONSULTANT shall be compensated based on CONSULTANT's current Fee Schedule for the additional labour or other charges associated with maintaining its work force for CLIENT's benefit during the delay, or at the option of the CLIENT, for charges incurred by CONSULTANT for demobilization and subsequent remobilization. If, during the course of performance of this agreement, conditions or circumstances are discovered which were not contemplated by CONSULTANT at the commencement of this Agreement, CONSULTANT shall notify CLIENT in writing of the newly discovered conditions or circumstances and the impact on the Agreement. CLIENT and CONSULTANT agree to negotiate in good faith any changes to the price, terms and conditions, or schedule of this Agreement. Written notice of changes will be provided by CONSULTANT to the CLIENT by Change Order for the CLIENT's approval.
4. **PAYMENT.** CONSULTANT shall invoice CLIENT periodically for the services performed under this Agreement, including laboratory services, if required. Compensation for such services shall be in accordance with CONSULTANT's current Fee Schedule or the terms of the proposal, which do not include applicable taxes. CLIENT shall pay invoices upon receipt. Invoices not paid within thirty (30) days of the invoice date shall be subject to a late payment charge of 1.5% per month (18% per year) from the date of billing until paid. The invoice amounts shall be presumed to be correct unless CLIENT notifies CONSULTANT in writing within fourteen (14) days of receipt. Progress billings, when paid, represent acceptance by CLIENT of the invoiced services performed by CONSULTANT. The CLIENT agrees to pay legal fees and costs necessary to collect on past due accounts. If CLIENT fails to pay an invoice when due, CONSULTANT may suspend all services until such invoice is paid in full.
5. **PERMITS, UTILITIES AND ACCESS.** Unless otherwise provided, the CLIENT shall apply for and obtain all required permits and licenses. The CLIENT warrants that it has made all necessary arrangements for right to entry to provide CONSULTANT access to the site for all equipment and personnel at no charge to CONSULTANT. The CLIENT shall also provide CONSULTANT with the location of all underground utilities and structures in the vicinity of the work area, unless otherwise agreed in writing. While CONSULTANT will take all reasonable precautions to minimize any damage to the property, the CLIENT agrees to hold CONSULTANT harmless for any damages to any underground subsurface structures or any damage required for right of entry.
6. **COST ESTIMATES.** If CONSULTANT provides an estimate of probable costs or a budget for the Work that is developed by CONSULTANT during the performance of the Scope of Services, the CLIENT hereby acknowledges that neither CONSULTANT nor CLIENT has control over other professional fees, land development, or other costs related to the entire Project. Therefore, CONSULTANT does not warrant or represent the Project costs will not vary from the Project Budget. Neither CONSULTANT nor the CLIENT has control over the cost of labour, materials or equipment, over the contractor's methods of determining bid prices, or over competitive bidding, market, or negotiating conditions. CONSULTANT therefore does not warrant or represent that bids or negotiated prices will not vary from the estimate of probable construction cost.
7. **DISPUTES.** Any dispute arising under this Agreement shall first be resolved by taking the following steps. A successive step shall be taken if the issue is not resolved at the preceding step: 1) by the technical and contractual personnel for each Party, 2) by executive management of each Party, 3) by mediation, 4) by arbitration if both Parties agree or 5) through the court system in the Province of Ontario.
8. **STANDARD OF CARE.** CONSULTANT shall perform its services in a manner consistent with the standard of care and skill ordinarily exercised by members of the profession practicing under similar conditions in the geographic vicinity and at the time the services are performed. This Agreement neither makes nor intends a warranty or guarantee, express or implied.
9. **INDEMNITY.** Notwithstanding any other provision of this Agreement, the CLIENT agrees to indemnify, defend and hold harmless CONSULTANT, its officers, directors, employees and subconsultants (collectively "CONSULTANT") against all damages, liabilities or costs including reasonable legal fees and defense costs arising out of or in any way connected with this Project or the performance of the services under this Agreement, excepting those damages, liabilities or costs attributable to the negligent acts or omissions by CONSULTANT.

10. **LIMITATION OF LIABILITY.** Notwithstanding any other provision of this Agreement, the total liability of CONSULTANT, its officers, directors and employees, to the CLIENT and anyone claiming by or through the CLIENT, for any and all claims, losses, costs or damages from any cause in any way related to the project or the Agreement, shall not exceed the fees paid to the CONSULTANT. CLIENT and CONSULTANT agree that any legal actions arising directly or indirectly from this Agreement and/or CONSULTANT's performance of the Services shall be filed no later than two years from the date the Services have been performed. CLIENT agrees to bring any claims against the CONSULTANT, not any individual employees of the CONSULTANT.
11. **CONSEQUENTIAL DAMAGES.** CONSULTANT shall not be liable for any incidental, indirect or consequential damages arising out of or connected in any way to the Project or this Agreement.
12. **RESPONSIBILITY.** CONSULTANT is not responsible for the completion or quality of work that is dependent upon information provided by or services performed by the CLIENT or third parties not under the direct control of CONSULTANT. CONSULTANT is not responsible for the acts or omissions or for any damages resulting from the actions of such parties. CONSULTANT does not assert control or assume responsibility for a Contractor not retained directly by CONSULTANT or over a CLIENT's employees, work site, work methods or property.
13. **OWNERSHIP AND CONFIDENTIALITY.** Unless otherwise agreed to by the parties in writing, all drawings, plans, models, designs, reports, photos, studies and other data (the "Deliverables") required to be prepared by or on behalf of CONSULTANT in connection with the Services will become the property of the CLIENT upon full and final payment of the Compensation. The copyright and all intellectual property in the documents and designs shall be retained by CONSULTANT, who grants to the CLIENT a non-exclusive, perpetual, non-transferable and royalty-free license (the "License") to use, disclose and reproduce the Deliverables solely for the purpose of the project. CLIENT will not distribute or convey CONSULTANT's reports or recommendations to any person or organization other than those identified in the project description without CONSULTANT's written authorization. CLIENT releases CONSULTANT from liability and agrees to defend, indemnify, protect and hold harmless CONSULTANT from any and all claims, liability, damages or expenses arising, in whole or in part, from unauthorized use. Information provided by either party with respect to the project's design, supplies, management, costs, description or other pertinent information are confidential. The parties agree not to disclose such information to third parties unless necessary to the project's execution or already a matter of public knowledge.
14. **THIRD PARTY DISCLAIMER.** Any report prepared in connection with the Services are for the sole benefit of the CLIENT. CONSULTANT's report may not be used by any other person or entity without the express written consent of the CLIENT and CONSULTANT. Third parties are subject to the same limit of liability as agreed to in this Agreement by the Client. Any use which a third party makes of CONSULTANT'S report, or any reliance on decisions made based on it, are the responsibility of such third parties. CONSULTANT accepts no responsibility for damages, if any suffered by any third party as a result of decisions made or actions taken based on this report.
15. **FIELD REPRESENTATION.** The presence of CONSULTANT's or its subcontractors' field personnel may be required for the purpose of providing project administration, assessment, observation and/or field testing. Should a contractor(s) not retained by CONSULTANT be involved in the project, CLIENT will advise such contractor(s) that CONSULTANT's services do not include supervision or direction of the means, methods or actual work of the contractor(s), its employees or agents. CLIENT will also inform contractor that the presence of CONSULTANT's field representative for project administration, assessment, observation or testing, will not relieve the Contractor of its responsibilities for performing the work in accordance with applicable regulations, or in accordance with project plans and specifications. If a contractor is involved on the project, CLIENT agrees CONSULTANT shall not be responsible for working conditions on the job site including the safety and security of persons or property.
16. **ENVIRONMENTAL CONDITIONS.** CLIENT shall have responsibility and liability for the environmental conditions on the site. Without limiting the generality of the foregoing, CONSULTANT shall have no liability to the CLIENT or any third party for Mould Related Claims, contaminants, or any other hazardous, dangerous or toxic substance. For the purposes of this section, Mould Related Claims means any claim arising out of or resulting from the actual, alleged or threatened existence, effects, ingestion, inhalation, abatement, testing, monitoring, remediation, enclosure, decontamination, repair, removal or the actual or alleged failure to detect Mould, Mildew or other Fungus in any form. Mould, Mildew, or other Fungus means any plant-like group that does not produce chlorophyll and derives food either by decomposing organic matter from dead plants and animals or by parasitic attachment to living organisms or any substance specifically or commonly referred to as mould, mildew, or fungus, and includes any and all mycotoxins, spores, scents, or other by-products that are produced by the above-described groups or substances. CLIENT shall be responsible for and promptly pay for the removal and lawful disposal of Mould, Mildew, or other Fungus, contaminants, hazardous materials, asbestos, samples and cuttings unless otherwise agreed in writing. The discovery of such conditions on the site shall result in the issuance of a Change Order to the extent that the services of CONSULTANT are impacted.
17. **TERMINATION.** This Agreement may be terminated by either party upon ten (10) days written notice to the other. In the event of termination, CLIENT shall pay for all charges for work performed and demobilization by CONSULTANT. The limitation of liability and indemnity obligations of this Agreement shall be binding notwithstanding any termination of this Agreement.
18. **SOLICITATION.** Neither Party will, directly or indirectly, for a period of two years from the expiration date of this Agreement, solicit for employment or any other engagement the services of any person who is now employed by the other Party or any affiliate, except in the course of general recruitment efforts.
19. **ASSIGNMENT.** Neither CLIENT nor CONSULTANT shall assign its interest in this Agreement without the written consent of the other.
20. **GOVERNING LAW.** This Agreement is governed by the laws of the Province of Ontario

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-082**

**Being a by-law to enter into an agreement with Talize Inc. /  
Recycling Rewards for the provision of Textile Collection  
Services**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Administrative Report No. PW-016-2022 at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into an agreement with Talize Inc./Recycling Rewards for textile collection services, for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council authorizes the entering into an agreement with Tazile Inc./Recycling Rewards for Textile Collection Services, a copy of which is attached hereto as Schedule "A" and forming part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

**Read a first, second and third time and finally passed** this 3rd day of May 2022.

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Mayor

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Clerk



Schedule “A” to

**By-law 2022-082**

Agreement between

**The Corporation of the City of Temiskaming Shores**

and

**Talize Inc. / Recycling Rewards**

for the provision of Textile Collection Services

**This agreement** made this 3<sup>rd</sup> day of May 2022.

Between:

**The Corporation of the City of Temiskaming Shores**  
(hereinafter called “the Owner”)

And:

**Talize Inc. / Recycling Rewards**  
(hereinafter called “the Contractor”)

Witnesseth:

That the Owner and the Contractor shall undertake and agree as follows:

**Article I:**

The Contractor will:

- a) Provide all material and perform all work described contained in the “Proposal for Textile Diversion Services”, attached hereto as Appendix 01.
- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement, attached hereto as Appendix 01 and forming part of this agreement.

**Article II:**

All communications in writing between the parties, shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Contractor:

**Talize Inc./Recycling Rewards**  
67 Alexdon Road, Unit 2  
North York, Ontario  
M3J 2B5

**City of Temiskaming Shores**  
325 Farr Drive / P.O. Box 2050  
Haileybury, Ontario P0J 1K0

**Remainder of Page left blank intentionally**





Appendix 01 to  
Schedule "A" to

**By-law No. 2022-082**

Form of Agreement

# PROPOSAL FOR TEXTILE DIVERSION SERVICES

City of Temiskaming Shores

## OVERVIEW

Talize/Recycling Rewards in partnership with Cornerstone to Recovery is pleased to submit this proposal to Waste Management Services of Temiskaming Shores to support your goal of diverting textile waste from landfills. Furthermore, we look forward to becoming an active contributor to your over-arching goal of reducing waste in a manner that is consistent with Temiskaming Shores residents desire to be more environmentally responsible.

## The Objective

- Increase textile diversion for the residents of the City of Temiskaming Shores
- Lower waste-collection cost for Temiskaming Shores by diverting textiles at the source
- Support local retail by supplying used textiles to our Canadian thrift store partner Talize
- Maximize the volume of textiles collected

## The Opportunity

- Goal#1: Place a bin in each designated regional-recycling site, which as discussed will support
  - Region #1 - *Haileybury/North Cobolt*
  - Region #2 - *New Liskeard/Dymond*

## The Solution

- Regional Site Program: Place bins at each of the above sites.
- Proposed Dates for Talize/Recycling Rewards and Temiskaming Shores Textile Recycling Initiatives:
  - June 6<sup>th</sup> – 9<sup>th</sup> (12<sup>th</sup> for Temiskaming Shores Regional Pick-Up)

## Talize Inc./Recycling Rewards

Recycling Rewards a division of Talize Inc. is a for-profit duly licensed Canadian recycling company operating in the Province of Ontario. Established in 2005, Recycling Rewards has 17 years in the recycling industry. We are proud to promote a greener earth by providing quick and easy solution to textile recycling while supporting charities. We believe "Recycle + Reuse= Rewards".

We are well established, with a virtual call center, truck and fleet services to provide excellent pick-up and Donation Bin Programs. We've placed & maintain over 1,100+ textile recycling bins across Ontario and we have 23 trucks to provide Residential Curbside Textile Collection & Recycling programs.

We have an ongoing partnership with Talize Thrift Store, a National Thrift Retail Chain with locations across Canada. They purchase all of the clothing and household items. Textiles that are too worn or damaged are sent to companies for upholstery stuffing & rags, ensuring nothing ends up in our landfills. Currently, we have 99.2% diversion rate.

## Cornerstone to Recovery

Cornerstone to Recovery is a charitable organization that supports people experiencing or impacted by addiction & mental illness. We opened our doors in 2004 with the intent to provide accessible, holistic and self-sustaining recovery programs in an environment where individuals and families could gain the tools and support needed to change their lives. We operate under a five-pillar structure consisting of Connections, Pathways, Social Enterprise, Residential, and Wellness. All of our programs utilize a community treatment model, meaning that everyone who walks through our doors has the opportunity to both receive, and give, help. The majority of our programs are free, low, or subsidized costs, which are funded in majority by our Textile Recycling Program clothing donation bins. We are very grateful for the Textile Recycling programs, as it allows us to continue providing life-saving programs to members of our community.

## OUR PROPOSAL

We are confident that with our qualified staff, proven methodologies and inapt ability to manage deliverables we will be able to execute the proposed programs with maximum efficiency. Following is a description of our project methods, and proposed timelines of events.

### Technical/Project Approach

#### Regional Site Program

- In partnership with the City of Temiskaming Shores, the municipality will place bins at the above agreed upon sites (*Haileybury/North Cobolt, New Liskeard/Dymond*)
- Talize/Recycling Rewards will put together a promotional package of all the items they accept as part of this program.
- The municipality will market these sites to their existing residents for the proposed Textile Recycling weeks.
- As proposed above (dates and timelines), Talize/Recycling Rewards' trucks will make their way to the proposed bin sites to do the textile recycling pick-up.
- Talize/Recycling Rewards will provide collections services to each regional site.
  - In addition to collecting, our drivers will clean up around the bins and ensure our bins are in good shape.

### Resources

Please note that the following are your points of contact for any program related queries;

- ❖ Primary Contact: Patricia Waud – Business Development Manager
- ❖ Secondary Contact: Timor Azizi – Fleet Manager
- ❖ Secondary Contact: Dave Morris – Warehouse Manager
- ❖ Tertiary Contact: Jeffrey Faria – Director of Operations

## Textile Bin Pick-Up Program & Benefit to the City

To support the marketing costs and other costs associated with bin placement for the municipality, Talize/Recycling Rewards will pay 11 cents per kilogram from all the textiles collected in both bin-sites.

The program will provide the City of Temiskaming Shores with key information and learnings from the program that include insights such as:

1. Textile Contribution metrics from the campaign.
2. Diversion Rate vs Waste Diversion
3. Customer Service Call Tracking
4. How much total tonnage was collected from the City of Temiskaming Shores
5. Challenges/Opportunities of delivering such a program.
6. Other impediments that have not been considered which would be unique to the City of Temiskaming Shores residents.

## **CONCLUSION**

We look forward to working with the City of Temiskaming Shores and supporting your efforts to improve your current waste management system. We are confident that we can meet the challenges that lie ahead and stand ready to partner with you in delivering an effective well-rounded solution.

If you have questions on this proposal, feel free to contact Patricia Waud – Business Development Manager at your convenience by email at - [pwaud@recyclingrewards.com](mailto:pwaud@recyclingrewards.com) or by phone at (416) 333-4372.

Thank you for your consideration.

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-083**

**Being a by-law to enter into an agreement with Municipal Media Inc. d/b/a  
Recycle Coach for software services related to the City's Solid Waste  
Management Program**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Administrative Report No. PW-017-2022 at the May 3, 2022 Regular Council meeting and directed staff to prepare the necessary By-law to enter into an agreement with Recycle Coach for software services related to the City's Solid Waste Management Program, for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council authorizes the entering into an agreement with Municipal Media Inc. d/b/a Recycle Coach for software services related to the City's Solid Waste Management Program, a copy of which is attached hereto as Schedule "A" and forming part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

**Read a first, second and third time and finally passed** this 3rd day of May 2022.

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Mayor

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Clerk



Schedule “A” to

**By-law 2022-083**

Agreement between

**The Corporation of the City of Temiskaming Shores**

And

**Municipal Media Inc. d/b/a Recycle Coach**

for software services related to the City’s Solid Waste Management Program

**This agreement** made this 3<sup>rd</sup> day of May 2022.

Between:

**The Corporation of the City of Temiskaming Shores**  
(hereinafter called “the Owner”)

And:

**Municipal Media Inc. d/b/a Recycle Coach**  
(hereinafter called “the Consultant”)

Witnesseth:

That the Owner and the Consultant shall undertake and agree as follows:

**Article I:**

The Consultant will:

- a) Provide all material and perform all work described in the “Software as a Service (SaaS) Agreement”, attached hereto as Appendix 01.
- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01, and forming part of this Agreement.

**Article II:**

The Owner will:

- a) Pay the Consultant in lawful money of Canada for the material and services aforesaid, as outlined in the Form of Agreement.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

**Article III:**

All communications in writing between the parties, shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic

communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Consultant:

**Municipal Media Inc. (Recycle Coach)**  
50 Carroll Street, Suite 111  
Toronto, ON M4M 3G3

The Owner:

**City of Temiskaming Shores**  
325 Farr Drive / P.O. Box 2050  
Haileybury, Ontario P0J 1K0

**Remainder of Page left blank intentionally**

**In witness** whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in  
the presence of

**Municipal Media Inc. (Recycle Coach)**

\_\_\_\_\_  
Jeff J. Galad, Chief Revenue Officer

Municipal Seal

**The Corporation of the City of Temiskaming  
Shores**

\_\_\_\_\_  
Mayor – Carman Kidd

\_\_\_\_\_  
Clerk – Logan Belanger



Appendix 01 to  
Schedule "A" to

**By-law No. 2022-083**

Form of Agreement



**Municipal Media Inc. d/b/a Recycle Coach**  
50 Carroll Street, Suite 111, Toronto, ON M4M 3G3  
Tel: 416.423.3203  
Email: sales@recyclecoach.com

## SOFTWARE AS A SERVICE (SaaS) AGREEMENT

<b>Client Name:</b> <b>City Of Temiskaming Shores</b>	<b>Contact:</b> <b>Jeremie Latour</b>
<b>Street address (City/Prov/Postal):</b> 325 Farr Drive, P.O Box 2050, Haileybury, ON, P0J 1K0	<b>E-mail:</b> <a href="mailto:jlatour@temiskamingshores.ca">jlatour@temiskamingshores.ca</a> <b>Phone:</b> 705-672- 3363
<b>Accounts Payable Contact:</b> <b>City of Temiskaming Shores Finance Department</b>	<b>E-mail:</b> <a href="mailto:finance@temiskamingshores.ca">finance@temiskamingshores.ca</a> <b>Phone:</b> 705-672-3363 x 4102
<b>Does this contract require a PO#? NO*</b> <b>* Recycle Coach to review Temiskaming Shores by-law in lieu of signature.</b>  <b>If YES, please provide.</b>  <b>Who will provide an updated PO# each year?</b>	<b>Purchase Order Number:</b>  <b>Name:</b>  <b>Email:</b>  <b>Phone:</b>



**Payment Summary**

Name	Description	Fee Structure	Unit Price
RC – Essentials	See Package Features in Schedule A	Yearly	Yr. 1 - \$ 2,000* Yr. 2 - \$ 2,500 Yr. 3 - \$ 2,900
RC – Notifications	Ability to send emergency and non-emergency notifications to residents through the Recycle Coach App. Ability to segment out certain routes.	Yearly	Included
RC – SMS	Allow residents to get reminders and notifications via SMS text message. Based on actual usage charges and is likely to increase over time.	Yearly	n-a
RC – Language Fee	Machine translations of all content except the notifications you create and send (if applicable).	Yearly	n-a
<b>Total Cash Due for Set Up*</b>		<b>Waived</b>	<b>Waived</b>
<b>Total Cash Due Annually*</b>			<b>Yr. 1 - \$2,000</b> <b>Yr. 2 - \$2,500</b> <b>Yr. 3 - \$2,900</b> <b>CAD</b>

\*Plus applicable Taxes.



# Terms and Agreement

**Initial Term:** 36 month(s) – Commencing Jan 1, 2022

**Billing Start Date:** July 1, 2022, for remainder of 2022. Yr. 2 to bill Jan 1, 2023.

- Special Terms and Conditions:**
- \*Recycle Coach to bill a pro-rated amount of \$1,000 CAD on July 1, 2022.
  - Contract automatically renews annually.
  - 90-days required to terminate, if terminated after renewal date – pro-rated invoice will be generated from 90-day notice. Send all notices to terminate to: [sales@recyclecoach.com](mailto:sales@recyclecoach.com)
  - Agreement is subject to the [Terms of Use](#) posted on the Recycle Coach website.
  - Above pricing is not valid if this Agreement is not signed within 90 days.
  - Should the Extended Producer Responsibility model, as per O. Reg. 391/21, come into effect in City Of Temiskaming Shores after January 1, 2024, client may give 90-day notice with no further penalty.

- Marketing & Communication:**
- The main contact agrees to be added to the monthly newsletter communication list which features monthly marketing insights and creative assets you can use. This also includes monthly analytics on resident performance.
  - Through the e-mail, the contact can opt-out at any time or add other contacts.

## Signatures

By signing below, Client and Service Provider acknowledge that they have read the entire Agreement, the attached specific terms and conditions for use of the Services, and agree to be bound by the provisions thereof.

### CLIENT

**City Of Temiskaming Shores**

By \_\_\_\_\_

**Name & Title**

### SERVICE PROVIDER

**Municipal Media Inc.**

By \_\_\_\_\_

**Jeff J. Galad**  
Chief Revenue Officer

I am a duly authorized officer, partner or principal with full authority to enter into this Agreement on behalf of Client.

Date \_\_\_\_\_

(MM/DD/YYYY)

Date \_\_\_\_\_

(MM/DD/YYYY)



## Schedule A – RC – Essentials Package Details

### RC – Essentials Package Features (includes Mobile & Web Application)

#### **Calendar**

(includes Collection Requirements, Reminders, Drop-offs and Event information)

#### **'What Goes Where' search tool**

(includes image & text search, personalized disposal instructions, 400 materials and 15,000+ synonyms)

#### **User Engagement**

(includes Weekly 'We Wanted to Know' question\*, Onboarding survey\*, Monthly blog articles\*, Workplace recycling Supporter program)

#### **Client/User Support**

(includes In-App 'Report a Problem' Tool, User Support, Dedicated Customer Success Manager and [Privacy Policy & User Agreement](#))

#### **Dedicated listing in the Recycle Coach mobile app**

*\*Our CASy system ensures all content is compatible with your What Goes Where database*

**Upgrade anytime to PRO for more tools**

Contact [successgroup@recyclecoach.com](mailto:successgroup@recyclecoach.com) anytime during your term for more details.

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-084**

**Being a by-law to enter into a funding agreement for a financial contribution towards the purchase of playground equipment to be installed at Rebecca Street Park**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Administrative Report No. RS-008-2022 at the May 3, 2022 Regular Council meeting, and directed staff to prepare the necessary by-law to enter into a funding agreement for a donation towards the purchase of playground equipment to be installed in the Rebecca Street Park in the amount of \$20,000, for consideration at the May 3, 2022 Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That the Mayor and Clerk be authorized to execute a funding agreement with ██████████ for a donation towards the purchase of playground equipment to be installed in the Rebecca Street Park in the amount of \$20,000 a copy of which is attached hereto as Schedule "A" and forms part of this by-law.
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

---

Mayor

---

Clerk



Schedule A to

**By-law 2022-084**

Funding Agreement between

**The Corporation of the City of Temiskaming Shores**

And



For a financial contribution towards the purchase of playground equipment to be installed at Rebecca Street Park

**This agreement** made this 3<sup>rd</sup> day of May 2022.

Between:

**The Corporation of the City of Temiskaming Shores**  
(hereinafter called "the City")

and

[REDACTED]  
(hereinafter called "the Donor")

The Donor and City agree as follows:

1. That the Donor will contribute **\$20,000** towards the purchase of playground equipment to be installed at Rebecca Street Park.
2. That the Donor will provide those funds to the City by August 1, 2022.
3. The City shall provide a receipt for income tax purposes upon receipt of the funds.
4. That the City will purchase the equipment, complete required prep work at the site, complete the installation of the equipment by August 31, 2023 and be responsible for all on-going maintenance costs.
5. That the equipment to be purchased will be a "Smart Play Motion w/ Play Table-Direct Bury (Model #197057C)" from ABC Recreation, estimated to cost \$25,562.40 before taxes.
6. That the remaining costs will be covered by either other donors, funding agencies, and/or capital project savings realized in 2022 or the 2023 capital budget.

**Remainder of page left blank intentionally**

In witness whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in  
the presence of )

[REDACTED]

\_\_\_\_\_

[REDACTED]

Municipal Seal )

**The Corporation of the City of Temiskaming  
Shores**

\_\_\_\_\_  
Mayor – Carman Kidd

\_\_\_\_\_  
Clerk – Logan Belanger

## **The Corporation of the City of Temiskaming Shores**

### **By-law No. 2020-085**

#### **Being a by-law to enter into an agreement with Wood Environment & Infrastructure Solutions, a Division of Wood Canada for the New Liskeard Geotechnical Investigations**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Administrative Report No. RS-009-2022 at the May 3, 2022 Regular meeting of Council, and directed staff to prepare the necessary by-law to enter into an agreement with enter into an agreement with Wood Environment & Infrastructure Solutions, a Division of Wood Canada for the New Liskeard Geotechnical Investigations in the amount of \$42,200 plus applicable taxes, for consideration at the May 3, 2022, Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council authorizes the entering into an agreement with Wood Environment & Infrastructure Solutions, a Division of Wood Canada for the New Liskeard Geotechnical Investigations in the amount of \$42,200 plus applicable taxes, a copy of which is attached hereto as Schedule "A" and forming part of this by-law;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

---

Mayor

---

Clerk



Schedule "A" to

**By-law 2022-085**

Agreement between

**The Corporation of the City of Temiskaming Shores**

and

**Wood Environment & Infrastructure Solutions, a Division of Wood  
Canada**

for the New Liskeard Geotechnical Investigations

**This agreement** made this 3rd day of May 2022.

Between:

**The Corporation of the City of Temiskaming Shores**  
(hereinafter called "the Owner")

And

**Wood Environment & Infrastructure Solutions, a Division of Wood Canada**  
(hereinafter called "the Contractor")

Witnesseth:

That the Owner and the Contractor shall undertake and agree as follows:

**Article I:**

The Contractor will:

- a) Provide all material and perform all work described in the Contract Documents entitled:

**The Corporation of the City of Temiskaming Shores  
New Liskeard Geotechnical Investigations  
RS-RFP-002-2022**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01 and forming part of this Agreement; and
- c) Complete, as certified by the Director of Recreation, all the work by **July 25, 2022**.

**Article II:**

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the material and services aforesaid **Forty-Two-thousand, Two-hundred dollars and Zero cents (\$42,200) plus applicable taxes**, subject to additions and deductions as provided in the Contract Documents, if applicable.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

**Article III:**

All communications in writing between the parties shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Contractor:

**Wood Environment & Infrastructure Solutions, a Division of Wood Canada Limited**  
131 Fielding Road  
Lively, ON P3Y 1L7

The Owner:

**City of Temiskaming Shores**  
325 Farr Drive / P.O. Box 2050  
Haileybury, Ontario P0J 1K0

The Director of Recreation:

**Director of Recreation**  
**City of Temiskaming Shores**  
P.O. Box 2050  
325 Farr Drive  
Haileybury, Ontario P0J 1K0

**Remainder of Page left Blank Intentionally**

**In witness** whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in  
the presence of )

**Wood Environment & Infrastructure  
Solutions, a Division of Wood Canada Limited**

\_\_\_\_\_  
David M. Brown, Associate Project Manager

Municipal Seal )

**The Corporation of the City of Temiskaming  
Shores**

\_\_\_\_\_  
Mayor – Carman Kidd

\_\_\_\_\_  
Clerk – Logan Belanger



Appendix 01 to  
Schedule "A" to

**By-law No. 2022-085**

Form of Agreement

**Request for Proposal – New Liskeard  
Geotechnical Investigations RS-RFP-  
002-2022**



Wood Environment & Infrastructure Solutions,  
a Division of Wood Canada Limited  
131 Fielding Road  
Lively, ON P3Y 1L7  
Canada  
T: 705-682-2632

18 March 2022

Wood Proposal No.: **POMGS22018**

City of Temiskaming Shores  
PO Box 2050  
325 Farr Drive  
Haileybury, ON P0J 1K0

Dear Mr. Logan Belanger, Clerk

Re: **Proposed Geotechnical Investigation and Environmental Site Assessment  
New Liskeard Geotechnical Investigations (RS-RFP-002-2022)  
City of Temiskaming Shores, Ontario**

Wood Environment & Infrastructure Solutions, a Division of Wood Canada Limited (Wood), is pleased to submit this proposal to City of Temiskaming Shores to execute the Engineering Services for Proposed Geotechnical Investigation and Environmental Site Assessment for the New Liskeard Geotechnical Investigations RS-RFP-002-2022.

This proposal outlines Wood's understanding, project approach, scope of work, schedule, deliverables, estimated costs, and key personnel who will be assigned to this project. We have paid particular attention to the high qualifications and relevant experience of the project team with similar projects for municipal clients and for the Temiskaming Shores in particular.

A qualified team of professionals will be dedicated to this project with experienced staff from our Sudbury, Burlington and Oakville offices. Mr. David M Brown will be the project manager. He will have the primary responsibility for successful execution of the project. All tasks will be technically supported by senior engineers, technicians and support staff with significant experience both at this site and in similar studies.

Should you have any questions, please contact our office.

Yours truly,

**Wood Environment & Infrastructure Solutions,  
a Division of Wood Canada Limited**

**David M Brown  
Associate Project Manager**



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**Appendix A Curricula Vitae**

**Appendix B Cost Tables**

## 1.0 Introduction

In response to the Request For Proposal RS-RFP-002-2022 New Liskeard Geotechnical Investigations (RFP), from City of Temiskaming Shores (Temiskaming Shores), Wood Environment & Infrastructure Solutions, a Division of Wood Canada Limited (Wood), is pleased to submit this proposal to assist with the geotechnical investigation and environmental site assessment for the Engineering Services for three locations in the Town of Liskeard, Ontario. As part of the project, Wood's work will generally comprise:

1. Review of existing geotechnical studies and reports;
2. Geotechnical investigation to characterize the soil; and,
3. Environmental Site Assessment (Site 1 and 2 only).

Our scope of work for these tasks is in line with the RFP requirements. To meet the objectives of this study, these tasks will be completed in a specific order and key team members will be brought into the project depending on the stage. For each of the project stages, Wood has considered senior specialists with extensive experience in similar studies. The Sudbury office will be the primary base of operations and will be responsible for the day-to-day project management and lead engineering. Wood's technical advisor, senior project reviewers and engineering support will come from Wood's Sudbury, Burlington and Oakville operations. Our proposed project team includes a highly experienced group of professionals involved in geotechnical engineering and construction inspection projects.

Wood recognizes the importance of this project to JLR in providing appropriate input to The Town of Cochrane in a time-sensitive manner. The key to the success of this project is having the right team with the right experience. Wood believes our project team can meet these objectives and is looking forward to working with JLR on this project.

Within the following proposal, Wood has provided a scope of work, methodology and statement of qualifications to demonstrate our capability to undertake this assignment. Our proposed approach to execute the project, dedicated and highly experienced team with site-specific knowledge, local base of operations in Northern Ontario, and management system provides a value-added consulting package that will benefit the project's objectives. Our health and safety statement confirms our commitment to the project and Wood staff safety. Curricula Vitae of the Project Team is included in Appendix A and our cost tables are presented in Appendix B.

The Wood project team will work in close collaboration with the JLR project team to ensure that all of Wood's experience will be effectively used for this project and that the project objectives are met. At this time, the key team members are all available and have capacity to undertake the work in the roles that have been outlined for them.

## 2.0 Scope of work & deliverables

Wood has assembled the following proposed work program based on our understanding of the project information presented in the RFP. Work on the various tasks will be conducted concurrently, where possible, to expedite the project completion. The following sections generally represent the major items of work within the scope.

## 2.1 Geotechnical Investigation

### 2.1.1 Project initiation and review of available information

Upon award of the project, Wood will attend a virtual kick-off meeting with Temiskaming Shores. The purpose of this meeting will be to introduce the project team, clarify any potential issues related to the project execution, confirm the scope of work, confirm all sources of data and information pertinent to the site, and discuss the proposed work plan provided below.

Commencing with the project kick-off meeting, Wood will work closely in partnership with Temiskaming Shores to ensure information will be effectively used for this project and that the project objectives are clear and understandable. We assume the information transfer will happen at the kick-off meeting or shortly thereafter. Following the kick-off meeting, the background information review will commence.

### 2.1.2 Field investigation

The following geotechnical investigation program is proposed by Wood, who will subcontract the geotechnical drilling to Marathon Underground Constructors Corporation, who will utilize a truck mounted drilling rig to complete the investigation. Auger sampling at changes in soil strata and split spoon sampling at 0.8 m intervals during Standard Penetration Testing will be conducted at the depths and frequency presented below in the table titled 'Test hole summary'.

**Table 1: Test hole summary**

Location	Description	Depth (m)	Number of Boreholes
<b>Site 1 – Marina and Surrounding Area</b>	Parcel A (gravel parking lot)	6	1
	Parcel B (public greenspace)	6	1
	Parcel C (New Liskeard Marina)	6	1
<b>Site 2 – Bay Street Property</b>	Proposed 1 or 2 storey residential building	6	2
<b>Site 3 – Pedestrian Bridge</b>	Wabi River crossing – North side	6	1
	Wabi River crossing – South side	6	1

Note:

1. The holes will be advanced to the depth specified unless equipment refusal is encountered sooner.
2. The proposed depths are based on typical shallow foundation infrastructure installations below frost.

Prior to drilling, Wood will work with utility companies in determining the location of buried utilities within the limits of the project, and to obtain the proper clearances prior the commencement of field activities. Wood assumes that private locates and or site visits to meet with locators is not required. If additional time is required in co-ordinating utility clearances due to mislocated or misidentified areas, additional costs will be discussed with Temiskaming Shores prior to proceeding.

In cohesive strata (i.e., silty clay), where the consistency permits, vane tests will be conducted to measure insitu, undrained shear strength of the soil. Temiskaming Shores will be updated during the investigation

and will be informed when the drill rig is to be demobilized, in the event additional drilling and / or bedrock profiling is required.

Damage to existing features, i.e., pavement surfaces, landscaping, etc., will be minimized but Wood accepts no responsibility for damage caused during the investigation. All boreholes will be backfilled on completion as per Ontario Regulation 903 (to avoid the introduction of contamination to the groundwater) and will be levelled in an acceptable manner, using asphalt cold patch (where required).

Wood will obtain global positioning co-ordinates for the borehole locations and will arrange with a local surveying contractor to obtain horizontal and vertical tie-ins of the borehole locations, as drilled.

### 2.1.3 Laboratory testing

Once in the laboratory, soil samples will be reviewed for routine identification. Geotechnical laboratory testing will include natural moisture content determination and grain size distribution analysis on select samples. Pocket penetrometer and Atterberg Limit testing may be completed on cohesive soil samples.

A representative soil sample will be collected from each of the three sites (three samples in total) and will be sent to an analytical laboratory for pH, sulphate, chloride and resistivity determination.

Should more specialized testing such as Unconfined Compression Tests, Consolidation Tests and Swell Tests, etc., become necessary, additional costs to perform these tests using collected thin wall samples will be communicated with Temiskaming Shores and approved costs will be submitted, as per our standard unit rates.

### 2.1.4 Geotechnical Reporting

A preliminary geotechnical investigation report will be prepared and will include a summary of the field work completed, the findings from borehole drilling and laboratory testing, along with recommendations for additional study that, in the judgment of the consulting geotechnical engineer, may be required to properly assess the sub-surface conditions which will be encountered in the development of the properties.

The geotechnical report shall include at a minimum, the following:

- Asphalt / soil classifications;
- Thickness of overburden;
- Static groundwater elevations on completion of drilling;
- Bearing capacity of soils;
- Recommendation for pipe bedding requirements;
- Recommendations for trench excavations and backfill materials;
- If native materials are deemed unsuitable for reuse, recommendations will be provided for suggested backfilling materials for various purposes;
- Ground settlement estimates, where applicable; and,
- Recommendations for typical shoring designs (if required).

During the geotechnical drilling, soil samples from the boreholes will be reviewed for visual evidence of contamination. If contamination is suspected, Temiskaming Shores will be notified to discuss a path forward, and a budget estimate can be provided to perform further analysis on the suspected contaminated soil.

### 2.1.5 Design meetings

Wood has carried an allotment of one hour to attend the initial virtual kick-off meeting and two additional one hour meeting per report to review our report and to discuss possible design changes with Temiskaming Shores.

## 2.2 Phase I Environmental Site Assessment

The work plan and cost for the Phase I Environmental Site Assessment (ESA) for the properties is summarized below, which will be applied to each of the 2 identified sites. Pricing for a CSA-compliant Phase I ESA is provided since a Phase I ESA to strictly meet O.Reg. 153/04 is not required at this time.

Due to COVID-19 restrictions, there are potential data gaps in the completion of the Phase I ESA. Wood proposes the following alterations to the standards for a Phase I ESA to best address these data gaps. These alterations should be reviewed and approved by your financial lender prior to the signing the contract.

- To address the Site reconnaissance requirements: Wood will maintain a 2 m distancing from all personnel on-site and wear a mask for the duration of the reconnaissance visit, at both interior and exterior locations.
- Potential limitations for municipal and provincial Freedom of Information (FOI) requests: Wood understands that the provincial and municipal FOI requests may be delayed. The recent changes to re-open the Ontario economy may reverse some of these restrictions.

The Phase I ESA completed to the Standards outlined in the 2003 CAN/CSA Z768-01 (reaffirmed in 2012) will consist of the following tasks:

- Reviewing the historical occupancy of the Site, through the use of available archived and relevant (in Wood's opinion) municipal and business directories, fire insurance plans, other historical mapping and aerial photographs;
- Reviewing the current use of the Site and any land use practices that may have impacted its environmental condition;
- Reviewing the current use of the surrounding properties and any land use practices that may have impacted the environmental condition of the Site;
- Conducting a 'walk-through' visual assessment (i.e., Site reconnaissance) of the Site and building facilities in order to identify the presence of actual and/or potential environmental contaminants or concerns of significance;
- Conducting interviews with designated Site representative(s) as a resource for current and historical Site information, as well as to provide Wood staff with unrestricted access to all areas of the Site and Site buildings;
- Mapping the Site and the surrounding properties within a minimum of 100 m of the Site;
- Contacting municipal and provincial agencies to determine the existence of records of environmental regulatory non-compliance, if any, and reviewing such records where available. Certain provincial searches are only conducted from the period of 1987 to present. Should Wood feel it appropriate to search prior to 1987, additional fees will be required. It should be noted that responses from these agencies may not be received prior to preparation of the report. The Client would be notified when a response is received and any additional costs to obtain these records;
- Obtaining a complete EcoLog Environmental Risk Information Services Ltd. (ERIS) report with a 250 m search radius of the centre of the Site. ERIS is a national service that provides site specific environmental and property-use information from detailed government and private sector records.

Note, this is not a CSA requirement; however, Wood considers this a valuable source of information integral to any Phase I ESA; and

- Preparing a report of findings.

It should be noted that a CSA-compliant Phase I ESA does not support the filing of a Record of Site Condition (RSC).

Upon completion, Wood will provide a electronic copies of the Phase I ESA reports in PDF format. One report will be provided for each Site. The report will outline our findings and recommendations for further work, if any, should environmental concerns be found or suspected, as a result of the Site assessment.

The Phase I ESA reports will include an appended Site plan, Site photos, as well as aerial photographs, records of interviews and regulatory correspondence and other historical documents obtained as part of the Phase I ESA activities.

As part of our commitment to sustainable operations, and in an effort to reduce our environmental footprint, it is now our normal practice to send reports and documentation in PDF format via e-mail. If you require hard copies of deliverables, please let us know.

### 2.3 Risk management

Wood takes a proactive approach to project safety, health and environmental issues, to the benefit of all involved. Our staff receives regular safety training in WHMIS and first aid, as well as job-specific training to protect employees and the environment. Wood strongly believes that every accident, injury and occupational illness is preventable: the path to zero accidents being through education and communication. At the outset of a new project, management performs a hazard analysis survey to identify specific job hazards and to assign the appropriate training, equipment, written instructions and procedures to field staff in order to ensure the job is carried out in a safe manner.

As a minimum, all staff that will be involved with this project will have Emergency First Aid, WHMIS, NORCAT CGS, and Alert Driving training. In addition, many of Wood's staff have also completed other safety training courses including Fall Arrest, Confined Space Entry, Asbestos Awareness and Fire Extinguisher training, among others.

Wood will complete our internal job safety hazard analysis prior to commencing field work. These documents can be reviewed with Temiskaming Shores prior to completing field work. Wood will conduct daily 'tailgate' health and safety meetings with all subcontractors prior to the commencement of the field investigation activities and where appropriate, vehicle and equipment safety checks, including circle checks, wheel chocks, flagging, pylons, and signage will be coordinated.

### 2.4 Communication plan

Wood will maintain effective communication throughout the project. The kick-off meeting will be essential to starting this project off properly. After that, Wood will convene interim progress meetings at appropriate times during the project, as per Temiskaming Shore's requirements. In addition, Wood will provide regular updates on the project progress and budget status and advise of important project issues.

## 2.5 Quality management

The following sections provide a brief discussion of the primary elements of our approach to Project Management and overall Project Quality Assurance to ensure that the proposed work is completed in a manner that provides accurate and defensible results. The Quality Assurance Manager for the project is the Project Manager.

### 2.5.1 Assignment of resources and backup personnel

The individuals identified in the Project Team are available immediately to begin work on the project. In the event a proposed team member becomes unavailable, Wood will propose a replacement for approval, prior to substitution.

### 2.5.2 Cost and schedule control

The final scope of work will include a work breakdown structure that will detail the tasks to be undertaken, anticipated effort, personnel, review process within Wood, communication and reporting milestones.

For planning purposes, Wood assumes project award will be made on 20 April 2022. As such, a kick-off meeting will commence within 48 hours of award at which time the utility locate process will be started. It is anticipated that locates will take 7 to 10 days and the field work will tentatively commence the second week of May with a draft report for submission by 24 June 2022 and final report expected for 11 July 2022.

The schedule will be tracked, and regular updates provided. Detailed breakdowns of the schedule will be developed, as required, to ensure that all necessary components have been identified and are being monitored appropriately. To track costs on projects, Wood uses an internal website tied to a business systems program (BST), as its primary cost control system for all projects. This system is a fully integrated project management and accounting system that allows the company to manage its services on a client project basis.

Any changes in the cost / scope of work will be brought to Temiskaming Shore's attention prior to any change. If change is required, it will be addressed in a formal contract change order. Minor changes within the intent of the contract will be addressed via a change order request.

### 2.5.3 Review policy

The Wood 'Project Review Policy' requires an informed independent evaluation of all opinions, conclusions and recommendations that are the outcome of any Wood project. Any project document that promises performance obligates Wood, or subjects Wood (and our clients) to liability exposure in any way, requires review. The work products of every Wood staff member who provides opinions, conclusions and recommendations that are the outcomes of all Wood projects are subject to this policy. This policy applies to all staff, whether in licensed practice areas, geotechnical, environmental or in other science or technology related field.

Project Review is an integral part of the process used by Wood to execute projects. The review is conducted throughout the life of the project. Wood's internal requirement for Project Review in no manner diminishes the statutory and other obligations of the Project Manager and project staff in fulfilling their responsible charge.

### 3.0 Experience and project team

Wood will complete the project with an emphasis on utilizing senior staff that is highly experienced in geotechnical and environmental engineering, including design, construction, performance, and safety assessments. In view of the specific project requirements, we consider that having senior experience is essential for thorough understanding and relevant checks leading to efficient execution of the project and is a key to success.

The roles and relevant experience of key personnel are briefly described below. The curricula vitae of the members of the project team are included in Appendix A of this proposal.

Wood is well suited to complete this study based on our experience with past infrastructure projects, specifically with the City of Sudbury, North Bay, Timmins, Englehart and Cochrane and involving multiple disciplines performing varied tasks to meet project objectives.

#### 3.1 Team member summaries

The following are brief bios for the proposed team members. Detailed CV's of each person presented within this proposal is provided in Appendix A. Other members of the project team include support staff such as field staff, junior, intermediate and senior engineers, AutoCAD drafting, secretarial and administrative staff, as required. Other specialist(s) will be engaged, if required.

##### **David M Brown – Associate Project Manager**

Mr. Brown is an associate project manager with over 24 years' experience. In conjunction with Temiskaming Shores, he will manage financials, drive the project schedule, and attend meetings. David has completed numerous geotechnical investigations, as well as design and construction projects as both a project manager and field technician and has extensive experience with multiple projects similar to this scope of work.

##### **Laszlo Bodi. M.Sc., P.Eng. –Senior Geotechnical Reviewer**

Mr. Bodi is a Civil/Geotechnical Engineer and has over 42 years of experience in geotechnical and transportation (highway and railway) engineering. He has provided a wide range of engineering services and lectured in four continents from the hot, desert climate of the Middle East and Africa, throughout Europe, and in the far North, permafrost areas of Canada and Russia. He has extensive experience in design of complex foundation systems, settlement analysis, stability analysis and design of road and railway embankments, pavement evaluations, stability analysis and design of various concrete and earth-fill dams, stability analysis of excavation slopes and design of shoring systems (retaining walls), design and testing of ground anchors as well as design and testing of compacted clay liners and environmental impact analyses for landfill sites. His experience also includes detailed mining and energy projects (waste disposal and infrastructure studies at scoping, prefeasibility and feasibility levels), foundation design and construction support for buildings, bridges, hydroelectric and nuclear power generating stations, pumping stations, transmission tower and pole foundations, transformer stations, large, elevated storage tank and wind turbine foundations etc.

**Brian R Grant, P.Eng., QP<sub>ESA</sub> – Senior Environmental Professional**

Brian is a Senior Hydrogeologist and has 34 years of experience in hydrology, hydrogeology and due diligence (Phase I and Phase II ESA) environmental assessment studies. For the present project, Brian will oversee the Phase I ESA. His project experience has been focused on Phase I and Phase II ESAs, mine site hydrogeology studies, groundwater hydraulics, mine water inflow, dewatering assessments, groundwater resource development and protection for municipal and private water supply systems, groundwater impact monitoring at landfill and industrial sites. Brian’s responsibilities include development of recommendations for property management and regulatory compliance, the specification and design of environmental and hydrogeologic studies, environmental site remediation, design of groundwater resource assessments and senior director of hydrogeology and property audit reports. Relevant experience related to similar projects is presented below:

**Table 2 – Relevant experience**

Scope of Work	Client
<b>Bancroft Drive Storm Water Management Area</b>	City of Greater Sudbury
<b>Junction Creek Pedestrian Bridge Crossing</b>	Rainbow Routes Association
<b>Chippewa Creek Pedestrian Bridge Crossing</b>	North Bay Mattawa Conservation Authority
<b>Baptist Creek Bridge</b>	Alamos Gold Mine
<b>Englehart Industrial Park</b>	Town of Englehart
<b>Cochrane Infrastructure Improvements</b>	Town of Cochrane
<b>Phase I ESA – Mountain Street</b>	City of Greater Sudbury
<b>Phase I ESA – 507 Kingsway</b>	City of Greater Sudbury
<b>Phase I ESA Beacon Marine</b>	Beacon Marine Ltd., Pointe Au Baril, ON
<b>Phase I ESA – Beech Street Development, various sites</b>	Private commercial developer

## 4.0 Project Cost

### Geotechnical Borehole Investigation Estimated Costs

Our total estimated cost to complete the Geotechnical Borehole Investigation, as outlined above, is \$60,250 plus tax and is itemized below in Table 2.

**Table 3 – Geotechnical Estimated Costs**

Location	Description	Cost (plus HST)
Site 1	Marina and Surrounding Area	<b>\$15,000</b>
Site 2	Bay Street Property	<b>\$10,000</b>
Site 3	Pedestrian Bridge	<b>\$10,000</b>

The following list represents our standard rates for any additional work required beyond the scope of work presented above in Table 3:

- Overburden Drilling - \$195/m
- Bedrock Coring - \$475/m
- Standby Charges - \$350/hour (includes drill and supervision)
- Drilling Supervision - \$105/hour (EIT / Technician)
- Engineering / Project Manger - \$190/hour
- Senior Engineering Review - \$250/hour

### 5.3 Phase I Environmental Site Assessment Cost Estimate

The following table provides the fixed firm pricing and scheduling for the Phase I ESA of the 2 sites identified in the RFP:

**Table 4 – Phase I ESA Estimated Costs**

Scope of Work	Fixed Firm Price per Site	Schedule
<b>Site 1: CSA Z768 Phase I ESA</b>	\$3,600 plus HST	20 – 30 business days
<b>Site 2: CSA Z768 Phase I ESA</b>	\$3,600 plus HST	20 - 30 business days
<b>Site 3: ESA not requested</b>	-	-

Notes: (1) Pricing includes disbursements

A letter of reliance for a single third party identified in writing will also be provided for the report. Cost associated with the letter of reliance is included in our cost estimate provided the letter is requested within 60 days from the date of the final report. Requests for reliance for additional named parties, as well as requests beyond 60 days from the date of the final reports up to a 12-month period, will be charged at \$500 per reliance letter. If the reliance letter requires changes beyond our standard terms and conditions agreed upon with the Client, the cost for the reliance letter will be \$1,000 per reliance letter.

*Any Third Party relying on Wood's Report must agree to be bound by the terms and conditions of the Client's contract and to the limitations and qualifications in the Report unless otherwise contractually negotiated in writing with Wood in a Reliance Letter. No reliance is permitted without a Reliance Letter.*

## 5.0 Closure

Thank you for your consideration of this proposal and accompanying cost estimate. Should you have any questions please do not hesitate to contact the undersigned. We understand that if our team is successful, we will work with Temiskaming Shores in accepting the contract terms and conditions.

Respectfully submitted,

**Wood Environment & Infrastructure Solutions,  
a Division of Wood Americas Limited**



**David M Brown**  
Associate Project Manager



**Brian Grant, P.Eng.**  
Senior Associate Engineer

The logo for 'wood.' is written in a dark blue, lowercase, sans-serif font. The period at the end of the word is a solid dot. The logo is positioned in the upper right corner of the page.

wood.

The text 'APPENDIX B' and 'REQUIRED FORMS' is displayed in a bold, black, uppercase, sans-serif font. The text is positioned in the middle-left area of the page, with a large grey curved shape behind it.

**APPENDIX B**  
**REQUIRED FORMS**

**City of Temiskaming Shores**  
**RS-RFP-002-2022**  
**New Liskeard Geotechnical Investigations**

**Form of Proposal**

Proponent's submission of bid to:

The Corporation of the City of Temiskaming Shores

Stipulated Bid Price

We/I, Wood Environment & Infrastructure Solutions / David M Brown  
 (Registered Company Name/Individuals Name)

Of, 131 Fielding Road, Lively, ON P3Y 1L7  
 (Registered Address and Postal Code)

Phone Number: (705) 682-2632 Email: david.m.brown@woodplc.com

We/I hereby offer to enter into an agreement for the services, as required in accordance to the Proposal for a price of (must be CDN funds and without HST):

Item No.	Item Description	Fee
1.0	Site 1 - New Liskeard Marina Property	\$ 18,600
2.0	Site 2 - Bay Street Property	\$ 13,600
3.0	Site 3 – Wabi River Pedestrian Bridge	\$ 10,000
<b>Total Fee Proposal:</b>		<b>\$ 42,200</b>

**Acknowledgement of Addenda**

I/We have received and allowed for ADDENDA NUMBER \_\_\_\_\_ in preparing my/our proposal.

Bidder's Authorized Official: David M Brown

Title: Associate Project Manager

Signature: 

Date: 18 March 2022

**Form 1 to be submitted.**

**City of Temiskaming Shores  
RS-RFP-002-2022  
New Liskeard Geotechnical Investigations**

**Non-Collusion Affidavit**

I/ We David M Brown the undersigned am fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other Bidder, or to fix any overhead, profit or cost element of the bid price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

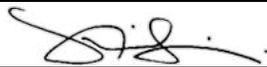
The price or prices proposed in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or proposal of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at: Lively, ON this 18 day of March, 2022.

Bidder's Authorized Official: David Brown

Title: Associate Project Manager

Signature: 

Date: 18 March 2022

**Form 2 to be submitted.**

**City of Temiskaming Shores  
RS-RFP-002-2022  
New Liskeard Geotechnical Investigations**

**Conflict of Interest Declaration**

Please check appropriate response:

I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Proposal submission or performing/providing the Goods/Services required by the Agreement.

The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's Proposal submission or the contractual obligations under the Agreement.

List Situations:


In making this Proposal submission, our Company has / has no *(strike out inapplicable portion)* knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the RFP process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at: Lively, ON this 18 day of March, 2022.

Signature: 

Bidder's Authorized Official: David M Brown

Title: Associate Project Manager

Company Name: Wood Environment & Infrastructure Solutions

**Form 3 to be submitted.**

**City of Temiskaming Shores  
RS-RFP-002-2022  
New Liskeard Geotechnical Investigations**

**List of Proposed Sub-Contractors**

A list of Sub-Contractors that the Contractor proposes to employ in completing the required work outlined in this Proposal must be included in the Proposal documents submitted.

Name	Address	Component
Marathon Underground Constructors	6847 Hiram Drive, Greely, ON	Drilling Sub-contractor
Talbot Surveys Inc.	101 Jubilee Avenue East, Timmins, ON	Surveying Sub-contractor

I / We verify that the information provided above is accurate and that the individuals are qualified, experienced operators capable of completing the work outlined in this Proposal document.

Dated at: Lively, ON this 18 day of March, 2022.

Signature:



Bidder's Authorized Official:

David M Brown

Title:

Associate Project Manager

Company Name:

Wood Environment & Infrastructure Solutions

**Form 4 to be submitted.**

## **The Corporation of the City of Temiskaming Shores**

### **By-law No. 2020-086**

#### **Being a by-law to enter into an agreement with Designed Roofing Inc. for the Pool and Fitness Centre Roof Replacement Project**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to responds to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** Council considered Administrative Report No. RS-010-2022 at the May 3, 2022 Regular meeting of Council, and directed staff to prepare the necessary by-law to enter into an agreement with Designed Roofing Inc. for the Pool & Fitness Centre (PFC) Roof Replacement project in the amount of \$1,025,000 plus applicable taxes, for consideration at the May 3, 2022, Regular Council meeting.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That Council authorizes the entering into an agreement with Designed Roofing Inc. for the Pool & Fitness Centre (PFC) Roof Replacement project in the amount of \$1,025,000 plus applicable taxes, a copy of which is attached hereto as Schedule "A" and forming part of this by-law;
2. That the Clerk of the City of Temiskaming Shores is hereby authorized to make minor modifications or corrections of a grammatical or typographical nature to the by-law and schedule, after the passage of this by-law, where such modifications or corrections do not alter the intent of the by-law or its associated schedule.

**Read a first, second and third time and finally passed** this 3rd day of May, 2022.

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Mayor

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Clerk



Schedule "A" to

**By-law 2022-086**

Agreement between

**The Corporation of the City of Temiskaming Shores**

And

**Designed Roofing Inc.**

for the Pool & Fitness Centre (PFC) Roof Replacement project

**This agreement** made this 3<sup>rd</sup> day of May 2022.

Between:

**The Corporation of the City of Temiskaming Shores**  
(hereinafter called “the Owner”)

and

**Designed Roofing Inc.**  
(hereinafter called “the Contractor”)

Witnesseth:

That the Owner and the Contractor shall undertake and agree as follows:

**Article I:**

The Contractor will:

- a) Provide all material and perform all work described in the Contract Documents entitled:

**The Corporation of the City of Temiskaming Shores  
PFC Roof Replacement  
RS-RFT-001-2022**

- b) Do and fulfill everything indicated by this Agreement and in the Form of Agreement attached hereto as Appendix 01 and forming part of this Agreement; and
- c) Complete, as certified by the Director of Recreation, all the work by **October 7, 2022.**

**Article II:**

The Owner will:

- a) Pay the Contractor in lawful money of Canada for the material and services aforesaid **One-Million, Twenty-Five Thousand Dollars and Zero Cents (\$1,025,000.00), plus applicable taxes**, subject to additions and deductions as provided in the Contract Documents.
- b) Make payment on account thereof upon delivery and completion of the said work and receipt of invoice, in accordance with the City of Temiskaming Shores Purchasing Policy, and with terms of Net 30 days after receiving such invoice.

**Article III:**

All communications in writing between the parties shall be deemed to have been received by the addressee if delivered to the individual or to a member of the firm or to an officer of the Owner for whom they are intended or if sent by hand, Canada Post, courier, facsimile or by another electronic communication where, during or after the transmission of the communication, no indication or notice of a failure or suspension of transmission has been communicated to the sender. For deliveries by courier or by hand, delivery shall be deemed to have been received on the date of delivery; by Canada Post, 5 days after the date on which it was mailed. A communication sent by facsimile or by electronic communication with no indication of failure or suspension of delivery, shall be deemed to have been received at the opening of business on the next day, unless the next day is not a working day for the recipient, in which case it shall be deemed to have been received on the next working day of the recipient at the opening of business.

The Contractor:

**Designed Roofing Inc.**  
65 Voodoo Crescent  
North Bay, Ontario P1C 0B8

The Owner:

**City of Temiskaming Shores**  
325 Farr Drive / P.O. Box 2050  
Haileybury, Ontario P0J 1K0

The Director of Recreation:

**Director of Recreation**  
**City of Temiskaming Shores**  
325 Farr Drive/ P.O. Box 2050  
Haileybury, Ontario P0J 1K0

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**In witness** whereof the parties have executed this Agreement the day and year first above written.

Signed and Sealed in  
the presence of )

**Designed Roofing Inc.**

\_\_\_\_\_  
Michael Valenti, President

Municipal Seal )

**The Corporation of the City of Temiskaming  
Shores**

\_\_\_\_\_  
Mayor – Carman Kidd

\_\_\_\_\_  
Clerk – Logan Belanger



Appendix 01 to  
Schedule "A" to

**By-law No. 2022-086**

Form of Agreement

**City of Temiskaming Shores  
RS-RFT-001-2022  
PFC Roof Replacement**

**Form of Tender**

Proponent's submission of bid to:

The Corporation of the City of Temiskaming Shores

Stipulated Bid Price

We/I, Designed Roofing Inc.  
(Registered Company Name/Individuals Name)

Of, 65 Voodoo Crescent, North Bay, ON, P1C 0B8  
(Registered Address and Postal Code)

Phone Number: 705-495-8881 Email: mike@designedroofing.com

I/We, the undersigned, have carefully examined the attached documents and conditions of the Tender. I/We understand and accept those specifications, conditions, and details as described herein, and, for these rates/prices offer to furnish all equipment, labour, apparatus and documentation as are required to satisfy this Tender. All prices must be CDN funds and without HST:

Lump Sum Price: \$ 1,025,000.00

Unit Prices:  
Metal Cladding of Dormer Faces \$ 28,000.00

Replacement Wood Decking: \$ 5.00 /per sq. ft.

**Acknowledgement of Addenda**

I/We have received and allowed for ADDENDA NUMBER 1 in preparing my/our Tender.

Bidder's Authorized Official: Michael Valenti

Title: President

Authorizing Signature: 

Date: April 21, 2022

**Form 1 to be submitted.**

**City of Temiskaming Shores  
RS-RFT-001-2022  
PFC Roof Replacement**

**Non-Collusion Affidavit**

I/ We Designed Roofing Inc. the undersigned am fully informed respecting the preparation and contents of the attached Tender and of all pertinent circumstances respecting such bid.

Such bid is genuine and is not a collusive or sham bid.

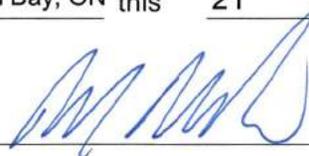
Neither the bidder nor any of its officers, partners, owners, agents, representatives, employees or parties of interest, including this affiant, has in any way colluded, conspired, connived or agreed directly or indirectly with any other Bidder, firm or person to submit a collective or sham bid in connection with the work for which the attached bid has been submitted nor has it in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other bidder, firm or person to fix the price or prices in the attached bid or of any other Bidder, or to fix any overhead, profit or cost element of the bid price or the price of any bidder, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the City of Temiskaming Shores or any person interested in the proposed bid.

The price or prices proposed in the attached bid are fair and proper and not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

The bid, quotation or Tender of any person, company, corporation or organization that does attempt to influence the outcome of any City purchasing or disposal process will be disqualified, and the person, company, corporation or organization may be subject to exclusion or suspension.

Dated at: 65 Voodoo Crescent, North Bay, ON this 21 day of April, 2022.

Signed:

  
\_\_\_\_\_

Title:

Michael Valenti, President  
\_\_\_\_\_

Company Name:

Designed Roofing Inc.  
\_\_\_\_\_

**Form 2 to be submitted.**

**City of Temiskaming Shores  
RS-RFT-001-2022  
PFC Roof Replacement**

**Conflict of Interest Declaration**

Please check appropriate response:

I/We hereby confirm that there is not nor was there any actual perceived conflict of interest in our Tender submission or performing/providing the Goods/Services required by the Agreement.

The following is a list of situations, each of which may be a conflict of interest, or appears as potentially a conflict of interest in our Company's Tender submission or the contractual obligations under the Agreement.

List Situations:

N/A

In making this Tender submission, our Company has / has no (*strike out inapplicable portion*) knowledge of or the ability to avail ourselves of confidential information of the City (other than confidential information which may have been disclosed by the City in the normal course of the RFT process) and the confidential information was relevant to the Work/Services, their pricing or quotation evaluation process.

Dated at: 65 Voodoo Crescent, North Bay, ON this 21 day of April, 2022.

Signature:



Bidder's Authorized Official:

Michael Valenti

Title:

President

Company Name:

Designed Roofing Inc.

**Form 3 to be submitted.**

**City of Temiskaming Shores  
RS-RFT-001-2022  
PFC Roof Replacement**

**List of Proposed Sub-Contractors**

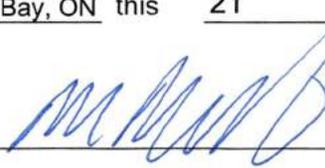
A list of Sub-Contractors that the Contractor proposes to employ in completing the required work outlined in this Tender must be included in the Tender documents submitted.

Name	Address	Component
N/A	N/A	N/A

I / We verify that the information provided above is accurate and that the individuals are qualified, experienced operators capable of completing the work outlined in this Tender document.

Dated at: 65 Voodoo Crescent, North Bay, ON this 21 day of April, 2022.

Signature:

  
\_\_\_\_\_

Bidder's Authorized Official:

Michael Valenti  
\_\_\_\_\_

Title:

President  
\_\_\_\_\_

Company Name:

Designed Roofing Inc.  
\_\_\_\_\_

**Form 4 to be submitted.**

**The Corporation of the City of Temiskaming Shores**

**By-law No. 2022-087**

**Being a by-law to confirm certain proceedings of Council of The Corporation of the City of Temiskaming Shores for its Regular meeting held on May 3, 2022**

**Whereas** under Section 8 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, the powers of a municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues; and

**Whereas** under Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act; and

**Whereas** under Section 10 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, a single-tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public; and

**Whereas** it is the desire of the Council of The Corporation of the City of Temiskaming Shores to confirm proceedings and By-laws.

**Now therefore** the Council of The Corporation of the City of Temiskaming Shores hereby enacts the following as a by-law:

1. That the actions of the Council at its Regular meeting held on **May 3, 2022**, with respect to each recommendation, by-law and resolution and other action passed and taken or direction given by Council at its said meeting, is, except where the prior approval of the Ontario Municipal Board is required, hereby adopted, ratified and confirmed.
2. That the Mayor, or in his absence the presiding officer of Council, and the proper officials of the municipality are hereby authorized and directed to do all things necessary to give effect to the said action or to obtain approvals where required, and except where otherwise provided, the Mayor, or in his absence the presiding officer, and the Clerk are hereby directed to execute all documents required by statute to be executed by them, as may be necessary in that behalf and to affix the corporate seal of the municipality to all such documents.

**Read a first, second and third time and finally passed** this 3<sup>rd</sup> day of May, 2022.

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Mayor

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Clerk