

The Corporation of the City of Kawartha Lakes

AGENDA

REGULAR COUNCIL MEETING

CC2017-34

Tuesday, December 12, 2017

Closed Session Commencing at 1:45 p.m. Open Session Commencing at 2:00 p.m.

Council Chambers

City Hall

26 Francis Street, Lindsay, Ontario K9V 5R8

MEMBERS:

Mayor Andy Letham
Councillor Isaac Breadner
Councillor Pat Dunn
Councillor Doug Elmslie
Councillor Gord James
Councillor Gerard Jilesen
Councillor Brian S. Junkin
Councillor Rob Macklem
Councillor Mary Ann Martin
Councillor Gord Miller
Councillor Patrick O'Reilly
Councillor John Pollard
Councillor Kathleen Seymour-Fagan
Councillor Heather Stauble
Councillor Stephen Strangway
Councillor Andrew Veale
Councillor Emmett Yeo

Accessible formats and communication supports are available upon request.

1. CALL TO ORDER
2. ADOPTION OF CLOSED SESSION AGENDA
3. DISCLOSURE OF PECUNIARY INTEREST IN CLOSED SESSION ITEMS
4. CLOSED SESSION
 - 4.1 CC2017-34.4.1

Closed Session Minutes, Regular Council Meeting
November 28, 2017
Municipal Act, 2001 s.239(2)(g)
 - 4.2 CLK2017-11

Barbara Condie, Accessibility Officer
Appointments to the Kawartha Lakes Accessibility Advisory Committee
2018
Personal Matter About Identifiable Individuals
Municipal Act, 2001 s.239(2)(b)
5. OPENING CEREMONIES
 - 5.1 Call Open Session to Order
 - 5.2 O Canada
 - 5.3 Moment of Silent Reflection
 - 5.4 Adoption of Open Session Agenda
6. DISCLOSURE OF PECUNIARY INTEREST
7. MATTERS FROM CLOSED SESSION

8. PUBLIC INFORMATION

8.1 Presentations

8.1.1 CC2017-34.8.1.1 14 - 39

Christine Pacini, Parner, SHS Consulting
City of Kawartha Lakes and County of Haliburton Affordable Housing
Framework
(Report HH2017-004, Item 10.3.11 on the Agenda)

8.2 Invited Guests (Quarterly Basis)

8.3 Notices and Information by Members of Council and Staff

8.3.1 Council

8.3.2 Staff

8.4 Notice of Motion

9. DEPUTATIONS

10. CONSENT MATTERS

RESOLVED THAT all of the proposed resolutions shown in Section 10.1, 10.2 and 10.3 of the Agenda be approved and adopted by Council in the order that they appear on the agenda and sequentially numbered.

10.1 Correspondence

10.1.1 CC2017-34.10.1.1 40 - 40

Cathie Ritchie, City Clerk
January 9, 2018 Council Meeting Cancellation

Resolved That the Memorandum regarding the January 9, 2018 meeting cancellation be received;

That the cancellation of the January 9, 2018 Council Meeting, be approved; and

That notice of the meeting cancellation will be posted on the City Website.

| | | |
|----------|--|---------|
| 10.1.2 | CC2017-34.10.1.2 | 41 - 44 |
| | Charlotte Hayward Kennel By-Law Exemption Request | |
| | Resolved That the September 5, 2017 correspondence from Charlotte Hayward, regarding a Kennel By-law Exemption Request, be received. | |
| 10.1.3 | CC2017-34.10.1.3 | 45 - 46 |
| | Alix Hick, Senior Licensing Officer Charlotte Hayward Kennel By-Law Exemption Request | |
| | Resolved That the December 12, 2017 memorandum from Alix Hick, Senior Licensing Officer, regarding Charlotte Hayward Kennel By-Law Exemption Request, be received; and | |
| | That the exemption request from Charlotte Hayward for exemptions from the zoning, land size, and minimum distance separation requirements of By-Law 2014-141 for her kennel operation on the property known as 50 Mary Street West, Lindsay, be denied. | |
| 10.2 | Minutes from: | |
| 10.2.1 | Council | |
| 10.2.1.1 | CC2017-34.10.2.1.1 | 47 - 51 |
| | Minutes, Special Council Information Meeting November 21, 2017 | |
| | RESOLVED THAT the Minutes of the November 21 Special Council Information Meeting, be received and adopted. | |
| 10.2.1.2 | CC2017-34.10.2.1.2 | 52 - 65 |
| | Minutes, Regular Council Meeting November 28, 2017 | |
| | RESOLVED THAT the Minutes of the November 28 Regular Council Meeting, be received and adopted. | |
| 10.2.2 | Committees of Council, Advisory Boards and Task Forces | |

| | | |
|--------|---|---------|
| 10.3 | Reports | |
| 10.3.1 | CLK2017-010 Barbara Condie, Accessibility Officer 2017 Accessibility Compliance Report Resolved That Report CLK2017-010, 2017 Accessibility Compliance Report , be received; and That staff be authorized to submit the 2017 Accessibility Compliance Report, as outlined in Appendix A to Report CLK2017-010, to the Province of Ontario. | 66 - 74 |
| 10.3.2 | CLK2017-012 Joel Watts, Deputy Clerk Municipal Election Recount Policy Resolved That Report CLK2017-012, Municipal Election Recount Policy , be received; That the policy entitled Municipal Election Recount Policy, appended to Report CLK2017-012, be adopted, numbered and inserted in the Corporate Policy Manual; and That the necessary by-law be brought forward for adoption. | 75 - 80 |
| 10.3.3 | CLK2017-013 Cathie Ritchie, City Clerk Amending By-law 2016-240 to Appoint an Acting Head of Council Resolved That Report CLK2017-013, Amending By-law 2016-240 to Appoint an Acting Head of Council , be received; and That a by-law, substantially in a form as outlined in Appendix A to Report CLK2017-013, be approved and adopted by Council. | 81 - 84 |
| 10.3.4 | PUR2017-060 Marielle van Engelen, Buyer Amber Hayter, Supervisor, Water and Wastewater Operations Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant | 85 - 88 |

Resolved That Report PUR2017-060, **Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant**, be received;

That Kemira Water Solutions Canada Inc. of Varennes, Quebec being the highest scoring proponent be selected for the award for Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant;

That Council be informed that the initial contract will be for a three (3) year term commencing January 1, 2018 and ending December 31, 2020;

That the option to renew this contract for an additional two (2) one (1) year terms, be approved pending vendor performance, annual budget approval and in accordance with the Purchasing Policy;

That Council be informed that if the City elects to exercise the option to renew for the optional years, unit price per liquid kilogram per year, will be based on the previous year's unit price multiplied by the annual percentage change of the Consumer Price Index (CPI), not to exceed 2 percent;

That subject to receipt of required documents, the Mayor and Clerk be authorized to execute the contract to award this project; and

That the Purchasing Division be authorized to issue a purchase order.

10.3.5

PUR2017-062

89 - 91

Ashley Wykes, Buyer

Dawna Storey, Benefits and Pension Administrator

Request for Proposal 2017-91-OP Employee and Family Assistance Program

Resolved That Report PUR2017-062, **Request for Proposal 2017-91-OP Employee and Family Assistance Program**, be received;

That Homewood Health Inc. of Toronto, being the highest scoring proponent, be selected for the award of Request for Proposal 2017-91-OP Employee and Family Assistance Program for a three year term for a total cost of \$149,385.60, plus HST;

That the options to renew this contract for an additional two (2), one (1) year terms, be approved pending vendor performance, annual budget approval and in accordance with the Purchasing Policy; and

That subject to receipt of the required documents, the Mayor and City Clerk be authorized to execute an agreement.

| | | |
|--------|--|-----------|
| 10.3.6 | <p>PUR2017-064</p> <p>Ashley Wykes, Buyer Rod Porter, Supervisor Capital and Special Projects Tender 2017-98-CT Reconstruction of Old Mill Intake Structure, Lindsay</p> <p>Resolved That Report PUR2017-064, Tender 2017-98-CT Reconstruction of Old Mill Intake Structure, Lindsay, be received;</p> <p>That J. Hoover Ltd. of Stouffville be selected for the award of Tender 2017-98-CT Reconstruction of Old Mill Intake Structure for the tender price of \$150,000.00, plus HST;</p> <p>That funds in the amount of \$67,611.00 be released from the Capital Projects Reserve for the purpose of completing this work;</p> <p>That subject to the receipt of the required documents, the Mayor and City Clerk be authorized to execute the agreement to award Tender 2017-98-CT; and</p> <p>That the Financial Services Division be authorized to issue a purchase order.</p> | 92 - 95 |
| 10.3.7 | <p>ED2017-021</p> <p>Debra Soule, Economic Development Officer, Arts, Culture and Heritage Municipal Heritage Committee Work Plan</p> <p>Resolved That Report ED2017-021, Municipal Heritage Committee Work Plan, be received; and</p> <p>That the document entitled 2018 Kawartha Lakes Municipal Heritage Committee Work Plan, appended to Report ED2017-021, be approved.</p> | 96 - 101 |
| 10.3.8 | <p>ED2017-022</p> <p>Debra Soule, Economic Development Officer, Arts, Culture and Heritage Adding Listed Properties to the Heritage Register</p> | 102 - 108 |

That staff be directed to add a Section Two: Properties of Potential Heritage Value or Interest section to the Kawartha Lakes Heritage Property Register;

That the property owners be notified of inclusion on the list and of the nature of the listing.

Sherry L. Rea, Development Planning Supervisor
A By-law to Deem Lots 1 and 2, Registered Plan 144, Geographic
Township of Fenelon, being 37 Elder Street, (McConomy and Selby)

That a Deeming By-law respecting Lots 1 and 2, Registered Plan 144, substantially in the form attached as Appendix C to Report PLAN2017-068, be approved and adopted by Council; and

Mark Pankhurst, Fire Chief
Emergency Management Program Update

Hope Lee, Administrator/Manager, Housing
Affordable Housing Framework

RESOLVED THAT Report HH2017-004, **Affordable Housing Framework**, be received;

That the Kawartha Lakes Haliburton Affordable Housing Framework, included as Appendix A and B to Report HH2017-004, be endorsed by Council and guide future City work plans and budget submissions;

That the 2018 programs outlined in Table 1 in Report HH2017-004, be approved; and

That any 2018 municipal funding not allocated by December 31, 2018 will be transferred into an Affordable Housing Reserve and used toward future year Housing Actions and targets.

10.3.12 EMS2017-001 256 - 276

Keith Kirkpatrick, Paramedic Chief
Agreement Between Lakeridge Health and City of Kawartha Lakes

Resolved That Report EMS2017-001, **Agreement Between Lakeridge Health and City of Kawartha Lakes**, be received;

That the Mayor and Clerk be authorized to execute any documents and agreements required by the approval of this agreement; and

That a by-law, substantially in the form attached as Appendix A to Report EMS2017-001, be forwarded to Council for adoption.

10.3.13 WM2017-011 277 - 283

Angela Porteous, Regulatory Compliance Officer
2018 Lindsay Ops Landfill Public Review Committee Work Plan

Resolved That Report WM 2017-011, **2018 Lindsay Ops Landfill Public Review Committee Work Plan**, be received; and

That the 2018 Lindsay Ops Public Review Committee Work Plan attached as Appendix A to Report WM2017-011, be approved by Council.

10.3.14 WM2017-013 284 - 305

David Kerr, Manager Environmental Services
Adopt A Road Program

Resolved That Report WM2017-013, **Adopt a Road Program**, be received;

That the City of Kawartha Lakes continue to administer a revised Adopt a Road Program as generally outlined in Report WM2017-013; and

That volunteers and groups participating in the Program be advised of the Program changes, requirements and agreements.

10.3.15

WWW2017-011

306 - 375

Julie Henry, Quality Management and Policy Coordinator
Drinking Water Quality Management System Review and Endorsement

Resolved That Report WWW2017-011, **Drinking Water Quality Management System Review and Endorsement**, be received;

That the City of Kawartha Lakes and Ontario Clean Water Agency (OCWA) Drinking Water Quality Management Reviews, be received;

That the City of Kawartha Lakes Water and Wastewater Quality Management System be endorsed by Council for approval through the accreditation process;

That the City of Kawartha Lakes Quality Management System Policy statements be adopted;

That the Ontario Clean Water Agency Quality Management System be endorsed by Council for approval through the accreditation process; and

That the Ontario Clean Water Agency Quality Management System Policy statements be adopted.

10.4

Items Extracted from Consent

11.

COMMITTEE OF THE WHOLE

12.

COMMITTEE OF THE WHOLE AND PLANNING COMMITTEE MINUTES

12.1

CC2017-34.12.1.1

Minutes, Planning Advisory Committee Meeting
December 6, 2017
(To be circulated)

13.

CORRESPONDENCE AND PETITIONS

14. OTHER OR NEW BUSINESS

15. BY-LAWS

RESOLVED THAT the By-Laws shown in Section 15.1 of the Agenda, namely: Items 15.1.1 to and including 15.1.11 be read a first, second and third time, passed, numbered, signed and the corporate seal attached.

15.1 By-Laws by Consent

15.1.1 CC2017-34.15.1.1 376 - 379

A By-law to Adopt a Municipal Election Recount Policy for the City of Kawartha Lakes

15.1.2 CC2017-34.15.1.2 380 - 381

A By-law to Amend By-law 2016-240, being A By-law to Appoint an Acting Head of Council for the City of Kawartha Lakes

15.1.3 CC2017-34.15.1.3 382 - 382

A By-Law To Deem Part of a Plan of Subdivision, Previously Registered For Lands Within Kawartha Lakes, Not To Be A Registered Plan Of Subdivision In Accordance With The Planning Act
Pins # 63275-0345(LT) and #63275-0346(LT), Described As Lots 1 and 2, Plan 144, Geographic Township of Fenelon, Now City of Kawartha Lakes

15.1.4 CC2017-34.15.1.4 383 - 400

A By-law to Authorize the Execution of an Agreement Between Lakeridge Health and the Corporation of the City of Kawartha Lakes

15.1.5 CC2017-34.15.1.5 401 - 403

A By-Law to Authorize the Sale Of Municipally Owned Property Legally Described as Lots 1, 2, 3, 6 and 7, Block 12, Registered Plan No. 109, in the Geographic Village of Omemee, City of Kawartha Lakes Designated as Part 1 on Plan 57R-10576 Being PIN: 63255-0263 (LT)

15.1.6 CC2017-34.15.1.6 404 - 406

A By-law to Authorize the Conveyance of Municipally Owned Property Known as Mariposa Community Hall (Building Only)

| | | |
|---------|--|-----------|
| 15.1.7 | CC2017-34.15.1.7 | 407 - 408 |
| | A By-Law to Establish and Assume a Parcel of Land Legally Described as Part Lots 8 and 9, Concession 12 and 13, further described as Parts 1, 3 and 4 on Plan 57R3091; in the Township of Mariposa, City of Kawartha Lakes, being Part of PIN: 63181-0181(LT) as Part of Black School Road | |
| 15.1.8 | CC2017-34.15.1.8 | 409 - 410 |
| | A By-law to Levy Interim Taxes for 2018 in the City of Kawartha Lakes | |
| 15.1.9 | CC2017-34.15.1.9 | 411 - 414 |
| | A By-Law To Amend The Town of Lindsay Zoning By-Law No. 2000-75 To Rezone Land Within The City Of Kawartha Lakes (Lindsay Retirement Home GP Ltd.) | |
| 15.1.10 | CC2017-34.15.1.10 | 415 - 416 |
| | A By-law to Assume Cook Street, Plan 57M-779 (PIN: 63237-1285(LT)) and Plan 57M-793 (PIN: 63237-1614(LT)), Power Court, Plan 57M-779 (PIN: 63237-1287(LT)), and McQuarrie Road, Plan 57M-779 (PINs: 63237-1288(LT) and 63237-1289(LT)) and Trail Blocks 52 to 55, both inclusive, Plan 57M-779, (PINs: 63237-1274(LT), 63237-1275(LT), 63237-1276(LT), and 63237-1277(LT)), and Corresponding 0.3 Metre Reserves, Blocks 56 to 62, both inclusive, Plan 57M-779, (PINs: 63237-1278(LT), 63237-1279(LT), 63237-1280(LT), 63237-1281(LT), 63237-1282(LT), 63237-1283(LT), 63237-1284(LT)) and Trail Blocks 16 and 17, Plan 57M-793m (PINs: 63237-1610(LT) and 63237-1611(LT)), and Corresponding 0.3 Metre Reserves (PINs: 63237-1612(LT) and 63237-1613(LT)), Plan 57M-793, Geographic Township of Ops, The Corporation of the City of Kawartha Lakes | |
| 15.1.11 | CC2017-34.15.1.11 | 417 - 418 |
| | A By-law to Assume Green Arbour Way, Plan 57M-788 (PINs: 63236-0119(LT), 63236-0197(LT), and 63236-0120(LT)) Geographic Town of Lindsay, The Corporation of the City of Kawartha Lakes | |
| 15.2 | By-Laws Extracted from Consent | |
| 16. | <u>CLOSED SESSION (IF NOT COMPLETED PRIOR TO OPEN SESSION)</u> | |
| 17. | <u>MATTERS FROM CLOSED SESSION</u> | |

18. CONFIRMING BY-LAW

19. ADJOURNMENT

CITY OF KAWARTHA LAKES AND COUNTY OF HALIBURTON

Affordable Housing Framework

Presentation to Council
December 12th and 13th, 2017



Study Purpose

The goal of this study was to create a tool box that the City, County and Local Municipalities can use to encourage the development of affordable housing.

What is Affordable Housing?

AFFORDABLE PRICE THRESHOLDS IN KAWARTHA LAKES AND HALIBURTON

| 100 th | Rental | Ownership |
|-------------------|--------------|------------------|
| 90 th | | |
| 80 th | \$987 | \$321,314 |
| 70 th | | |
| 60 th | | |
| 50 th | | |
| 40 th | | |
| 30 th | | |
| 20 th | | |
| 10 th | | |

housing that costs
**less than 30% of
household income**
for the lowest 60% of
household income
levels

The Current Need in Kawartha Lakes and Haliburton County

- Seniors population is increasing at a much higher rate than the total population and they will need housing options.
- There are very limited rental housing units in Kawartha Lakes and Haliburton.
- Average house prices and rents continue to increase and housing is becoming less affordable.
- Over a fifth of all households in Kawartha Lakes and almost a quarter of households in Haliburton are facing housing affordability issues.
- The City and County continue to increase the supply of affordable housing units yet the number of applicants on the waiting list for subsidized housing continues to grow.
- In general, the current make-up of affordable housing units match the household types on the waiting list yet there is an increasing need for smaller affordable units.
- A reactive approach to homelessness costs more than providing housing.

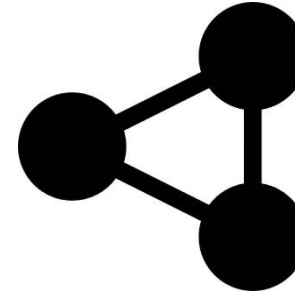
Study Approach

Phase 1

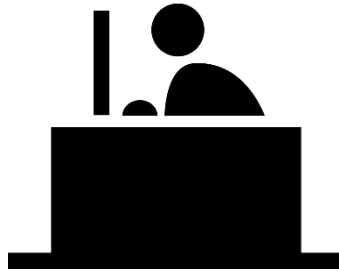


Evaluate and prioritize
Municipal tools

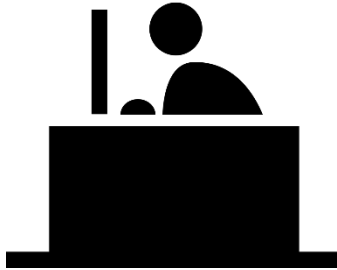
Phase 2



Develop an Affordable
Housing Framework



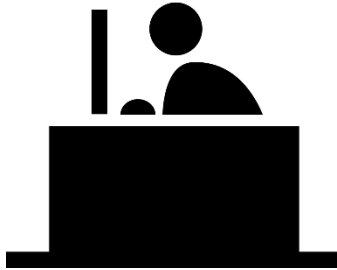
1) Research additional
promising practices



1) Research additional
promising practices



2) Working Session 1:
Evaluate municipal tools
and incentives



1) Research additional promising practices

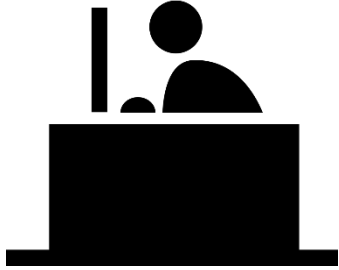


2) Working Session 1:
Evaluate municipal tools
and incentives



Working Sessions in:

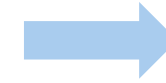
- Lindsay
- Minden
- Haliburton



1) Research additional promising practices



2) Working Session 1:
Evaluate municipal tools
and incentives



Evaluation Criteria:

- Suitability for Community Type
- Impact on Affordability
- Cost of Implementation
- Ease of Implementation
- Represents Good Planning
- Need for Legislative Changes
- Sustainability of Program
- Meets Other Municipal Objectives



Working Sessions in:

- Lindsay
- Minden
- Haliburton



3) Pro forma analysis

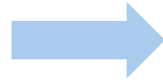


3) Pro forma analysis



Hypothetical Scenarios:

- Lindsay, Minden, and Haliburton
- Apartment with a mix of 1-, 2-, and 3-bedroom units



Assumptions:

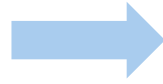
- Affordable levels of rent at 100% of average market rent (AMR)
- Debt Coverage Ratio = 1.2
- No IAH or other government funding
- Private developer and owner
- 25-year amortization period
- Parking charge = \$15 per month
- Number of parking spaces required by zoning bylaw

3) Pro forma analysis



Hypothetical Scenarios:

- Lindsay, Minden, and Haliburton
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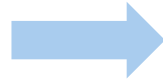
3) Pro forma analysis



Hypothetical Scenarios:

- Lindsay, Minden, and Haliburton
- Apartment with a mix of 1-, 2-, and 3-bedroom units

4) Working Session 2: Evaluate and prioritize municipal tools and incentives



Assumptions:

- Affordable levels of rent at 100% of average market rent (AMR)
- Debt Coverage Ratio = 1.2
- No IAH or other government funding
- Private developer and owner
- 25-year amortization period
- Parking charge = \$15 per month
- Number of parking spaces required by zoning bylaw



3) Pro forma analysis



Hypothetical Scenarios:

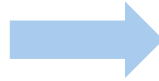
- Lindsay, Minden, and Haliburton
- Apartment with a mix of 1-, 2-, and 3-bedroom units

4) Working Session 2: Evaluate and prioritize municipal tools and incentives



Working Sessions in:

- Lindsay
- Minden



5) Develop and Affordable
Housing Framework

1. Develop Draft Affordable Housing Framework
2. Review by Project Team
3. Finalize Draft Affordable Housing Framework

Recommended Housing Actions and Implementation Plan

| Actions | Priority for Implementation | Implementing Body |
|--|-----------------------------------|--|
| 1. Implement a streamlined development approval process for affordable housing and market rental housing. | 1 st Priority – Year 2 | City, County and Local Municipalities |
| 2. Implement a simplified online registration process for second suites throughout the City and County. Homeowners will only be subject to inspection and/or fees if complaints related to fire, health, and safety standards or property standards are received by the City or local municipalities. | 1 st Priority – Year 1 | City and County |
| 3. Work with community agencies to raise awareness of available funding to renovate second suites . | 1 st Priority – Year 1 | City |
| 4. Revise zoning by-laws to permit permanent coach houses in appropriate areas throughout the City and County. | 1 st Priority – Year 3 | City, County, and Local Municipalities |
| 5. Re-examine the City's current development charges to ensure that second suites in new homes are exempt from development charges based on recent changes in provincial legislation. | 1 st Priority – Year 1 | City |

| Actions | Priority for Implementation | Implementing Body |
|---|---|--|
| 6. Implement alternative development standards for affordable housing developments or multi-residential rental developments. | 2 nd Priority – Year 4 | City and Local Municipalities |
| 7. Develop a centralized inventory of lands that are ideal for the development of affordable housing and market rental housing and sharing this information with residential developers. | 2 nd Priority – Year 4 | City, County, and Local Municipalities |
| 8. Pre-zone lands in identified growth areas for medium density residential developments that permit a mix of unit sizes, types, and tenures to decrease the time and risk involved in developing multi-residential projects and to increase housing diversity. | 2 nd Priority – Year 4 and 5 | City and Local Municipalities |
| 9. Upon the release of Provincial regulations on inclusionary zoning , examine the feasibility of including policies in Official Plans which require all new residential developments that meet an identified threshold to increase affordable housing units either on the same site or on a different site. | 1 st Priority – Year 2 and 3 | City, County, and Local Municipalities |
| 10. Upon the release of Provincial regulations on inclusionary zoning, examine the feasibility of including regulations in Zoning By-laws which support the Official Plan policies on inclusionary zoning. | 1 st Priority – Year 2 and 3 | City and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|--|-----------------------------------|--|
| 11. Develop and maintain a master inventory of all surplus municipal land and buildings, identifying land and buildings that may be appropriate for housing, and sharing this information with residential developers. | 1 st Priority – Year 1 | City, County, and Local Municipalities |
| 12. Add Official Plan policies stating that decisions regarding surplus municipal land and buildings will consider affordable housing first. | 1 st Priority – Year 1 | City, County, and Local Municipalities |
| 13. Building on the previous action, provide the surplus municipal land or buildings for affordable housing . Land can be provided through the following methods: <ul style="list-style-type: none"> a) Leasing municipal land for a minimum of 20 years b) Donating municipal land c) Providing municipal land at below market value | 1 st Priority – Year 2 | City, County, and Local Municipalities |
| 14. Examine the feasibility of providing the Kawartha Lakes Haliburton Housing Corporation with the authority and additional funding specifically for land banking . | 2 nd Priority | City and Housing Corporation |
| 15. Building on the policies in the County's Official Plan, explore opportunities to facilitate the development of a community hub in partnership with community agencies, non-profit housing providers, the private sector, and other levels of government. | 2 nd Priority – Year 5 | City, County, and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|---|-----------------------------------|--|
| 16. Consider reallocating the Ontario Renovates portion of the IAH Program funding for loans or grants for the creation of new second suites or the renovation of existing suites to meet Building Code and Fire Code requirements and which are rented at 80% below the average market rent for the area for a set period. | 1 st Priority – Year 1 | City and County |
| 17. Waive or provide a grant-in-lieu of planning and building application fees and sewer connection fees in part or in full for affordable housing developments on a sliding scale based on the number of affordable units provided, the level of affordability, and the period of time when the units will remain affordable. | 1 st Priority – Year 2 | City, County and Local Municipalities |
| 18. Waive or provide grants-in-lieu of development charges for affordable housing developments. | 1 st Priority– Year 2 | City |
| 19. Exempt all new affordable rental housing developments with four or more units from property taxes on a sliding scale based on the level of affordability. | 1 st Priority – Year 2 | City, County, and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|---|-----------------------------------|---------------------------------------|
| 20. Examine the feasibility of waiving or providing grants-in-lieu of parkland dedication fees for affordable housing developments. | 1 st Priority – Year 2 | City and Local Municipalities |
| 21. Consider developing a Housing Reserve Fund for affordable housing. Contributions to this fund may be through an annual municipal budget allocation. | 1 st Priority – Year 2 | City and County |
| 22. Consider providing capital loans and grants for affordable housing on a sliding scale based on the number of units provided, the level of affordability, and the period that the units remain affordable. This can be funded through the Housing Reserve Fund. | 1 st Priority – Year 2 | City, County and Local Municipalities |
| 23. Examine the feasibility of providing a reduction in property taxes for vacant homes that are donated or leased at below market value to community agencies for affordable housing. | 2 nd Priority – Year 4 | City and County |

| Actions | Priority for Implementation | Implementing Body |
|--|-----------------------------------|--|
| 24. Facilitate partnerships between community agencies and private developers to increase the supply of affordable housing. | 1 st Priority – Year 1 | City, Community Agencies, and Private Developers |
| 25. Facilitate partnerships between community agencies and private homeowners with vacant homes or land to develop affordable housing . | 1 st Priority – Year 1 | City and Community Agencies |

| Actions | Priority for Implementation | Implementing Body |
|--|---|-------------------|
| <p>26. Develop and publish an annual Housing Report Card to show progress on the objectives as a result of implementing the Actions in the Affordable Housing Framework. This Report Card may include the following indicators:</p> <ul style="list-style-type: none"> a) Rental vacancy rates b) Number of rental units created, both purpose-built units and units in the secondary rental market such as second suites c) Average rents and house prices d) Number of affordable housing units created, both rental and ownership e) Number of applicants on the waiting list and proportion housed f) Number of individuals who were homeless or at risk of homelessness who were housed in permanent housing | 1 st Priority – Year 2 and Ongoing | City and County |

Thank you!

Hope Lee

Manager of Housing, City of Kawartha Lakes
hlee@kawarthalakes.ca

Christine Pacini

Partner, SHS Consulting
cpacini@shs-inc.ca



Cathie Ritchie
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Memorandum

To: The Mayor and Members of Council
Date: December 12, 2017
From: Cathie Ritchie, City Clerk
Subject: January 9, 2018 Council Meeting Cancellation

Background

Council approved the 2018 meeting schedule on October 24, 2017 Resolution No. CR2017-911, which included January 9th, 2018 as a regular scheduled meeting date.

Due to scheduling staff have identified that there may not be sufficient time to prepare and provide Council and the Public with the meeting documents and information in accordance with Section 4.05 of the Procedural By-law "Notice and Agenda Distribution".

Recommendation

Resolved That the Memorandum regarding the January 9th, 2018 meeting cancellation be received; and

That Council approves the cancellation of the January 9th, 2018 Council Meeting; and

That notice of the meeting cancellation will be posted on the City Website.

September 5, 2017

To Whom It May Concern,

My name is Charlotte Hayward. I am the owner and sole proprietor of a new dog daycare and boarding facility located at 50 Mary St W, here in Lindsay. I am writing to you to bring attention to my application for exemption to By-Law 2014-141, "being a by-law to license, regulate, and govern kennels in the City of Kawartha Lakes". I have extensive education in regards to animal health, anatomy, nutrition, training, and behaviour. I attended the Veterinary Assistant course at St. Lawrence College in Kingston, ON from 2009-2010. In raising my dog with special needs from puppyhood, I've done a great deal of personal research into dog health and behaviour. In 2014 I started working at a well-known dog daycare facility in Toronto, ON, where we managed up to 80 dogs per day at a ratio of 20 dogs per one staff member. I continued on to work at a dog daycare and boarding facility with similar daycare numbers and up to 15 boarders each night. I've worked with over 50 breeds of dogs, addressing many behavioural issues through management and redirection. Many of the techniques and protocols I learned while working at these facilities have been implemented at my own facility.

My plans for this facility here in Lindsay are to run a clean, safe daycare and boarding program that feels "like home, but better". We use positive reinforcement methods to manage dog behaviour, such as redirecting attention, time-out areas for overwhelmed or overstimulated dogs, rewards for good behaviour, and enrichment games to occupy the minds of dogs who exhibit boredom behaviours such as excessive barking, mounting, or mouthing.

At our current space we have an area for big dogs, small dogs, an outdoor area, a kennel area, a retail/reception area, and a room that is to be set up as a grooming room, pending plumbing work. The creation of such a facility in town has and will allow employment opportunities not only for potential staff, but also for tradespeople such as plumbers, carpenters, flooring installers, etc.

In the short amount of time that our facility has been open, we have gained several loyal and happy customers, a large following on our social media accounts, and have developed a partnership with a local trainer who will be renting our space for training classes.

I believe that our facility will have a positive effect on the dogs and humans in our town. I ask that you please consider our application for exemption to By-Law 2014-141. I would be more than happy to have you come by and see our facility and all it has to offer.

Thank you for your time and consideration,

Charlotte Hayward

Frick and Frack Pet Resort

50 Mary St W, James St Entrance

Lindsay, ON K9V 2N6

"Like home, but better!"

Application for Exemption to By-Law 2014-141

Frick and Frack Pet Resort

50 Mary St W, Lindsay ON, K9V 2N6

Frick & Frack Pet Resort is requesting an exemption to By-law Number 2014-141, being a by-law to licence, regulate, and govern kennels in the City of Kawartha Lakes. We want to provide high quality day care/over-night canine care services on a 24/7 basis year-round to pet owners/parents in the Lindsay area as are available in urban centres. We believe there is a market, and we believe we will provide employment to others as well as the proprietor Charlotte Hayward.

Pet services have been expanding in the past two decades in response to social change in the greater population, particularly in North America, but also in Australia. Government of Canada Industry Statistics as of March 2017 indicate that the sector of pet services not including veterinary hospitals is an established and growing economic force, and provide employment. Social research indicates several factors impacting on this phenomenon:

- 1) Boomer families enjoy pets and wish to maintain pets at a high level of health.
- 2) Boomer families wish to travel and require pet care during absence.
- 3) Elderly people benefit from the presence of pets (established science) but require assistance to maintain pet health such as walks, grooming, and exercise.
- 4) Single people in particular are vulnerable to losing their pets if an extended stay in hospital is required. The availability of space at local shelters is variable, and veterinary hospitals are expensive and not equipped to provide good social care.
- 5) Families with children as before continue to see pets as useful and mentally healthy companions for the children, and the purchase of increasing health and care services for pets relates directly to income. The more household income the more services purchased.
- 6) Millenials (people between 18 and 35) have been found to spend more than any other group relative to income on their pets, particularly in relation to food quality. With the increased emphasis on healthy eating and lifestyle available in social media, it would appear that this age population has committed to providing that for pets, including a large proportion of rescued animals.
- 7) Longer hours of work require pet owners/parents to consider the needs of puppies, adult, and elder pets during absences, and shift work in particular challenges these families to find appropriate care. Long commutes can turn into unexpectedly long absences with bad weather or accidents along commuter corridors. These factors support the need for flexible pet-sitting services available 24/7, just as in child care.

It is our contention and observation that the meaning of the word kennel and boarding care has evolved in present day (2017) language. Kennel in the writing of this by-law is clearly referencing the style of establishment where large buildings with outdoor runs hold breeding stock and people bring their pets during absences that require over-night stays. These establishments do not necessarily include individual attention to pets, supervised play, or group encounters. Barking is tolerated in the

runs (indeed expected). Hygiene is achieved with a scoop and hose on concrete as opposed to health care facility attention with mops, cleaners and immediate response.

Kennel in current parlance in the pet service industry now refers to the actual crate in which a pet can be kept for periods of time (kenneling), and may or may not be used if an animal is in a 'sitting' service overnight. A local day-care and boarding facility like Frick and Frack pet resort caters to the needs of many families who need flexible hours, and as Lindsay continues to expand with the 407 extensions, commuters, and shift workers who purchase homes in the area will expect to find these services just as they exist in the more urban centres only an hour south.

Item by item we will attempt to address the issues we believe represent barriers to successfully implementing a needed service in the Lindsay area.

4.02 - ...shall not be permitted on a property less than two hectares (5 acres)

- Current clients have expressed the convenience of having such a place in town
- The current bylaw was passed in April 2014, but written in 2005, before the need for in-town dog daycares and kennels was anticipated
- Convenient for seniors who may need their pets taken care of while in hospital or hospice
- Does not represent the nature of the detailed attention each dog receives while attending the proposed service
- Does not represent the actual space required for the services provided (kennel being used in a different context).

4.05 - ...no kennel shall be situated within one hundred and fifty metres of a neighbouring dwelling unit(s)

- The area is predominantly industrial, with three houses and an apartment complex across the street. Day time noise from our facility is fewer decibels than the frequent large trucks that make deliveries to current businesses in the building and near-by businesses.
- Except for quick (less than 30 seconds) pee breaks, dogs are kept indoors before 8am and after 10pm
- Our kennel/crate room is sound proofed, so any late-night barking, should it occur even briefly, cannot be heard by neighbouring dwellings
- An opaque mesh screening has been put up around the fencing, to lessen the chance for barking at passersby
- We have a "no barking" rule. Dogs who bark outside are sent back inside immediately.
- Excessive barkers are dis-enrolled
- Have had visits from residential and business neighbours saying hello (not bothered by presence of kennel).

4.06 - ...dogs in the kennel will be provided with adequate and appropriate:

a) Food and water – we have a feeding schedule and feed all dogs who are on the schedule (as according to dog owners), water bowls are filled throughout the day, and washed at night and as needed.

b) Medical attention – we have a fully stocked First Aid kit on hand, staff is trained in First Aid and CPR for dogs, and there are 2 veterinarians within 2 km. Each pet owner/parent provides specific information regarding preferences in emergencies. Proof of vaccinations are required and filed on site, as well as noted in the proprietary software.

c) Care necessary for general welfare – enrichment games, toys, and appropriate play behaviour is monitored at all times by sufficient attendants. Dogs are not left alone uncrationed. Crated dogs are observed.

d) Resting and sleeping area – couches, beds, crates.

e) Space for animals to move naturally and exercise – approx. 1200 sq feet of room to run and play, not overcrowded with dogs. Exact number varies with size, age and temperament of dogs. All dogs are assessed for behavioural and personality traits.

f) Sanitary conditions – all surfaces are plastic, leather, or rubber and disinfected daily and as needed.

g) Ventilation – fresh air from windows that open. AC and heating in the suite. Fans as needed for individual cooling or floor drying.

h) Light – window, door, and overhead light

i) Protection from elements, including harmful temperatures – dogs are never forced outside or left outside in any weather (AC and heating operate in building).

4.07 - ...staff on site when kennel is operational

- Staff is always on the property when dogs are in attendance
- Provides much needed employment opportunities (daycare attendants, night attendants, reception work, groomer and bathers, etc.)
- A full time receptionist and retail clerk is already in place.
- A groomer facility is being prepared and will employ one to two people.
- Training classes will begin Oct 1, supplying employment for a dog trainer and a possible assistant.
- If the 24 hr exemption is allowed for over-night care, other attendants will be required.

Industry statistics indicate that salaries in this industry provide annual incomes of \$30,000 for full time employment. We have the potential for 3 full time positions and up to three part-time positions, not including groomers, bathers, or trainers.



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Memorandum

To: Mayor and Members of Council
Date: December 12, 2017
From: Alix Hick, Senior Licensing Officer
Subject: Charlotte Hayward Kennel By-Law Exemption Request

This memo has been provided to address the request made by Charlotte Hayward to operate a kennel at 50 Mary Street West, Lindsay.

The Senior Licensing officer is unable to issue a kennel licence to Ms. Hayward's business, Frick and Frack Pet Resort, as it does not meet location requirements for a kennel as outlined in By-Law 2014-141. Specifically;

Section 4.05 of the Kennel Licensing By-law states that, "In order to qualify for a kennel licence under this by-law, no kennel shall be situated within one hundred and fifty metres (150m) of a neighbouring dwelling unit(s)." The subject kennel operation is situated approximately 12 meters from neighbouring dwelling units.

Section 4.02 of the Kennel Licensing By-law states that, "The Licensing Officer shall not issue a licence under this by-law for the operation of a kennel on lands which do not meet the requirements of the applicable city zoning by-law, or any other applicable Municipal by-law, Provincial or Federal legislation or regulation, and shall not be permitted on property less than two hectares (5 acres) in

size." The subject kennel operation is operating within a large mixed use commercial complex. The GE-S5 Zone permits a number of Industrial, Commercial, Institutional & Community Facility uses, however a kennel is not one of them.

The City does licence kennels that do not meet the exact requirements of the by-law, however, such kennels are either grandfathered or have received council exemption for minor issues. In this case, the zoning by-law applicable to the subject lands does not permit the kennel use.

The kennel licensing by-law was extensively reviewed between 2012 and 2014. During that review, significant public feedback was received that residents do not want to see kennel operations in urban areas.

Recommendation to Council:

Resolved That the December 12, 2017 memorandum from Alix Hick, Senior Licensing Officer, regarding **Charlotte Hayward Kennel By-Law Exemption Request**, be received; and

That the exemption request from Charlotte Hayward for exemptions from the zoning, land size, and minimum distance separation requirements of By-Law 2014-141 for her kennel operation on the property known as 50 Mary Street West, Lindsay, be denied.

The Corporation of the City of Kawartha Lakes
MINUTES
SPECIAL COUNCIL INFORMATION MEETING

CC2017-32
Tuesday, November 21, 2017
Open Session Commencing at 1:00 p.m.
Council Chambers
City Hall
26 Francis Street, Lindsay, Ontario K9V 5R8

MEMBERS:
Mayor Andy Letham
Councillor Isaac Breadner
Councillor Pat Dunn
Councillor Doug Elmslie
Councillor Gord James
Councillor Gerard Jilesen
Councillor Brian S. Junkin
Councillor Rob Macklem
Councillor Mary Ann Martin
Councillor Gord Miller
Councillor Patrick O'Reilly
Councillor John Pollard
Councillor Kathleen Seymour-Fagan
Councillor Heather Stauble
Councillor Stephen Strangway
Councillor Andrew Veale
Councillor Emmett Yeo

Accessible formats and communication supports are available upon request.

1. CALL TO ORDER

Mayor Letham called the meeting to order at 1:00 p.m. Councillors I. Breadner, P. Dunn, D. Elmslie, G. James, G. Jilesen, B. Junkin, G. Miller, P. O'Reilly, J. Pollard, K. Seymour-Fagan, H. Stauble, S. Strangway, and A. Veale were in attendance.

CAO and Acting City Clerk R. Taylor, Deputy Clerk A. Rooth, Administrative Assistant M. Warren and various other staff were also in attendance.

Late Arrival: Councillor M.A. Martin 1:26 p.m.

2. ADOPTION OF AGENDA

CR2017-997

Moved By Councillor Elmslie

Seconded By Councillor Stauble

RESOLVED THAT the Agenda for the Open Session of the Special Council Information Meeting of Tuesday, November 21, 2017, be adopted as circulated and with the following amendments:

Deletion – PUBLIC INFORMATION:

4.1.1

Lewis Jackson, Rustic Trail Association

Report PW2017-005 - Objection to Proposal to End Winter Plowing in April 2019;

and

THAT Item 4.1.5 be moved forward on the Agenda to be dealt with immediately following Item 4.1.3.

CARRIED

3. DISCLOSURE OF PECUNIARY INTEREST

There were no declarations of pecuniary interest noted.

4. PUBLIC INFORMATION

CAO Taylor introduced and welcomed new City Clerk Cathie Ritchie.

4.1 Presentations

4.1.1 CC2017-32.4.1.1

Lewis Jackson, Rustic Trail Road Association

Report PW2017-005 - Objection to Proposal to End Winter Plowing in April 2019

The deputation by Lewis Jackson on behalf of the Rustic Trail Road Association was deleted with the adoption of the Agenda.

4.1.2 CC2017-32.4.1.2

Heather Kirby, General Manager, Kawartha Lakes Food Source

Luanne Reparón

Kawartha Lakes Food Source

Ms. Kirby, General Manager, and Ms. Reparón, Volunteer at Dunsford Food Bank, provided an overview of the Kawartha Lakes Food Source activities, noting that 2017 marks 15 years since it first opened. They shared some client stories to illustrate the need for their services in the community. Ms. Kirby advised that their board has just approved its first ever strategic plan, and left a copy for circulation to Council and staff. Ms. Kirby and Ms. Reparón answered questions put forth by members of Council.

CR2017-998

Moved By Councillor Pollard

Seconded By Councillor Strangway

RESOLVED THAT the deputation of Heather Kirby and Luanne Reparón of Kawartha Lakes Food Source, be received.

CARRIED

4.1.3 CC2017-32.4.1.3

Dana Bachman, Grandmothers Advocacy Network (GRAN)

UN Orange Campaign Against Violence Towards Women and Girls

Ms. Bachman, on behalf of GRAN, provided an overview of the United Nations' Unite to End Violence Against Women & Girls: Orange Campaign, which runs from November 25th to December 10th, 2017. She noted recent relevant events in the media, and commended the City, Women's Resources, and MPP Laurie Scott for their efforts to highlight these issues in the community. Ms. Bachman answered questions put forth by members of Council.

CR2017-999

Moved By Councillor Stauble

Seconded By Councillor Elmslie

RESOLVED THAT the deputation of Dana Bachman of Grandmothers Advocacy Network (GRAN) regarding the UN Orange Campaign Against Violence Towards Women and Girls, be received.

CARRIED

Item 4.1.5 was moved forward on the Agenda to be dealt with next.

4.1.5 CC2017-32.4.1.5

Robyn Carlson, City Solicitor
Realty Services Process

Ms. Carlson, speaking as Acting Manager of Realty Services, provided an overview of recent changes to the City's Land Sales Process, including enhanced public notification and enhanced determination of value processes. She identified potential changes to the governing framework that will be brought forward to Council. She answered questions put forth by members of Council.

CR2017-1000

Moved By Councillor Breadner

Seconded By Councillor Miller

RESOLVED THAT the presentation by Robyn Carlson, City Solicitor, regarding Realty Services Process, be received.

CARRIED

4.1.4 CC2017-32.4.1.4

Robyn Carlson, City Solicitor
Encroachment and Trespass to Property

Ms. Carlson, speaking as Acting Manager of Realty Services, provided information on Encroachment and Trespass Property. She outlined current responsibilities and enforcement powers, provided recommendations, including a proposed Realty Services Dock Leasing Program. She answered questions put forth by members of Council.

CR2017-1001

Moved By Councillor Dunn

Seconded By Councillor Strangway

RESOLVED THAT the presentation by Robyn Carlson, City Solicitor, regarding Encroachment and Trespass to Property, be received.

CARRIED

5. **REPORTS**

6. **CLOSED SESSION**

7. **MATTERS FROM CLOSED SESSION**

8. **CONFIRMING BY-LAW**

CR2017-1002

Moved By Councillor James

Seconded By Councillor Veale

RESOLVED THAT a by-law to confirm the proceedings of a Special Council Information Meeting held Tuesday, November 21, 2017 be read a first, second and third time, passed, numbered, signed and the corporate seal attached.

CARRIED

9. **ADJOURNMENT**

CR2017-1003

Moved By Councillor Strangway

Seconded By Councillor Dunn

RESOLVED THAT the Council Meeting adjourn at 2:55 p.m.

CARRIED

Read and adopted this 12th day of December, 2017.

Andy Letham, Mayor

Ron Taylor, Acting City Clerk

The Corporation of the City of Kawartha Lakes
MINUTES
REGULAR COUNCIL MEETING

CC2017-33

Tuesday, November 28, 2017

Closed Session Commencing at 1:30 p.m. Open Session Commencing at 2:00 p.m.

Council Chambers

City Hall

26 Francis Street, Lindsay, Ontario K9V 5R8

MEMBERS:

Mayor Andy Letham
Councillor Isaac Breadner
Councillor Pat Dunn
Councillor Doug Elmslie
Councillor Gord James
Councillor Gerard Jilesen
Councillor Brian S. Junkin
Councillor Rob Macklem
Councillor Mary Ann Martin
Councillor Gord Miller
Councillor Patrick O'Reilly
Councillor John Pollard
Councillor Kathleen Seymour-Fagan
Councillor Heather Stauble
Councillor Stephen Strangway
Councillor Andrew Veale
Councillor Emmett Yeo

Accessible formats and communication supports are available upon request.

1. CALL TO ORDER

Mayor Letham called the Meeting to order at 1:30 p.m. Councillors I. Breadner, P. Dunn, D. Elmslie, G. James, G. Jilesen, B. Junkin, R. Macklem, M.A. Martin, G. Miller, P. O'Reilly, K. Seymour-Fagan, H. Stauble, S. Strangway and A. Veale were in attendance.

CAO and Acting City Clerk R. Taylor, Deputy Clerk A. Rooth and various other staff members were also in attendance.

Late Arrival: Councillor E. Yeo 1:32 p.m.

2. ADOPTION OF CLOSED SESSION AGENDA

CR2017-1004

Moved By Councillor Strangway

Seconded By Councillor Elmslie

RESOLVED THAT the Closed Session agenda be adopted as circulated.

CARRIED

3. DISCLOSURE OF PECUNIARY INTEREST IN CLOSED SESSION ITEMS

There were no declarations of pecuniary interest noted.

4. CLOSED SESSION

CR2017-1005

Moved By Councillor Macklem

Seconded By Councillor Dunn

RESOLVED THAT Council convene into closed session at 1:31 p.m. in order to consider matters on the Tuesday, November 28, 2017 Closed Session Agenda and that are permitted to be discussed in a session closed to the public pursuant to Section 239(2) of the Municipal Act, S.O. 2001. S.25.

CARRIED

5. OPENING CEREMONIES

5.1 Call Open Session to Order

Mayor Letham called the Open Session of the Meeting to order at 2:00 p.m. Councillors I. Breadner, P. Dunn, D. Elmslie, G. James, G. Jilesen, B. Junkin, R.

Macklem, M.A. Martin, G. Miller, P. O'Reilly, K. Seymour-Fagan, H. Stauble, S. Strangway, A. Veale and E. Yeo were in attendance.

CAO and Acting City Clerk R. Taylor, Deputy Clerk A. Rooth and various other staff members were also in attendance.

5.2 O Canada

The Meeting was opened with the singing of 'O Canada'.

5.3 Moment of Silent Reflection

The Mayor asked those in attendance to observe a Moment of Silent Reflection.

5.4 Adoption of Open Session Agenda

CR2017-1009

Moved By Councillor Yeo

Seconded By Councillor Breadner

RESOLVED THAT the Agenda for the Open Session of the Regular Council Meeting of Tuesday, November 28, 2017, be adopted as circulated.

CARRIED

6. DISCLOSURE OF PECUNIARY INTEREST

There were no declarations of pecuniary interest noted.

7. MATTERS FROM CLOSED SESSION

8. PUBLIC INFORMATION

8.1 Presentations

8.2 Invited Guests (Quarterly Basis)

8.3 Notices and Information by Members of Council and Staff

8.3.1 Council

Mayor Letham advised that staff and Council are wearing orange today to help raise awareness and lend support to the United Nations' UNiTE Campaign to end violence against women and girls. He invited everyone to attend a candlelight vigil on the steps of City Hall on December 8th from 6:00 to 7:00 p.m.

Councillor Strangway advised that December 3rd is International Day of Persons with Disabilities.

Councillor Martin made the following announcements:

- The Omemee Town Tree Lighting is on December 1st at 7:00 p.m. at Coronation Hall.
- The site for the December 1st Neil Young Concert has not yet been announced but is rumoured to be in Omemee.
- The Omemee Lions Club Santa Claus Parade is on December 2nd at 1:00 p.m.
- The Omemee Legion is holding a Loonie Auction on December 2nd from 5:00 to 9:00 p.m.
- The Grand Opening of the new Public Library location in Omemee will be January 13th at 12:00 noon.

Councillor Seymour-Fagan invited everyone to the Bobcaygeon Santa Claus Parade on December 9th at 5:30 p.m.

Councillor Miller invited everyone to Christmas in the Village of Kinmount on December 7th.

Councillor Stauble invited everyone to the Pontypool Santa Claus Parade on December 3rd at 1:30 p.m. There will also be Breakfast with Santa at the Pontypool Community Centre from 9:00 to 11:30 a.m.

Councillor Veale invited everyone to the Woodville Santa Claus Parade on December 2nd at 6:30 p.m. followed by a Holiday Skate with Santa at the Woodville Arena. There will also be Breakfast with Santa on December 3rd at the Woodville Legion from 8:00 to 11:00 a.m.

Councillor Yeo invited everyone to the Coboconk Santa Claus Parade on December 3rd at 1:00 p.m.

Councillor O'Reilly made the following announcements:

- The Kawartha Lakes Business and Community Development Corporation Annual General Meeting will be held December 6th at 11:00 a.m. at The Olympia restaurant in Lindsay.
- The Living Christmas Tree is presented by St. Andrews Presbyterian Church from December 1st to 3rd.
- The Little Britain Santa Claus Parade is on December 15th at 7:00 p.m.

8.3.2 Staff

Director Sutherland invited everyone to Victoria Manor's 2nd Annual Doors Open Event on December 14th with proceeds going to support Kawartha Lakes Food Source.

8.4 Notice of Motion

9. DEPUTATIONS

10. CONSENT MATTERS

All items under Consent Matters were dealt with individually.

10.1 Correspondence

10.1.1 CC2017-33.10.1.1

Kathryn McGarry, Minister of Natural Resources and Forestry
Council Resolution Regarding Invasive Species

CR2017-1010

Moved By Councillor Junkin

Seconded By Councillor Strangway

RESOLVED THAT the October 31, 2017 correspondence from Kathryn McGarry, Minister of Natural Resources and Forestry, regarding Council Resolution Regarding Invasive Species, be received.

CARRIED

10.2 Minutes from:

10.2.1 Council

10.2.1.1 CC2017-33.10.2.1.1

Minutes, Regular Council Meeting
November 14, 2017

CR2017-1011

Moved By Councillor Martin

Seconded By Councillor Elmslie

RESOLVED THAT the Minutes of the November 14, 2017 Regular Council Meeting, be received and adopted.

CARRIED

10.2.2 Committees of Council, Advisory Boards and Task Forces

10.2.2.1 CC2017-33.10.2.2.1

Draft Minutes, Executive Committee Meeting
November 2, 2017

Cr2017-1012

Moved By Councillor Dunn

Seconded By Councillor Veale

RESOLVED THAT the Draft Minutes of the November 2, 2017 Executive Committee Meeting, be received.

CARRIED

10.3 Reports

10.3.1 CLK2017-009

Barbara Condie, Accessibility Officer
The Kawartha Lakes Accessibility Advisory Committee 2017 Annual Work Plan
and Proposed Work Plan for 2018

CR2017-1013

Moved By Councillor Strangway

Seconded By Councillor Elmslie

RESOLVED THAT Report CLK2017-009, **The Kawartha Lakes Accessibility Advisory Committee 2017 Annual Report and Proposed Workplan for 2018**, be received;

THAT the 2017 Annual Report of the Kawartha Lakes Accessibility Advisory Committee, be received; and

THAT the Kawartha Lakes Accessibility Advisory Committee 2018 Work Plan, be approved.

CARRIED

10.3.2 HS2017-006

Rod Sutherland, Director, Human Services
Victoria Manor Management Agreement

CR2017-1014

Moved By Councillor Elmslie

Seconded By Councillor Dunn

RESOLVED THAT Report HS2017-006, **Victoria Manor Management Contract Renewal**, be received;

THAT the agreement between the Corporation of the City of Kawartha Lakes and Sienna Senior Living Inc. for the Victoria Manor Management Contract attached, substantially in the form of Appendix A to Report HS2017-006, be approved;

THAT the Mayor and City Clerk be authorized to execute any documents and agreements required by the approval of this agreement; and

THAT the necessary by-law to authorize execution of the agreement be brought forward for adoption.

CARRIED

10.3.3 HS2017-008

Rod Sutherland, Director of Human Services
Kawartha Lakes Health Care Initiative Reserve Request

CR2017-1015

Moved By Councillor Strangway

Seconded By Councillor Miller

RESOLVED THAT Report HS2017-008, **Kawartha Lakes Health Care Initiative Reserve Request**, be received; and

THAT payment of up to \$23,500.00 to the Kawartha Lakes Health Care Initiative (KLHCI) be authorized from the Doctor Recruitment Reserve to support a Physician Return of Service Agreement executed by KLHCI.

CARRIED

10.4 Items Extracted from Consent

10.4.1 CAO2017-008

Ron Taylor, Chief Administrative Officer
Council Remuneration (2018-2022)

Recorded vote requested by Mayor Letham.

Moved By Councillor Veale
Seconded By Councillor Dunn

RESOLVED THAT Report CAO2017-008, **Council Remuneration (2018-2022)**, be received;

THAT Council salaries be established as outlined in Option 1 in Report CAO2017-008 effective the next term of Council (2018-2022);

THAT a Deputy Mayor position be established effective the next term of Council (2018-2022) and appointed by Council for a one (1) year term with additional annual compensation of \$2500;

THAT all Council members are eligible for mileage reimbursement for any City business both within and outside of the City of Kawartha Lakes at the rate set by Council through policy; and

THAT the necessary by-laws be forwarded to Council for adoption.

| Recorded | For | Against | Absent |
|--------------------------|------------|----------------|---------------|
| Mayor Letham | | X | |
| Councillor Breadner | X | | |
| Councillor Dunn | X | | |
| Councillor Elmslie | | X | |
| Councillor James | X | | |
| Councillor Jilesen | | X | |
| Councillor Junkin | | X | |
| Councillor Macklem | | X | |
| Councillor Martin | | X | |
| Councillor Miller | | X | |
| Councillor O'Reilly | | X | |
| Councillor Pollard | | | X |
| Councillor Seymour-Fagan | | X | |
| Councillor Stauble | | X | |
| Councillor Strangway | | X | |

| | | | |
|----------------------|----------|-----------|----------|
| Councillor Veale | X | | |
| Councillor Yeo | | X | |
| Results | 4 | 12 | 1 |
| MOTION FAILED | | | |

Recorded vote requested by Mayor Letham.

Moved By Councillor Miller
Seconded By Councillor Veale

RESOLVED THAT Report CAO2017-008, **Council Remuneration (2018-2022)**, be received;

THAT Council salaries be established as outlined in Option 2 in Report CAO2017-008 effective the next term of Council (2018-2022);

THAT a Deputy Mayor position be established effective the next term of Council (2018-2022) and appointed by Council for a two (2) year term with additional annual compensation of \$2500;

THAT all Council members are eligible for mileage reimbursement for any City business both within and outside of the City of Kawartha Lakes at the rate set by Council through policy; and

THAT the necessary by-laws be forwarded to Council for adoption.

| Recorded | For | Against | Absent |
|---------------------|------------|----------------|---------------|
| Mayor Letham | X | | |
| Councillor Breadner | X | | |
| Councillor Dunn | X | | |
| Councillor Elmslie | | X | |
| Councillor James | X | | |
| Councillor Jilesen | | X | |
| Councillor Junkin | | X | |
| Councillor Macklem | | X | |
| Councillor Martin | | X | |

| | | | |
|--------------------------|----------|----------|----------|
| Councillor Miller | X | | |
| Councillor O'Reilly | X | | |
| Councillor Pollard | | | X |
| Councillor Seymour-Fagan | | X | |
| Councillor Stauble | | X | |
| Councillor Strangway | | X | |
| Councillor Veale | X | | |
| Councillor Yeo | | X | |
| Results | 7 | 9 | 1 |
| MOTION FAILED | | | |

Recorded vote requested by Mayor Letham.

CR2017-1016

Moved By Councillor Elmslie

Seconded By Councillor Yeo

RESOLVED THAT Report CAO2017-008, **Council Remuneration (2018-2022)**, be received;

THAT Council salaries be established as outlined in Option 3 in Report CAO2017-008 effective the next term of Council (2018-2022);

THAT a Deputy Mayor position be established effective the next term of Council (2018-2022) and appointed by Council for a one (1) year term with additional annual compensation of \$2500;

THAT all Council members are eligible for mileage reimbursement for any City business both within and outside of the City of Kawartha Lakes at the rate set by Council through policy; and

THAT the necessary by-laws be forwarded to Council for adoption.

| Recorded | For | Against | Absent |
|---------------------|------------|----------------|---------------|
| Mayor Letham | X | | |
| Councillor Breadner | | X | |
| Councillor Dunn | X | | |

| | | | |
|--------------------------|-----------|----------|----------------|
| Councillor Elmslie | X | | |
| Councillor James | | X | |
| Councillor Jilesen | X | | |
| Councillor Junkin | | X | |
| Councillor Macklem | X | | |
| Councillor Martin | X | | |
| Councillor Miller | X | | |
| Councillor O'Reilly | X | | |
| Councillor Pollard | | | X |
| Councillor Seymour-Fagan | X | | |
| Councillor Stauble | | X | |
| Councillor Strangway | | X | |
| Councillor Veale | | X | |
| Councillor Yeo | X | | |
| Results | 10 | 6 | 1 |
| | | | CARRIED |

CR2017-1017

Moved By Councillor Stauble

Seconded By Councillor Elmslie

RESOLVED THAT in the event that the tax exempt status of Council salaries is changed under Canada Revenue Agency guidelines, the matter of Council remuneration be brought back to Council for review and potential adjustment.

CARRIED

11. **COMMITTEE OF THE WHOLE**
12. **COMMITTEE OF THE WHOLE AND PLANNING COMMITTEE MINUTES**
13. **CORRESPONDENCE AND PETITIONS**
14. **OTHER OR NEW BUSINESS**

15. BY-LAWS

The mover requested the consent of Council to read the by-laws by number only.

Moved By Councillor Veale

Seconded By Councillor James

RESOLVED THAT the By-Laws shown in Section 15.1 of the Agenda, namely: Items 15.1.1 to and including 15.1.3 be read a first, second and third time, passed, numbered, signed and the corporate seal attached, namely:

CARRIED

15.1 By-Laws by Consent

15.1.1 CR2017-1018

A By-law to Appoint a City Clerk for the City of Kawartha Lakes (C. Ritchie)

15.1.2 CR2017-1019

A By-law to Repeal By-law 2017-167, being A By-law to Appoint an Acting City Clerk for the City of Kawartha Lakes (R. Taylor)

15.1.3 CR2017-1020

A By-law to Authorize the Execution of an Agreement between The Royale Development GP Corporation as a general partner of The Royale Development LP and The Corporation of the City of Kawartha Lakes for Management Services for Victoria Manor Home for the Aged

15.2 By-Laws Extracted from Consent

16. CLOSED SESSION (IF NOT COMPLETED PRIOR TO OPEN SESSION)

17. MATTERS FROM CLOSED SESSION

18. CONFIRMING BY-LAW

CR2017-1021

Moved By Councillor James

Seconded By Councillor Veale

RESOLVED THAT a by-law to confirm the proceedings of a Regular Council Meeting held Tuesday, November 28, 2017 be read a first, second and third time, passed, numbered, signed and the corporate seal attached.

CARRIED

19. **ADJOURNMENT**

CR2017-1022

Moved By Councillor Yeo

Seconded By Councillor Macklem

RESOLVED THAT the Council Meeting adjourn at 3:41 p.m.

CARRIED

Read and adopted this 12th day of December, 2017.

Andy Letham, Mayor

Ron Taylor, Acting City Clerk

The Corporation of the City of Kawartha Lakes Council Report

Report Number CLK2017-010

Date: Tuesday, December 12, 2017

Time: 2:00 PM

Place: Council Chambers

Ward Community Identifier:

Subject: 2017 Accessibility Compliance Report

Author/Title: Barbara Condie, Accessibility Officer

Recommendation(s):

Resolved That Report CLK2017-10, **2017 Accessibility Compliance Report**, be received for information; and

That staff be authorized to submit the 2017 Accessibility Compliance Report, as outlined in Appendix A to Report CLK2017-010, to the Province of Ontario.

Department Head:

Corporate Services Director / Other:

Chief Administrative Officer:

Background:

Businesses and non-profits with 20 or more employees and public sector organizations must complete an accessibility compliance report and submit their report by December 31, 2017. The compliance report confirms that you have met your current accessibility requirements under the *Accessibility for Ontarians with Disabilities Act* (AODA). If an accessibility compliance report is not completed and submitted by December 31, 2017, the organization could face enforcement, which can include financial penalties.

In preparation for the completion of the report, the Accessibility Officer circulated the appropriate City Staff per Department/Division to secure their feedback to the list of questions (**Appendix A**) provided. The response from staff then shared through a memo with the Kawartha Lakes Accessibility Advisory Committee during their November 16, 2017 meeting.

Commencing review and discussion the Kawartha Lakes AAC provided the following recommendation:

KLAAC2017-026

Resolved That the Kawartha Lakes Accessibility Advisory Committee (AAC) receive the draft 2017 Compliance Report; and

That the Kawartha Lakes AAC recommend, that staff forward the 2017 Compliance Report to Council for consideration, adoption and staff direction.

This report is provided to Council to provide the recommendation of support by the Kawartha Lakes AAC and to confirm that the Corporation of the City of Kawartha Lakes is prepared to report 2017 compliance under the Accessibility for Ontarians with Disabilities Act (AODA), 2005 as outlined in the summary attachment **Appendix A**.

Rationale:

Under the AODA, the Corporation of the City of Kawartha Lakes is classed as a large designated public organization (50+ Employees). **Appendix A** provides the list of 2017 reporting questions provided by the Province of Ontario.

The City of Kawartha Lakes Accessibility Policy and Multi-year Accessibility Plan forms the foundation and offers the alignment necessary to advance accessibility initiatives throughout the last period. It has guided the City to successful compliance with the requirements of the legislation.

This report serves as the annual update advising Council of corporate compliance with the reporting requirements; and further, to seek instruction to file a compliance report to the Province prior to the deadline of December 31, 2017.

Other Alternatives Considered:

Accessibility reporting is a legislative requirement of s.86.1,1. O.Reg. 191/11 of the integrated Accessibility Standard Regulation.

Financial Considerations:

As mentioned as part of “Other Alternatives Considered”, Accessibility reporting is a legislative requirement of s.86.1,1. O.Reg. 191/11 of the integrated Accessibility Standard Regulation. This is to avoid payment of penalty as per s.85,1. O.Reg. 191/11 of the integrated Accessibility Standard Regulation.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

Reporting compliance aligns with Council’s endorsement of the Accessibility Policy, Multi-Year Accessibility Plan and the City’s 2016-2019 Strategic Plan of Improved walkability and accessibility in the City of Kawartha Lakes identified as an action item under Goal 2 - An exceptional Quality of Life.

Review of Accessibility Implications of Any Development or Policy:

Submission of the compliance report exemplifies the progressiveness of the City of Kawartha Lakes and corporate commitment to the principles of independence, dignity, integration, and equality of opportunity, as described in the *Accessibility for Ontarians with Disabilities Act (AODA), 2005*, and to meeting or exceeding the requirements of the standards enacted under the AODA.

Consultations:

This report brings forward the review and the recommendation of the

Kawartha Lakes Accessibility Advisory Committee (AAC)

CAO & Senior Management Team

Buildings and Properties Division

Communications Division

Engineering Division

Fleet/ Transit Division

Health Services Division

Human Resources Division

Parks, Recreation & Culture Division

Attachments:



2017 Accessibility
Compliance Report.pdf

Phone:(705) 324-9411 ext. 1185

E-Mail: bcondie@kawarthalakes.ca

Department Head: Cathy Ritchie, City Clerk

Department File: Clerk's

| | | | |
|---|---|---------------------------|-----|
| Organization category | Designated Public Sector | Number of employees range | 50+ |
| Filing organization legal name | Corporation of the City of Kawartha Lakes | | |
| Filing organization business number (BN9) | 864455563 | | |

Fields marked with an asterisk (*) are mandatory.

B. Understand your accessibility requirements

Before you begin your report, you can learn about your accessibility requirements at ontario.ca/accessibility

Additional accessibility requirements apply if you are:

- [a municipality](#)
- [an education institution \(e.g. school board, college, university or school\)](#)
- [a producer of education material \(e.g. textbooks\)](#)
- [a library board](#)

C. Accessibility compliance report questions

Instructions

Please answer each of the following compliance questions. Use the Comments box if you wish to comment on any response.

If you need help with a specific question, click the help links which will open in a new browser window. Use the link on the left to view the relevant AODA regulations and the link on the right to view relevant accessibility information resources.

Make your employment practices accessible

1. Does your organization notify its employees and the public about the availability of accommodations during the recruitment process? *
- ☒ Yes ☐ No

[Read O. Reg. 191/11 s.22 - 24: Recruitment](#)

[Learn more about your requirements for question 1](#)

Comments for
question 1

2. Does your organization provide employees with updated information about its policies to support employees with disabilities? *
- ☒ Yes ☐ No

[Read O. Reg. 191/11 s.25: Informing employees of supports](#)

[Learn more about your requirements for question 2](#)

Comments for
question 2

3. When requested, does your organization provide employees with disabilities information in an accessible format or with communication supports? *
- ☒ Yes ☐ No

[Read O. Reg. 191/11 s.26: Accessible formats and communication supports for employees](#) [Learn more about your requirements for question 3](#)

Comments for
question 3

4. Does your organization prepare individualized workplace emergency response information for employees with disabilities? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.27: Workplace emergency response information](#)

[Learn more about your requirements for question 4](#)

Comments for
question 4

Make new or redeveloped public spaces accessible

5. Since January 1, 2016, has your organization constructed new or redeveloped existing recreational trails that you intend to maintain? * ☒ Yes ☐ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 Part IV.1: Design of Public Spaces Standards - Definitions](#)

[Learn more about your requirements for question 5](#)

- 5.a. Did your organization consult with the public and persons with disabilities prior to constructing new or redeveloping existing recreational trails as outlined in the s.80(8) of the Integrated Accessibility Standards Regulation (IASR)? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.80\(8\): Consultation, recreational trails](#)

[Learn more about your requirements for question 5.a](#)

Comments for
question 5.a

- 5.b. Does your organization ensure that its new or redeveloped recreational trails meet the technical requirements as outlined s.80(9) of the IASR? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.80\(9\): Technical requirements for trails](#)

[Learn more about your requirements for question 5.b](#)

Comments for
question 5.b

-
6. Since January 1, 2016, has your organization constructed new or redeveloped existing beach access routes that you intend to maintain? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 Part IV.1: Design of Public Spaces Standards - Definitions](#)

[Learn more about your requirements for question 6](#)

- 6.a. Does your organization ensure that its new or redeveloped beach access routes meet the technical requirements as outlined in IASR s.80(10)? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(10\): Technical requirements for beach access routes](#)

[Learn more about your requirements for question 6.a](#)

Comments for
question 6.a

-
7. Do your new or redeveloped recreational trail and/or beach access routes include boardwalks? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

- 7.a. Where new or redeveloped recreational trails and/or beach access routes have a boardwalk, does the boardwalk meet the technical requirements as outlined in s.80(12) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(12\): Boardwalks](#)

[Learn more about your requirements for question 7.a](#)

Comments for
question 7.a

8. Do your new or redeveloped recreational trails and/or beach access routes include ramps? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 s.80\(13\): Ramps](#)

[Learn more about your requirements for question 8](#)

- 8.a. Where new or redeveloped recreational trails and/or beach access routes have a ramp, does the ramp meet the technical requirements as outlined in s.80(13) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(13\): Ramps](#)

[Learn more about your requirements for question 8.a](#)

Comments for
question 8.a

9. Since January 1, 2016, has your organization constructed new or redeveloped existing outdoor public use eating areas that you intend to maintain? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 s.80\(17\): Outdoor public use eating areas, general requirements](#)

[Learn more about your requirements for question 9](#)

- 9.a. Does your organization ensure that where they construct or redevelop outdoor public use eating areas that they meet the requirements as outlined in s.80(17) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(17\): Outdoor public use eating areas, general requirements](#) [Learn more about your requirements for question 9.a](#)

Comments for
question 9.a

10. Since January 1, 2016, has your organization constructed new or redeveloped existing outdoor play spaces that you intend to maintain? * ☒ Yes ☐ No
(if Yes, you will be required to answer additional questions)

- 10.a. When constructing new or redeveloping existing outdoor play spaces, did your organization consult with the public and persons with disabilities on the needs of children and caregivers, and if you represent a municipality did your organization consult with the accessibility advisory committee where one was established as outlined in s.80(19) of the IASR? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.80\(19\): Outdoor play spaces, consultation requirements](#)

[Learn more about your requirements for question 10.a](#)

Comments for
question 10.a

- 10.b. Did your organization incorporate accessibility features when constructing a new or redeveloping an existing play space as outlined in s.80(20a) of the IASR? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.80\(20a\): Outdoor play spaces, accessibility in design](#)

[Learn more about your requirements for question 10.b](#)

Comments for
question 10.b

- 10.c. Does your organization's new or redeveloped play spaces have a firm ground surface as outlined in s.80(20b) of the IASR? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.80\(20b\): Outdoor play spaces, accessibility in design](#)

[Learn more about your requirements for question 10.c](#)

Comments for
question 10.c

11. Since January 1, 2016, has your organization constructed new or redeveloped existing exterior paths of travel that you intend to maintain? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

- 11.a. Where applicable, do your newly constructed or redeveloped exterior paths of travel meet the technical and general requirements as outlined in s.80(21) – 80(31) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s. 80\(21\) - 80\(31\): Exterior Paths of Travel](#)

[Learn more about your requirements for question 11.a](#)

Comments for
question 11.a

12. Since January 1, 2016, has your organization constructed new or redeveloped existing off-street parking facilities that you intend to maintain? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

12.a. When constructing new or redeveloping off-street parking facilities that you intend to maintain, do you ensure that the off-street parking facilities meet the accessibility requirements as outlined in s.80(32) – 80(37) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(32\) - 80\(37\): Accessible Parking](#) [Learn more about your requirements for question 12.a](#)

Comments for question 12.a

13. Since January 1, 2016, has your organization constructed a new or replaced an existing service counter? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

13.a. Does your organization ensure that new or redeveloped service counters meet the technical requirements as outlined in s.80(41) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s. 80\(41\): Service counters](#) [Learn more about your requirements for question 13.a](#)

Comments for question 13.a

14. Since January 1, 2016, has your organization constructed new fixed queuing guides? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

14.a. Does your organization ensure that new fixed queuing guides for obtaining services meet the technical requirements as outlined in s.80(42) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(42\): Fixed queuing guides](#) [Learn more about your requirements for question 14.a](#)

Comments for question 14.a

15. Since January 1, 2016, has your organization constructed new or redeveloped existing waiting areas? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

15.a. Does your organization ensure that new or developed fixed seating waiting areas meet the technical requirements as outlined in s.80(43) of the IASR? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.80\(43\): Waiting areas](#) [Learn more about your requirements for question 15.a](#)

Comments for question 15.a

16. Does your organization's public spaces have accessible elements in place as required under the Design of Public Spaces Standard of the IASR? * ☒ Yes ☐ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 Part IV, 1: Design of public spaces standards](#) [Learn more about your requirements for question 16](#)

16.a. Does your organization's multi-year accessibility plan include procedures for preventative and emergency maintenance of the accessible elements in public spaces, and for dealing with temporary disruptions when accessible elements are not in working order as outlined in s.80(44) of the IASR? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.80\(44\): Maintenance of accessible elements](#) [Learn more about your requirements for question 16.a](#)

Comments for question 16.a

Provide accessible transportation services

17. Does your organization provide conventional transportation services? * ☒ Yes ☐ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 Part IV - Transportation Standards: Definitions](#)

[Learn more about your requirements for question 17](#)

- 17.a. Does your organization have electronic pre-boarding announcements of the route, direction, destination or next major stop on its transportation vehicles, and do these announcements satisfy the requirements set out in section 51. O. Reg. 191/11? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.51\(2\): Pre-boarding announcements](#)

[Learn more about your requirements for question 17.a](#)

Comments for
question 17.a

- 17.b. Does your organization ensure that all destination points or available route stops are announced through electronic means and legibly and visually displayed through electronic means? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.52\(2\) - 52\(3\): On-board announcements](#)

[Learn more about your requirements for question 17.b](#)

Comments for
question 17.b

18. Does your organization provide specialized transportation services? * ☒ Yes ☐ No
(if Yes, you will be required to answer additional questions)

[Read O. Reg. 191/11 Part IV - Transportation Standards: Definitions](#)

[Learn more about your requirements for question 18](#)

- 18.a. Does your organization follow the eligibility requirements as outlined in section 63 of the Integrated Accessibility Standards Regulation? * ☒ Yes ☐ No

[Read O. Reg. 191/11 s.63: Categories of eligibility](#)

[Learn more about your requirements for question 18.a](#)

Comments for
question 18.a

19. In the jurisdiction where you provide specialized transportation services, does another organization provide conventional transportation services? * ☐ Yes ☒ No
(if Yes, you will be required to answer additional questions)

- 19.a. Does your organization ensure that it does not charge more than the highest fare charged for conventional transportation services within the same jurisdiction? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.66: Fare parity](#)

[Learn more about your requirements for question 19.a](#)

Comments for
question 19.a

- 19.b. Does your organization ensure that it has, at minimum, the same hours and days of service as any one of the conventional transportation service providers within the same jurisdiction? * ☐ Yes ☐ No

[Read O. Reg. 191/11 s.70: Hours of service](#)

[Learn more about your requirements for question 19.b](#)

Comments for
question 19.b

20. Other than the requirements cited in the above questions, is your organization complying with all other requirements in effect under the Integrated Accessibility Standards Regulation? * ☒ Yes ☐ No

[Read O. Reg. 191/11: Integrated Accessibility Standards](#)

[Learn more about your requirements for question 20](#)

Comments for
question 20

The Corporation of the City of Kawartha Lakes

Council Report

Report Number CLK2017-012

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All Wards

Subject: Municipal Election Recount Policy

Author Name and Title: Joel Watts, Deputy Clerk

Recommendation(s):

Resolved That Report CLK2017-012, **Municipal Election Recount Policy**, be received; and

That the policy entitled Municipal Election Recount Policy, appended to Report CLK2017-012, be adopted, numbered and inserted in the Corporate Policy Manual; and

That the necessary by-law be brought forward for adoption.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

In previous municipal elections The Municipal Elections Act, 1996 (the Act) permitted that a recount could only be conducted under the following three circumstances:

- Where the counting of the ballots resulted in a tie vote and one candidate wouldn't be elected
- Where a municipality passed a resolution to order a recount; or
- Where an electors' request for a recount has been granted by the Superior Court of Justice

Recent amendments to the Act permit Municipal Councils to conduct a recount in accordance with a pre-established policy adopted by by-law. This report addresses the changes to the Act.

Rationale:

Section 56 (3) of the Act states the following:

56 (3) A municipality may, by by-law, adopt a policy with respect to the circumstances in which the municipality requires the clerk to hold a recount of the votes cast in an election. 2016, c. 15, s. 40

Establishing a policy would permit the City Clerk to conduct a recount automatically, upon receipt of a written request for a recount from the second-place candidate, in the event of a close vote.

The adoption of a recount policy does not restrict:

- the power of Council to direct a recount pursuant to section 57 of the Act
- an order by the Minister of Municipal Affairs for a recount pursuant to section 57; or
- an electors' right to seek an order for a recount pursuant to section 58 of the Act.

The adoption of a Municipal Election Recount Policy would, in advance of voting, provide a simple and clear solution that would identify to candidates and voters the circumstances where a recount will automatically be completed. Additionally, a policy would permit the Returning Office (City Clerk) to proactively plan for and manage a recount, rather than having to react, often on short notice, to an order or resolution. The policy does not guide how a recount is conducted, but rather, when a recount is conducted in the event of a close vote.

Historically, the City has conducted 2 recounts. In 2014, a recount of the Ward 1 results was directed by Council (Council Resolution CR2014-1030) with the difference between the top two candidates being 32 votes. The recount of the

mail-in ballots (using vote tabulators) identified no change in the vote count. In 2003, a recount of the Ward 11 results was directed by Council (Council Resolution CR2003-1077) with the difference between the top two candidates being 5 votes.

The proposed threshold for the Municipal Election Recount Policy (attached as Appendix A) identifies that a recount would commence in the event of a close vote. A close vote is defined as being the difference between the number of votes separating a candidate who was not declared elected and a candidate who was declared elected which is less than the greater of,

1. 10 votes; or
2. 0.25 per cent of the total number of votes cast for that office (rounded up or down to the nearest whole number).

As an example, the greatest total number of votes cast in the previous Mayoral race (27677 votes cast), a close vote would be identified if the difference between the top two candidates was less than 70 votes (the percentage threshold of 0.25% of the total votes cast being greater than 10 votes). The smallest number of votes in the last election cast for Councillor was in Ward 1 (1081 votes cast). The close vote threshold for a recount in that ward would be 10 votes, as the percentage threshold of 0.25% (3 votes) would be less than 10.

The recount would be conducted in the same manner as the original count. In accordance with legislation the process for a recount is set out in Section 60(1) which states:

60 (1) A recount under section 56, 57 or 58 shall be conducted in the same manner as the original count, whether manually or by vote-counting equipment. 2016, c. 15, s. 41 (1).

As such, all potential 2018 recounts would be conducted by recalculation of the internet-telephone votes in consultation with the City's third party election software provider (Dominion Voting Systems).

The proposed policy would only apply to Mayoral and Councillor elections, and not apply to School Board trustee elections.

The policy, shall be adopted by by-law as per the Act. The draft by-law adopting the policy is attached to the Agenda under section 15.

Other Alternatives Considered:

Council may consider recommending alternate thresholds, for a close vote in addition to allowing for other recounts as prescribed by the Municipal Elections Act. Not having a Municipal Election Recount Policy is not an option at this time, as the agreement signed by the City's third party election software provider (Dominion Voting Systems) requires the City to establish a policy for recounts.

Financial/Operation Impacts:

Costs for any potential recount will be minimal, as no manual counting would occur as all results are electronically stored, and no paper ballots will be printed. No additional election staff would be required for a recount, and consultation with the City's third party election software provider (Dominion Voting Systems) would be covered under the election budget. The City's service agreement with Dominion Voting Systems includes support for a recount if required beyond October 22, 2018.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

Enabler 3 of the Strategic Plan identifies that the City provide Municipal Service Excellence. Having a Municipal Election Recount policy allows for service excellence by providing for a recount in a timely, transparent, and organized manner.

Consultations:

City Clerk

Attachments:

Appendix A – Municipal Election Recount Policy



Municipal Election
Recount Policy.docx

Department Head E-Mail: rtaylor@kawarthalakes.ca

Department Head: Ron Taylor, CAO



Council Policy

Schedule A to Council Report CLK2017-012

| | |
|---|-----------------------------------|
| Council Policy No.: | |
| Council Policy Name: | Municipal Election Recount Policy |
| Date Approved by Council: | |
| Date revision approved by Council: | |
| Related SOP, Management Directive, Council Policy, Form | |

Policy Statement and Rationale:

The Municipal Elections Act, 1996, as amended, allows a Municipal Election Recount Policy be adopted by Council to give direction to the Returning Officer/City Clerk in Section 56(3).

Scope:

The Municipal Elections Act, 1996, as amended, provides for an automatic recount if the election results in a tie. The Act does not include provisions for a close vote election. The Municipal Election Recount Policy provides a transparent and consistent process for dealing with recounts pertaining to a close vote.

This policy does not apply to candidates for school board trustee positions or for a question on the ballot at the request of another level of government. A request for a recount in these situations would be determined by the applicable school board or the applicable level of government.

Policy:

The Returning Officer/City Clerk shall conduct recounts in accordance with the provisions of the Municipal Act, 1996, as amended.

A close vote is defined as being the difference between the number of votes separating a candidate who was not declared elected and a candidate who was declared elected which is less than the greater of,

- 1) 10 votes; or
- 2) 0.25 per cent of the total number of votes cast for that office (rounded up or down to the nearest whole number).



Council Policy

If the difference between the number of votes separating a candidate who was not declared elected and a candidate who was declared elected meets the close vote criteria and upon receipt of a written request from the second-place candidate for a close vote recount, the Returning Officer/City Clerk shall automatically conduct a recount as soon as practical.

For any vote differences outside of a close vote it requires a written request to Council. The request will be presented to Council for direction to the Returning Officer/City Clerk.

The Returning Officer/City Clerk shall prescribe in a procedure the process and timeframes to hold a recount required by this policy and shall ensure the procedures comply with all requirements set out in legislation.

Revision History:

Proposed Date of Review:

| Revision | Date | Description of changes | Requested By |
|----------|--------|------------------------|--------------|
| 0.0 | [Date] | Initial Release | |
| | | | |
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The Corporation of the City of Kawartha Lakes

Council Report

Report Number CLK2017-013

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All Wards

Subject: Amending By-law 2016-240 to Appoint an Acting Head of Council

Author Name and Title: Cathie Ritchie, City Clerk

Recommendation(s):

“Resolved That Report CLK2017-013, Amending By-law 2016-240 to Appoint an Acting Head of Council, be received; and

That a by-law substantially in a form as outlined in Appendix A to Report CLK2017-013 be approved and adopted by Council.”

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

Council passed by-law 2016-240 which provides for the appointment of an Acting Head of Council for 3 month terms. Councillor John Pollard is scheduled for the months of December 2017, January and February 2018.

Councillor Pollard is currently away on an expected leave and the return date is not confirmed.

Possible adjustments to the schedule may be required in the future. The amending by-law contains a section to accommodate for those changes without an amendment to the by-law, providing there is mutual consent between the affected Councillors and the Mayor.

Rationale:

It is reasonable to appoint a replacement in Councillor Pollard's absence to fulfil the duties of Acting Head of Council.

Other Alternatives Considered:

To leave the position of Acting Head vacant for the 3 month term.

Financial/Operation Impacts:

Councillors are paid \$200 per month to fulfill the role of Acting Head of Council.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

Municipal Service Excellence.

Attachments:

Appendix A – Draft By-law to Amend By-law 2016-240 Acting Head of Council



2017-
AmendBylaw2016-240

Department Head E-Mail: rtaylor@kawarthalakes.ca

Department Head: Ron Taylor, CAO

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-law to Amend By-law 2016-240, being A By-law to Appoint an Acting Head of Council for the City of Kawartha Lakes

Recitals

- 1. Council adopted Resolution CR2017-____ on December 12, 2017 directing amendments to By-law 2016-240, being a by-law to appoint an acting head of Council for the City of Kawartha Lakes.
- 2. An amendment is required to identify an Acting Head of Council for the period of December 2017 to February 2018 as Councillor John Pollard is currently unable to fulfill this role.
- 3. These changes require an amendment to the original by-law.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

Definitions:

All defined terms in the amending By-law take their meaning from By-law 2016-240 of the City of Kawartha Lakes.

Section 2.00: Amendment Details

2.01 Amendment: Section 2.01 to By-law 2016-240 is amended by removing:

| Year | Months | Councillor |
|------|----------------------|--------------|
| 2017 | December | John Pollard |
| 2018 | January and February | John Pollard |

and replacing it with:

| Year | Months | Councillor |
|------|----------------------|----------------|
| 2017 | December | Robert Macklem |
| 2018 | January and February | Robert Macklem |

removing:

| Year | Months | Councillor |
|------|---------------------------------|----------------|
| 2018 | September, October and November | Robert Macklem |

and replacing with:

| Year | Months | Councillor |
|------|---------------------------------|--------------|
| 2018 | September, October and November | John Pollard |

2.03 Amendment: Adding Section 2.03

Should further adjustments be required to the schedule, changes may be made by mutual consent of the affected Councillors and the Mayor.

Section 3.00: Administration and Effective Date

3.01 **Effective Date:** This By-law shall come into force on the 1st day of December, 2017.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes

Council Report

Report Number PUR2017-060

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: 9,10,11,12

Subject: Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant

Author Name and Title: Marielle van Engelen, Buyer
Amber Hayter, Supervisor, Water and Wastewater Operations

Recommendation(s):

RESOLVED THAT Report PUR2017-060, Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant, be received;

THAT Kemira Water Solutions Canada Inc. of Varennes, Quebec being the highest scoring proponent be selected for the award for Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant;

THAT Council be informed that the initial contract will be for a three (3) year term commencing January 1, 2018 and ending December 31, 2020.

THAT Council approve the option to renew this contract for an additional two (2) one (1) year terms pending vendor performance, annual budget approval and in accordance with the Purchasing Policy;

THAT Council be informed that if the City elects to exercise the option to renew for the optional years, unit price per liquid kilogram per year, will be based on the previous year's unit price multiplied by the annual percentage change of the Consumer Price Index (CPI), not to exceed 2%;

THAT subject to receipt of required documents, the Mayor and Clerk be authorized to execute the contract to award this project; and

THAT the Purchasing Division be authorized to issue a purchase order.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Council Meeting of October 10, 2017, Council adopted the following resolution:

WWW2017-007

Rob MacPherson, Water and Wastewater Technician
Coagulant Selection for the Lindsay Water Treatment Plant

CR2017-879

Moved By Councillor James

Seconded By Councillor Veale

RESOLVED THAT Report WWW2017-007, **Coagulant Selection for the Lindsay Water Treatment Plant**, be received; and
THAT the procurement for supply and delivery of Coagulant for the Lindsay Water Treatment Plant be awarded and approved through the request for proposal process in accordance with the Purchasing Policy.

CARRIED

This report addresses that direction.

Prior to recommendation of any coagulant product to be used at the Lindsay Water Treatment Plant (WTP), it was important to test a range of coagulants to determine if they were compatible with the WTP process. As a result, WSP Canada Inc. was retained by the City to study different types of coagulants for use at the Lindsay WTP. During the initial testing and evaluation, WSP identified two compatible coagulants, SternPAC and DeltaFloc-1118. WSP also recommended that further testing be completed on these two coagulants to confirm that these chemicals would perform adequately during different seasonal conditions and provide good safe drinking water for Lindsay's public supply. This further testing was completed by WSP in the winter months of 2017. Both chemicals performed at similar levels, however based on estimated annual dosages and pricing received by the supplier for both chemicals, DeltaFloc-1118 was more costly and with switching chemicals from the currently used coagulant, SternPac, to DeltaFloc-1118, there may be additional costs to accommodate the switch. Based on WSP's endorsement of SternPac as the preferred coagulant, staff had recommended to Council that SternPac continue to be the cold water coagulant used at the Lindsay WTP and that staff negotiate a contract with Kemira for the continued supply and delivery of SternPAC. In response Council, adopted the resolution above.

Through Council's direction, Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant was released on October 26, 2017. The proposal closed on Thursday November 16, 2017, and was opened at a public

meeting by Andy Letham, Mayor and Marielle van Engelen, Buyer with the following results:

| Proposals Received From |
|------------------------------------|
| Kemira Water Solutions Canada Inc. |
| ControlChem Canada Ltd. |

Submissions were checked for mathematical errors and compliance to the proposal requirements.

Various City staff participated in reviewing the RFP submissions with Kemira Water Solutions Canada Inc. being the highest scoring proponent.

Rationale:

Staff recommends that Kemira Water Solutions Canada of Varennes, Quebec, being the highest scoring proponent, be selected for the award for Request for Proposal 2017-101-OP Supply and Delivery of Cold Water Coagulant.

Other Alternatives Considered:

None as Kemira Water Solutions Canada is being recommended as the highest scoring Proponent.

Financial/Operation Impacts:

All costs for coagulant are included in the department's annual operating budget. There are adequate funds to support the recommendation in this report.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

This Report contributes to the Council Adopted Strategic Plan in the following ways:

This report directly addresses “*Goal 3 – A Healthy Environment; Objective 3.1: A healthier environment; Action 3.1.6: Protect & enhance water quality*” of the Strategic Plan. Choosing the best available cold water coagulant for the Lindsay WTP ensures the best possible treated water quality for Lindsay and protects public health.

This report relates to *Objective 1: Best technology and best use of technology* of the *Enabler 4: Efficient Infrastructure and Asset Management*” of the Strategic Plan. The selection of the optimized coagulant has reduced waste, improved asset management and allows for a more efficient water treatment process.

This Report is in line with the City of Kawartha Lakes values, specifically continuous improvement and excellence as this will improve the municipal drinking water system quality as well as provide excellent, efficient, and safe services for the public of Kawartha Lakes.

Consultations:

Supervisor, ORO – Water Treatment
Water and Wastewater Technician

Department Head E-Mail: brobinson@kawarthalakes.ca

Department Head: Bryan Robinson, Director of Public Works

Department File: RFP2017-101-OP

The Corporation of the City of Kawartha Lakes

Council Report

Report Number PUR2017-062

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Subject: Request for Proposal 2017-91-OP Employee and Family Assistance Program

Author Name and Title: Ashley Wykes, Buyer
Dawna Storey, Benefits & Pension Administrator

Recommendation(s):

RESOLVED THAT Report PUR2017-062, Request for Proposal 2017-91-OP Employee and Family Assistance Program, be received;

THAT Homewood Health Inc. of Toronto, being the highest scoring proponent, be selected for the award of Request for Proposal 2017-91-OP Employee and Family Assistance Program for a three year term for a total cost of \$149,385.60 plus HST;

THAT the options to renew this contract for an additional two (2), one (1) year terms be approved pending vendor performance, annual budget approval and in accordance with the Purchasing Policy; and

THAT subject to receipt of the required documents, the Mayor and City Clerk be authorized to execute an agreement.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

An Employee Assistance Program (EAP) has been in place for several years and provides confidential short term assistance to all employees of the City of Kawartha Lakes. Services include counselling and on-line resources on a number of topics such as mental health, workplace or personal issues and financial concerns.

Request for proposal 2017-91-OP was released and advertised in accordance with the Purchasing Policy. The proposal closed on Thursday, October 19, 2017 and was opened in public by Andy Letham, Mayor and Ashley Wykes, Buyer.

The following companies submitted proposals:

| |
|-------------------------------|
| HumanaCare, Markham |
| FSEAP, Peterborough |
| LifeWorks Canada, Markham |
| Morneau Shepell, Toronto |
| Homewood Health Inc., Toronto |

All proposals were carefully evaluated based on the criteria outlined in the request for proposal document. References were checked with no issues identified.

Rationale:

Staff recommends Homewood Health Inc. be selected for the award of Request for Proposal 2017-91-OP Employee and Family Assistance Program for a three (3) year term, with an option to renew for two (2) additional one (1) year terms. The optional renewal terms will be utilized based on a satisfactory annual performance, service review and approved budget.

Other Alternatives Considered:

No other alternatives are being considered as the highest scoring proponent is being recommended.

Financial/Operation Impacts:

The financing for this program is approved yearly in the operating budget for employee benefits and monitored by Human Resources staff. The annual cost of

this program, if awarded to Homewood Health would not increase over the initial term of the contract or the optional extensions.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

This report aligns with the Strategic Enabler of Effective Human Resource Management.

Department Head E-Mail: lpatterson@kawarthalakes.ca

Department Head: Liana Patterson

Department File: 2017-91-OP

The Corporation of the City of Kawartha Lakes

Council Report

Report Number PUR2017-064

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: 12

Subject: Tender 2017-98-CT Reconstruction of Old Mill Intake Structure,
Lindsay

Author Name and Title: Ashley Wykes, Buyer

Rod Porter, Supervisor Capital & Special Projects

Recommendation(s):

RESOLVED THAT Report PUR2017-064, Tender 2017-98-CT Reconstruction of Old Mill Intake Structure, Lindsay be received;

THAT J. Hoover Ltd. of Stouffville be selected for the award of Tender 2017-98-CT Reconstruction of Old Mill Intake Structure for the tender price of \$150,000.00, plus HST;

THAT funds in the amount of \$67,611 be released from the Capital Projects Reserve for the purpose of completing this work;

THAT subject to the receipt of the required documents, the Mayor and City Clerk be authorized to execute the agreement to award Tender 2017-98-CT; and

THAT the Financial Services Division be authorized to issue a purchase order.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

In 2016, the Old Mill Park Dam/Intake Structure, located along the Scugog River with a civic address of 16 Kent Street East, was assessed by a geological & environmental consultant. The assessment concluded that the intake structure was in poor condition. Extensive deterioration of crucial components including the concrete structure was observed. The deterioration was beyond the critical point and without immediate repair, catastrophic failure was imminent.

Community Services- Parks, Recreation and Culture Division put forward a 2017 capital request of one-hundred-thousand dollars (\$100,000) to reconstruct the Old Mill Park Dam/Intake Structure. The preliminary cost estimate for construction was sixty to one-hundred-thousand dollars (\$60,000- \$100,000) and was provided during the initial structure assessment in 2016. Once Council approval was received a detailed construction design was engineered for the Old Mill Park Dam project. The design was utilized for permitting and tendering purposes. With the final design and permitting in place, the project's complexity became more evident.

The dam plays an integral role in maintaining the water level of the Scugog River and any failure of this infrastructure has the potential to negatively impact the water levels. The City of Kawartha Lakes has sole ownership of the dam in question and financial partnership with the Trent Severn Waterway was not available for this project.

The proposed scope of work in the tender is to create a new concrete structure inside the existing intake area. A new concrete wall is proposed to be poured in front of the existing stop logs/timbers that are failing. The concrete wall will include a gate mechanism. The gate is intended to provide adjustable flow levels and will have the ability to arrest flow as required.

The anticipated timeline of the project is to begin construction this winter and continue until completion. The City of Kawartha Lakes has active permits with the Trent Severn Waterway and the Kawartha Conservation Authority with defined time limits for work and expiration dates.

Request for Tender 2017-98-CT Reconstruction of Old Mill Intake Structure, Lindsay was released and advertised in accordance with the Purchasing Policy.

The tender was opened in public on Thursday, November 23, 2017 by Andy Letham, Mayor and Ashley Wykes, Buyer with the following results:

| Company | Tender Amount (not including HST) |
|---|-----------------------------------|
| J. Hoover Ltd., Stouffville | \$150,000 |
| Coco Paving Inc., Bowmanville | \$227,000 |
| W.S. Morgan Construction Limited, Parry Sound | \$264,000 |

Tenders were reviewed for compliance to the tender document and references checked with no concerns identified.

Rationale:

Staff recommends J. Hoover Ltd. of Stouffville be selected for the award of Tender 2017-98-CT Reconstruction of Old Mill Intake Structure, Lindsay for the tender price of \$150,000 plus HST.

Other Alternatives Considered:

No other alternative is being considered as the lowest compliant bidder is being recommended.

Financial/Operation Impacts:

The Old Mill Intake Structure received 2017 budget approval in an amount of \$100,000. The remaining funds in this budget are not enough to cover the work required to complete the Old Mill Intake Structure reconstruction. Therefore, this project requires funding from the Capital Projects Reserve. The current uncommitted balance in the Capital Projects Reserve is \$155,569 and after the transfer for the funding of this project, the uncommitted balance will be \$87,958. Therefore there are sufficient funds to cover this request.

| Project Number | Project Budget | Other Committed Funds | Project Balance | Tender Amount (incl HST) | HST Rebate | Contingency | Total Cost | Project Balance |
|----------------|----------------|-----------------------|-----------------|--------------------------|------------|-------------|------------|-----------------|
| 950170401 | \$100,000 | \$9,971 | \$90,029 | \$169,500 | (\$16,860) | \$5,000 | \$157,640 | (\$67,611) |

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

This project is aligned with the City of Kawartha Lakes strategic goals of “A Vibrant and Growing Economy” and “An Exceptional Quality of Life”.

Consultations:

Junior Accountant

Department Head E-Mail: cshanks@kawarthalakes.ca

Department Head: Craig Shanks

Department File: 2017-98-CT

The Corporation of the City of Kawartha Lakes

Council Report

Report Number ED2017-021

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Subject: 2018 Municipal Heritage Committee Work Plan

Author Name and Title: Debra Soule, Economic Development Officer, Arts,
Culture and Heritage

Recommendations:

RESOLVED THAT Report ED2017-021, **Municipal Heritage Committee Work Plan**, be received; and

THAT the document entitled “**Municipal Heritage Committee Work Plan**” appended to Report ED2017-021 be approved by Council.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

Heritage Victoria is a Committee of Council authorized under the Ontario Heritage Act, to advise and assist Council on heritage issues relating to Part IV (Conservation of Properties of Cultural Heritage Value or Interest) and on the identification of a potential Heritage Conservation District under Part V of the Act.

On November 14, 2017 Council approved an amendment to the Terms of Reference for Heritage Victoria to change the name of the Committee to the Kawartha Lakes Municipal Heritage Committee.

CR2017-972

RESOLVED THAT Report ED2017-020, **Heritage Victoria Amendments to Terms of Reference**, be received;

THAT the 2015 Terms of Reference for Heritage Victoria be amended to change the name of the Committee to the Kawartha Lakes Municipal Heritage Committee; and

THAT the 2015 Terms of Reference for Heritage Victoria be amended to increase the number of committee members by two members to enable one representative from each of the Oak Street and Downtown Lindsay Heritage Conservation Districts.

CARRIED

According to the Committee's Terms of Reference, the Municipal Heritage Committee is required to report on activities completed from their Work Plan during each calendar year and to submit a Work Plan for the subsequent year.

This report addresses the committee's 2017 Work Plan reporting and the 2018 Work Plan requirements.

Rationale:

During the 2017 calendar year, the Committee identified the following seven goals and completed the following tasks addressing each goal from their 2017 Work Plan.

1. Goal One - Continue to process eligible properties for designation

- Three applications for individual Heritage Designation under Part IV of the Ontario Heritage Act are currently in progress and one new application is pending.

- Two heritage permit applications were received and approved by Heritage Victoria.
 - The heritage requirements of the re-development application for 171-183 Kent Street West in Lindsay were approved with conditions by Heritage Victoria.
 - Eleven requests for heritage status, and three heritage location queries were processed for future infrastructure development projects.
 - The Oak Street Heritage Conservation District Plan was completed, recommended for approval by Heritage Victoria, approved by Council and the designation by-law adopted on September 12, 2017.
 - The Downtown Lindsay Heritage Conservation District Plan was completed, recommended for approval by Heritage Victoria, approved by Council and the designation by-law adopted on October 24, 2017 for Oak Street.
2. Goal Two - Continue updating designation by-laws to ensure they are consistent with the requirements of the Ontario Heritage Act
 - No existing heritage designation by-laws were updated during 2017
 3. Goal Three - Complete the distribution of existing heritage designation plaques
 - Distribution of remaining heritage designation plaques is in progress
 4. Create an information brochure on the Why's and How's of heritage designation
 - An information brochure on heritage conservation practices and the role of the Municipal Heritage Committee has been created. The brochures are now available to all interested residents and an accessible version is being created that will be available on the City's website.
 5. Introduce a Kawartha Lakes Heritage Awards Program
 - A heritage awards program outline has been drafted by the Committee and is currently being finalized. The proposed program would recognize best practice outcomes in the conservation or restoration of a residential heritage property and a commercial heritage property, and would also recognize significant contributions made by members of the Kawartha Lakes community on heritage-related activities. Ideally this will be incorporated within another existing awards event later in 2018 in order to

minimize event costs and maximize the number of persons who will learn about heritage best practice in Kawartha Lakes.

6. Create a list of contractors, tradespeople, architects and designers who can assist heritage property owners
 - An extensive list of regionally-based contractors, tradespeople, architects and designers with recognized knowledge and experience in working with heritage properties has been compiled and will be available to all interested heritage property owners.
7. Introduce a new section within the Heritage Properties Register for 'Properties of Potential Heritage Value or Interest', (commonly referred to as "Listed Properties").
 - A report has been prepared for consideration by Council regarding the introduction of "Listed Properties" within the Heritage Register.

The 2018 Heritage Victoria Work Plan (please refer to Attachment A) includes activities that are the core business of the Municipal Heritage Committee in terms of Part IV and Part V designation processes that are required under the Ontario Heritage Act (OHA), and activities that address the educational and community pride dimensions of heritage conservation. The inclusion of preparing a "properties of potential heritage value or interest" within the committee's work plan for 2018 is contingent upon Council's approval to introduce this section in the Kawartha Lakes Heritage Register.

Other Alternatives Considered:

No other alternatives considered.

Financial/Operation Impacts:

There are no financial considerations associated with this recommendation.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

Approval of Heritage Victoria's 2017 reporting and 2018 Work Plan will enable the fulfillment of the municipality's Strategic Goals including an Exceptional Quality of Life and a Vibrant and Growing Economy.

Review of Accessibility Implications of Any Development or Policy:

Not applicable.

Servicing Implications:

Not applicable.

Consultations:

The Municipal Heritage Committee members

Attachments:

Appendix A:



20171120 2018
Kawartha Lakes Muni

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall, Director

Department File: C18

| Kawartha Lakes Municipal Heritage Committee Work Plan Tool | |
|---|---|
| Committee Name: | Kawartha Lakes Municipal Heritage Committee |
| Work Plan for Year: | 2018 |
| Approved by Council: | |

| Goal | Measurement Stages | Timeline | Measurement of Success |
|--|---|---|--|
| 1. Continue to process eligible properties for designation, heritage permit applications and other heritage enquiries. | 1. Application recommendations by committee, advertising, drafting of by-laws and Council approval, response to enquiries | Year round | Number of applications, permits and enquiries successfully completed or responded to. |
| 2. Continue updating designation by-laws to ensure they are consistent with the requirements of the Ontario Heritage Act | 1. Create a prioritized list of designation by-laws that need to be amended and identify site visits required 2. Notifying property owners 3. Complete by-law amendments in batches of 25 -30 4. Prepare report and submit a "bundle" of proposed by-law amendments to council | Ongoing until complete | Report to Council |
| 3. Continue distribution of plaques for designated properties including entry signage for the 2 heritage Conservation Districts | 1. Following the approval of heritage designation by-law, plaques ordered 2. Arrange for presentation of plaques in accordance with established protocol | Ongoing | Plaques delivered |
| 4. Implement a Kawartha Lakes Heritage Awards Program | 1. Complete program and order award plaques 2. Coordinate with existing Kawartha Lakes awards program to integrate heritage awards 3. Implement the program | January 2018 March 2018 April 2018 Dec. 2018 | Program draft completed. Award Plaques purchased and received. Program liaison completed Awards Program launched |
| 5. Pending Council's approval, implement a 'Properties of potential heritage value or interest' section to the Heritage Register | 1. Prepare preliminary list of properties that are at risk of being demolished and that could be considered for Part IV designation 2. Prepare and present Council Report | January – February 2018 March 2018 | List compiled and maintained Council approves 'listed properties' section in Heritage Register |
| 6. Hold a Doors Open Event for 2018 | 1. In partnership with the Heritage Network, plan the 2018 Doors Open even 2. Implement the event | September / October 2018 | Event successfully held |
| 7. Continue to update the list of heritage contractors and tradespeople | 3. Monitor regional contractor and restoration activity to continue updating the list. | ongoing | List updated |

The Corporation of the City of Kawartha Lakes

Council Report

Report Number ED2017-022

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Subject: Adding Listed Properties to the Heritage Register

**Author Name and Title: Debra Soule, Economic Development Officer, Arts,
Culture and Heritage**

Recommendation(s):

RESOLVED THAT Report ED2017-022, **Adding Listed Properties to the Heritage Register**, be received;

THAT staff be directed to add a Section Two: Properties of Potential Heritage Value or Interest section to the Kawartha Lakes Heritage Property Register;

THAT the Municipal Heritage Committee identify and include properties of potential heritage interest and value in Section Two of the Heritage Property Register; and

THAT the property owners be notified of inclusion on the list and of the nature of the listing.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

Interim protection for properties of potential heritage value or interest was introduced under the Ontario Heritage Act following changes to *Ontario's Building Code Act*, which took effect in 2006. The changes introduced accelerated building permit review timeframes including 10 days for a house and 20 days for a large building. These compressed timeframes leave little time for municipalities and municipal heritage committees to assess properties facing demolition or alteration that are potentially of cultural heritage value to the community.

Amendments were subsequently made to the Ontario Heritage Act to enable a municipality to provide interim protection for “listed properties” in the following subsections of the Act allowing municipalities to include properties of cultural heritage value that have not been designated on the municipal register. Section 27 Subsection 1.2 of the Ontario Heritage Act states that:

(1.2) In addition to the property listed in the register under subsection (1.1), the register may include property that has not been designated under this Part but that the Council of the municipality believes to be of cultural heritage value or interest and shall contain, with respect to such property, a description of the property that is sufficient to readily ascertain the property.

(1.3) Where the Council of a municipality has appointed a municipal heritage committee, the council shall, before including a property that has not been designated under this Part in the register under subsection (1.2) or removing the reference to such a property from the register, consult with its municipal heritage committee.

If property included in the register under subsection (1.2) has not been designated under section 29, the owner of the property shall not demolish or remove a building or structure on the property or permit the demolition or removal of the building or structure unless the owner gives the Council of the municipality at least 60 days notice in writing of the owner's intention to demolish or remove the building or structure or to permit the demolition or removal of the building or structure. 2006, c. 11, Sched. B, s. 11 (2).

Subsection (3) applies only if the property is included in the register under subsection (1.2) before any application is made for a permit under the *Building Code Act, 1992* to demolish or remove a building or structure located on the property. 2006, c. 11, Sched. B, s. 11 (2).

Although the legislation does not require municipalities to list properties on their register, The Ontario Ministry of Tourism, Culture and Sport and the Ontario Heritage Trust recommend the inclusion of listed properties as best practice for municipalities.

This report addresses the province's recommendations and enabling legislation.

Rationale

Listing properties on the Municipal Heritage Register is an administrative process rather than a legal process. Listed properties are not designated under the Ontario Heritage Act. Heritage permits are not required for work to a listed property, and there are no legal restrictions registered on the property title.

The list serves to identify properties that may have cultural heritage value or interest to the community for future consideration. This is a key component of any municipal heritage conservation strategy that provides a measure of interim protection in the event that a demolition permit is requested for the property.

Owners of listed properties must give the Council of the municipality at least 60 days notice of their intention to demolish or remove a building or structure on the property. This allows time for the municipality to decide whether to assess the property for potential designation which would provide long term protection for the property, or to approve the demolition permit.

Although the Act does not require that property owners are contacted or that their consent is required for inclusion on the list, many municipalities utilize a process that includes contacting the property owners to inform them of inclusion on the list. A few municipalities also require a property owners consent to be on the list, although this practice has been found to diminish the effectiveness of the process since anyone can request to be removed from the list without further assessment.

Listed Properties in the City of Kawartha Lakes Context

The Kawartha Lakes Municipal Heritage Committee's 2017 work plan included the introduction of 'properties of potential heritage value or interest'. Members of the Municipal Heritage Committee and the Economic Development Officer – Arts, Culture and Heritage have received many calls in the past from residents concerned about the demolition and loss of treasured heritage properties in their community. The demolition of the Ann Langton's homestead in Sturgeon Point is a prime example of a culturally significant landmark that has been lost in Kawartha Lakes. In addition to architectural merit, there are many Kawartha

Lakes properties that are an integral part of our community's past that could contribute significantly to our cultural heritage tourism.

The committee has identified many properties in the City of Kawartha Lakes that are not currently designated but should be protected from demolition so that they could be assessed for heritage value. Examples of properties that are not designated in Kawartha Lakes that the Committee has identified for inclusion on such a list include, but are not limited to:

- The Sir William McKenzie Inn (Sir William McKenzie's 's country estate)
- The Highlands Cinema and Museum (a landmark museum and operating cinema)
- The Laidlaw Homestead on Balsam Lake (George Laidlaw was a railway entrepreneur and rancher who also oversaw the building of the Balsam Lake dry stone wall)
- Riverside Cemetery and Crematorium, 374 Lindsay St. S, Lindsay (Burial site of Leslie Frost & Sir Samuel Hughes)
- Cherry Tree Lodge, 3rd St, Sturgeon Point (in one of Ontario's oldest cottage communities, built by Lindsay artist W.A. Goodwin)
- Christ Church, Anglican, Bobcaygeon (Constructed manually with materials and stained glass windows donated by Mossom Boyd)
- McBurney-Dwyer Home, 13 Glenelg St W Lindsay (a monumental blonde brick Regency style home of Italianate influence acquired by James Dwyer in 1910)
- Bethany Old Post Office, Hwy 7A (one of the last freestanding original post office in Ontario, once a railroad office and an MP's office)

The following process is recommended for a Kawartha Lakes "Properties of Potential Heritage Value or Interest":

1. Council approves the introduction of a listed properties section in the Heritage Register
2. Municipal Heritage Committee assembles a list of properties to be included
3. Property owners are contacted by mail to inform them of inclusion on the list and to clarify the administrative nature of the listing and its implications
4. Properties are not removed from the listed properties section of the Register until they are formally assessed by the Municipal Heritage Committee when a demolition permit is requested or if the property owner requests heritage designation under the Ontario Heritage Act (OHA). (Please refer to Attachment A for OHA Criteria for Heritage Designation.)

Other Alternatives Considered:

Alternative One:

The register could continue in its current form containing only designated properties.

Alternative Two:

- a) Council approves the introduction of a listed properties section in the Heritage Register
- b) Municipal Heritage Committee assembles list of properties to be included
- c) Property owners are contacted by mail to inform them of inclusion on the list
- d) Property owners can request to be removed from the list on the basis that it does not meet any of the criteria for determining cultural heritage value or interest prescribed under Regulation 9/06 of the Ontario Heritage Act. This means that the property is reviewed by the Municipal Heritage Committee for potential designation and is subsequently either designated under the Ontario Heritage Act or removed from the listed properties section.

Financial/Operation Impacts:

There are no financial implications associated with this report.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

Approval of Heritage Victoria's 2017 reporting and 2018 Work Plan will enable the fulfillment of the municipality's Strategic Goals including an Exceptional Quality of Life and a Vibrant and Growing Economy.

Review of Accessibility Implications of Any Development or Policy:

Not applicable

Servicing Implications:

Not applicable

Consultations:

Municipal Heritage Committee members

Attachments:

Appendix A:



OHA Criteria for
Heritage Designation.

Department Head E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

How does a property acquire Heritage Designation?

The Ontario Heritage Act sets out the criteria for determining cultural heritage value or interest. A property may be designated under the Ontario Heritage Act if it meets at least one of the following criteria:

1. **Design or Physical Value:** The property may be a rare, unique, representative, or early example of a style, type, expression, material, or construction method. It could also display a high degree of craftsmanship or artistic method, as well as demonstrating a high degree of technical or scientific achievement.
2. **Historical or Associative Value:** The property may have direct associations with a theme, event, belief, person, activity, organization, or institution that is significant to a community. It could also demonstrate or reflect the work or ideas of an architect, artist, builder, designer, or theorist who is significant to a community.
3. **Contextual Value:** The property may be important in defining, maintaining, or supporting the character of an area. It could also include the property being physically, functionally, visually, or historically linked to its surroundings, or it is identified as a landmark.

Anyone can recommend that a property be designated, and although it is not required, it is preferable that the property owner supports the designation and works with City staff throughout the designation process.

The first step in the process is to contact City staff or a member of the Municipal Heritage Committee who will talk with you about your property and forward an Application for Heritage Designation.

The Corporation of the City of Kawartha Lakes

Council Report

Report Number PLAN2017-068

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: Ward 14

Subject: A By-law to Deem Lots 1 and 2, Registered Plan 144,
geographic Township of Fenelon, being 37 Elder Street,
(McConomy & Selby)

Author: Sherry L. Rea, Development Planning Supervisor

Recommendations:

RESOLVED THAT Report PLAN2017-068, “McConomy and Selby – D30-17-009”, be received;

THAT a Deeming By-law respecting Lots 1 and 2, Registered Plan 144, substantially in the form attached as Appendix “C” to Report PLAN2017-068 be approved and adopted by Council; and

THAT the Mayor and Clerk be authorized to execute and documents required by the approval of this application.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

| | |
|-----------------|---|
| Proposal: | To deem Lots 1 and 2, Registered Plan 144, not to be lots within a registered plan of subdivision. See Appendices “A” and “B” attached. |
| Owners: | Freda McConomy and Susan Selby |
| Applicant: | Angus McNeil, Staples, Swain, Barristers and Solicitors |
| Official Plan: | “Waterfront” – City of Kawartha Lakes Official Plan |
| Zone: | “Rural Residential Type Three (RR3) Zone” – Township of Fenelon Zoning By-law Number 12-95 |
| Site Servicing: | Proposed private individual on-site sewage disposal system and water intake from Sturgeon Lake. |
| Existing Use: | Residential |
| Adjacent Uses: | North: Sturgeon Lake South: Undeveloped East & West: Shoreline Residential |

Rationale:

The property is located at 37 Elder Street and is developed with a single detached dwelling. The dwelling is serviced by a holding tank and water intake from Sturgeon Lake. The owners are proposing to replace the holding tank on the property with a private individual on-site sewage disposal system. Currently on the 37 Elder Street property, there is insufficient area to install the new septic system. The owners own the adjacent property to the east which is developed with two small sheds. The owners wish to merge the two lots to create a lot of sufficient size to accommodate the single detached dwelling and private services on one site. Please refer to Appendices “A” and “B”.

Adoption and subsequent registration of this Deeming By-law will consolidate Lots 1 and 2, Registered Plan 144 into one larger lot so they cannot be sold separately. The merged lots will permit the single detached dwelling and septic system to be located on one lot.

Other Alternatives Considered:

There are no other alternatives considered that are appropriate or represent good planning. The Deeming By-law is the appropriate method to legally consolidate the owners’ land.

Financial/Operation Impacts:

The cost of registering the By-law is included in the application fee. There are no financial implications for the City.

Relationship of Recommendation(s) to the 2016-2019 Strategic Plan:

The City's Strategic Plan outlines Council's vision for the municipality. The vision consists of three main Strategic Goals: that of a vibrant and growing economy, an exceptional quality of life, and a healthy environment.

This application aligns with the quality of life and healthy environment priorities by creating a property of sufficient size to support the existing single detached dwelling and on-site servicing on one lot.

Conclusion:

The consolidation of the lands will create one larger lot. As a result, the single detached dwelling and on-site servicing will be located on a lot of sufficient size to accommodate both. Planning staff do not anticipate any negative impacts as a result of the consolidation.

Attachments:

The following attached documents may include scanned images of Appendices, maps and photographs. If you require an alternative format, please contact Sherry L. Rea, Development Planning Supervisor 705.324.9411 x 1331.

Appendix A – Location Map



Appendix 'A' -
Location Map.pdf

Appendix B – Survey



Appendix 'B' -
Survey.pdf

Appendix C – Draft Deeming By-law



Appendix 'C'- Draft
Deeming By-law.pdf

Phone: 705-324-9411 extension 1239

E-Mail: cmarshall@kawarthalakes.ca

Department Head: Chris Marshall

Department File: D30-17-009

Sturgeon Lake

'LAND SUBJECT TO DEEMING BY-LAW'

(Lot 1 & 2, Plan 144)

Reg. Plan 144

1 2

Elder St

Leaf St

Elder St

Fawn St

Elk St

Alexander Ave

Deerwood Ave

Con. 11 Lot 8

Geographic Township of Fenelon

to

The Corporation of the City of Kawartha Lakes PLAN 2017-068

By-Law 2017 -

FILE NO. D30-17-009

A By-Law To Deem Part of a Plan of Subdivision,
Previously Registered For Lands Within Kawartha Lakes,
Not To Be A Registered Plan Of Subdivision In Accordance With The Planning Act
Pins # 63275-0345(LT) and #63275-0346(LT), Described As Lots 1 and 2, Plan 144,
Geographic Township of Fenelon, Now City of Kawartha Lakes

File D30-17-009, Report PLAN2017-068, respecting 37 Elder Street and the vacant adjacent parcel to the east – McConomy and Selby.

Recitals:

1. Section 50(4) of the Planning Act, R.S.O. 1990, c.P.13 authorizes Council to deem any plan of subdivision, or part of a plan of subdivision, that has been registered for eight years or more, not to be a registered plan of subdivision for the purposes of Subsection 50(3) of the Planning Act, R.S.O. 1990, c.P.13.
2. The Director of Development Services has required that the land described in Section 1 of this By-law be the subject of a deeming by-law.
3. A duplicate of this By-law shall be registered in the Land Registry Office in accordance with the Planning Act, R.S.O. 1990, c.P.13.
4. Notice of the passing of this By-law shall be mailed to the owners of the land described in Section 1 of this By-law.
5. Council considers it appropriate to enact the requested By-law.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-__.

Section 1:00 Details

- 1.01 **Property Affected:** Pins #63275-0345(LT) and #63275-0346(LT). The Property affected by this By-law is described as Lots 1 and 2, Registered Plan 144, geographic Township of Fenelon, City of Kawartha Lakes.
- 1.02 **Deeming Provision:** The Property is deemed not to be part of a Registered Plan of Subdivision of the purposes of Subsection 50(3) of the Planning Act, R.S.O. 1990, c.P.13.

Section 2:00 General Terms

- 2.01 **Force and Effect:** This By-law shall come into force on the date it is finally passed, subject to the provisions of Sections 50(26), 50(28), and 50(29) of the Planning Act, R.S.O. 1990, c.P.13.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes
Council Report

Report Number FIRE2017-001

Date: Dec 12, 2017
Time: 2:00 p.m.
Place: Council Chambers

Ward Community Identifier:

Subject: Emergency Management Program Update

Author Name and Title: Mark Pankhurst, Fire Chief

Recommendation(s):

RESOLVED THAT Report FIRE2017-001, **Emergency Management Program Update**, be received;

THAT the Manager of Communications, Advertising and Marketing be designated as the City of Kawartha Lakes Emergency Information Officer

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

The *Emergency Management and Civil Protection Act* and its supporting *Ontario Regulation 380/04* set out requirements for the development, implementation and maintenance of municipal and ministry emergency management programs.

The emergency management program elements contained in the Act and regulation constitute a core emergency management program. Requirements include the designation of an emergency management coordinator, the writing of an emergency response plan and the formation of a program committee. Ministries and municipalities are required to comply with the Act and regulation. Emergency Management Ontario (EMO) monitors compliance annually and supports ministries and municipalities in maintaining the required program.

This report is intended to update Council on the activities of the Community Emergency Program Committee for 2016 and 2017.

Rationale:

The City of Kawartha Lakes has completed all the annual requirements to be in compliance with the Act for 2016 and 2017.

The Emergency Management Program Committee is required to annually review and recommend changes to the community risk profile, the critical infrastructure list as well as the emergency response program. The Committee met on April 21, 2016 (Appendix A), June 16, 2016 (Appendix B) and November 17, 2016 (Appendix C) and in 2017 on April 13, 2017 (Appendix D) and September 21, 2017 (Appendix E). The minutes of the meetings are attached.

Municipalities emergency management programs are required to consist of an annual training program and exercise for employees of the municipality and with respect to the provision of necessary services and the procedures to be followed in emergency response and recovery. An Incident Management System training course (IMS200 Basic Incident Management System) was held in June 2016. This course was designed for individuals potentially involved in implementing IMS at simple incidents or during the early phases of a complex incident. Future emergency response plans will be structured around IMS principals.

The annual municipal emergency control group exercise was held in September 2016 and was focused on the Incident Management System in the Emergency Operations Centre.

A training session and presentation was done on May 18, 2017 by Chris Whaley, OPP Inspector, Critical Incident Commander, and was followed by a table top exercise and debrief. The 2017 exercise was an active assailant table top exercise. Its purpose was to use the IMS structure to solve problems as a group

and to clarify roles and responsibilities and improve coordination, teamwork and performance.

Emergency Management Act, Ontario Regulation 380/04, Part II, Section 14 states:

Emergency information officer

14. (1) Every municipality shall designate an employee of the municipality as its emergency information officer. O. Reg. 380/04, s. 14 (1).

(2) The emergency information officer shall act as the primary media and public contact for the municipality in an emergency. O. Reg. 380/04, s. 14 (2).

The Manager of Communications, Advertising and Marketing position is responsible in their job description to “Act as Corporate Communications contact during emergencies in accordance with the Emergency Communications Plan. A council resolution is required to designate this position as the Emergency Information Officer in order to be compliant with the legislation.

Other Alternatives Considered:

No other alternatives were considered as the purpose of this report is to update council on the emergency program committee activities.

Financial/Operation Impacts:

There are no financial impacts related to this report.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

This report does not directly impact or align with a specific strategic priority.

Attachments:

Appendix A CEMPC Minutes April 21, 2016



20160421CEMPCMinutes.docx

Appendix B CEMPC Minutes June 16, 2016



20160616CEMPCMin
utes.docx

Appendix C CEMPC Minutes November 17, 2016



20161117CEMPCMin
utes.docx

Appendix D CEMPC Minutes April 13, 2017



20170413CEMPCMin
utes.docx

Appendix E CEMPC Minutes September 21, 2017



20170921CEMPCMin
utes.docx

Department Head E-Mail: mpankhurst@kawarthalakes.ca

Department Head: Mark Pankhurst

Appendix A Report FIRE2017-001
MINUTES OF THE
COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE
Thursday, April 21, 2016
9:00 A.M.
CKL Police Services Room
6 Victoria Avenue North, Lindsay

Present:

| | |
|--------------------|------------------------------|
| Ron Raymer | Deputy Fire Chief |
| Lyn Edwards | CEMPC Secretary |
| Cheri Davidson | Manager, Communications |
| Insp. Will Herbert | CKL Police |
| Cathy Bell | CKL OPP |
| Donald MacDonald | CKL OPP |
| Gene Pugliese | Paramedic Superintendent |
| Jorg Peterson | Building & Property Manager |
| Janine Mitchell | Manager, Social Services |
| Brad Owens | Supervisor, Corporate Safety |
| Iryna Shulyarenko | Kawartha Conservation |
| Carol Chan | HKPR Health Unit |

Regrets:

| | |
|---------------------|--------------------------------|
| Ron Taylor | CAO |
| Mark Pankhurst | CEMC |
| Oliver Vigelius | Public Works |
| Caroline Monsell | Training & Development Officer |
| Richard Ovcharovich | HKPR Health Unit |
| Carole McBride | Ross Memorial Hospital |
| Alexandra Lawless | OFM & Emergency Management |

1. Call to Order

The meeting was called to order at 9:05 a.m.

2. Adoption of the Agenda

The Agenda was approved as circulated.

3. Adoption of the Minutes

The minutes of September 10, 2015, were approved as circulated.

4. Review Task List

A) Emergency Plan

No report. Item will remain on the task list as item "A."

B) Departmental Plans

Ron, Judy, Brad and Jorg have developed a template and are pulling information together. Item will remain on the task list as item, "B".

C) Training

Training of elected officials took place in November 2015. Training for Public Information Officers will take place in future. Item will remain on task list as Item, "C."

D) 2015 Emergency Exercise

The 2015 Emergency Exercise took place November 12, 2015. The focus was on introduction to the IMS Model. Item will be removed from the task list.

5. New Business

a. 2015 Compliance

The Letter of compliance for 2015 was received from the Ministry of Community Safety and Correctional Services, Office of the Fire Marshal and Emergency Management Division, March 01, 2016.

b. 2016 Emergency Exercise

Ron Raymer will contact Rod Manley for available dates. Will Herbert suggested we continue moving forward utilizing the IMS Model. Item will be added to the task list as item, "D".

c. Meeting Schedule for 2016

Meeting dates were scheduled for June 16, 2016, September 15, 2016 and November 17, 2016.

d. Other New Business

There was no other new business

6. Round Table Discussion

Discussion ensued regarding flooding from the Burnt River and surrounding area that took place in early April. Janine stated that Human Services receives all requests for assistance and felt they had not adequately been kept in the loop. It took the Red Cross 3 hours to arrive on site. Human Services believes they would have made the request at an earlier time had they been better informed.

Iryna inquired as to how many properties had been affected by the flooding. Cheri stated the City is still gathering that information to report to the Ministry of Municipal Affairs and Housing.

Iryna stated the KRCA is doing flood mapping. This will take a couple of years to complete. This year the precipitation was in normal range but it was abnormal in that the precipitation was in the form of rain falling on snow which created the flood situation. The Ministry of Natural Resources took the lead in the event and did a great job! Ron stated since 1998 flooding is taking place more often.

Carol announced an Infection Control Workshop is taking place October 06 & 13.

Will announced the local police will be serving guests this evening at Kelsey's in support of the Canadian Cancer Society.

Cathy reported the OPP is in the process of updating their Continuity of Operations Plan.

Janine stated Human Services is testing the Emergency System for the building they are located in.

Gene announced the Paramedic Service will be participating in a mock code orange exercise with the Ross Memorial Hospital on May 26, 2016.

7. 2016 Meeting Schedule

CEMPC meetings for 2016 are scheduled for June 16, September 15, and November 17.

8. Adjournment

The meeting was adjourned at 9:52 a.m.

COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE

TASK LIST RESULTING FROM MEETINGS

| ITEM | TASK | RESPONSIBLE PARTY | STATUS |
|------|-------------------------|--------------------------|---|
| A | Emergency Plan | CEMC | Prepare Report for Council |
| B | Departmental Plans | R. Raymer and J. Currins | Roll out template |
| C | Training | J. Currins | PIO Training will be scheduled for 2016 |
| D | 2016 Emergency Exercise | Ron Raymer | Organize with R. Manley |
| | | | |

Appendix B Report FIRE2017-001
MINUTES OF THE
COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE
Thursday, June 16, 2016
9:00 A.M.
OPP Detachment
3028 HWY 35, Lindsay

Present:

| | |
|---------------------|--------------------------------|
| Ron Raymer | Deputy Fire Chief |
| Lyn Edwards | CEMPC Secretary |
| Cheri Davidson | Manager, Communications |
| Caroline Monsell | Training & Development Officer |
| Carrie Kish | Building & Property |
| Sgt Nicole Bird | CKL Police |
| Insp. Cathy Bell | CKL OPP |
| Donald MacDonald | CKL OPP |
| Iryna Shulyarenko | Kawartha Conservation |
| Richard Ovcharovich | HKPR Health Unit |
| Carol Chan | HKPR Health Unit |

Regrets:

| | |
|-------------------|------------------------------|
| Ron Taylor | CAO |
| Mark Pankhurst | CEMC |
| Oliver Vigelius | Public Works |
| Gene Pugliese | Paramedic Superintendent |
| Janine Mitchell | Manager, Social Services |
| Brad Owens | Supervisor, Corporate Safety |
| Ann Overhoff | Ross Memorial Hospital |
| Alexandra Lawless | OFM & Emergency Management |

1. Call to Order

The meeting was called to order at 9:09 a.m.

2. Adoption of the Agenda

The Agenda was approved as circulated.

3. Adoption of the Minutes

The minutes of April 21, 2016, were approved as circulated.

4. Review Task List

A) Emergency Plan

Ron explained that Emergency Management is transitioning to the Incident Management System (IMS) from traditional emergency plans. A new draft plan will be circulated to the committee for review and comment. Item will remain on the task list as item "A."

B) Departmental Plans

No Report. Ron will follow up on this. Item will remain on the task list as item, "B".

C) Training

No report. Item will remain on task list as Item, "C."

D) 2016 Emergency Exercise

The 2016 Emergency Exercise is scheduled for September 22, 2016. Item will remain on the task list as Item "D".

5. New Business

a. 2016 Emergency Exercise

The 2016 Emergency Exercise is scheduled for September 22, 2016. The Emergency Control Group will utilize the IMS for the exercise. Item will remain on the task list as item, "D".

b. Revisit Meeting Schedule for 2016

As the Annual Emergency Exercise is scheduled for September 22, 2016 the committee meeting of September 15, 2016 is cancelled. The next committee meeting will be November 17, 2016.

c. Review HIRA

The Community Risk Profile was reviewed. No changes were made.

d. Review Infrastructure Document

The Critical Infrastructure document was reviewed. A request was made to add addresses to the location column as well as add Ross Memorial Hospital to the document. Item will be added to the task list as Item, "E".

e. Review Draft Emergency Response Plan

The latest version of the draft plan will be circulated. Item is on the task list as Item, "A".

f. Other New Business

Ron stated he would like the Community Emergency Program Committee to receive the IMS 200 training in Early 2017. Training is on the task list as item, "C".

6. Round Table Discussion

Cheri reported the City is in the middle of Town Hall Meetings regarding the Core Service Review. She encouraged everyone to attend a meeting in their area. Council will be receiving deputations on June 27, 2016. Council will then deliberate.

Carol stated the Rapid Notifications System will be implemented in July.

Iryna indicated the flood season is over and the drought season has begun. Water levels are at level 1. The conservation authority will be working with water managers for education to the public. The drought conditions accelerate fire conditions.

7. 2016 Meeting Schedule

CEMPC meeting is scheduled for November 17, 2016.

8. Adjournment

The meeting was adjourned at 9:39 a.m.

COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE

TASK LIST RESULTING FROM MEETINGS

| ITEM | TASK | RESPONSIBLE PARTY | STATUS |
|------|-------------------------|-------------------|---|
| A | Emergency Plan | R. Raymer | Circulate to CEMPC |
| B | Departmental Plans | R. Raymer | Follow Up |
| C | Training | C. Monsell | Schedule PIO Training. Schedule IMS 200 for CEMPC |
| D | 2016 Emergency Exercise | Ron Raymer | Scheduled for September 22, 2016. |
| E | Critical Infrastructure | Committee | Update Document |
| | | | |

Appendix C Report FIRE2017-001
MINUTES OF THE
COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE
Thursday, November 17, 2016
9:00 A.M.
CKL Police Community Services Room
6 Victoria Avenue North, Lindsay

Present:

| | |
|--------------------|-----------------------------------|
| Ron Raymer | Deputy Fire Chief |
| Lyn Edwards | CEMPC Secretary |
| Cheri Davidson | Manager, Communications |
| Andrew Rafton | Paramedic Superintendent |
| Gene Pugliese | Paramedic Superintendent |
| Holly Russett | Social Services |
| Cheri Davidson | Manager Communications |
| Ashley Webster | Advertising and Marketing Officer |
| Insp. Will Herbert | CKL Police |
| Donald MacDonald | CKL OPP |
| Jason Postma | CKL OPP |
| Iryna Shulyarenko | Kawartha Conservation |
| Ann Overhoff | Ross Memorial Hospital |

Regrets:

| | |
|---------------------|--------------------------------|
| Ron Taylor | CAO |
| Mark Pankhurst | CEMC |
| Oliver Vigelius | Manager West B, Public Works |
| Caroline Monsell | Training & Development Officer |
| Jörg Peterson | Manager, Building & Property |
| Brad Owens | Supervisor, Corporate Safety |
| Richard Ovcharovich | HKPR Health Unit |
| Carol Chan | HKPR Health Unit |
| Alexandra Lawless | OFM & Emergency Management |

1. Call to Order

The meeting was called to order at 9:05 a.m.

2. Adoption of the Agenda

The Agenda was approved as circulated.

3. Adoption of the Minutes

The minutes of June 16, 2016, were approved as circulated/Adopted.

4. Review Task List

A) Emergency Plan

Ron spoke about the IMS Plan that was circulated to members prior to the meeting. Carol Chan has submitted suggested revisions. Iryna suggested adding definitions for acronyms used. Ron requested that each committee member e-mail their suggestions so we can present a finalized document. Item will remain on the task list as item "A."

B) Departmental Plans

No report. Item will remain on the task list as item, "B".

C) Training

It is desirable to provide IMS 200 and 300 training for committee members and outside agencies. PIO training also needs to be scheduled. A prerequisite to IMS 200 is going through IMS 100 on the OFEM website. Item will remain on task list as Item, "C."

D) 2016 Emergency Exercise

The 2016 Emergency Exercise took place September 22, 2016. Holly and Cherri commented on how well the training went and how helpful it was for them. This was echoed by Donny who also brought the same message from Cathy. Ron stated how important the exercise and training is for the Emergency Control Group (ECG). First responders know how to manage incidents at the site. It is the ECG that does not do this on a daily basis. The media is also a challenge during any emergency. If information is not provided, the media will create their own message. Item will be removed from the task list.

E) Critical Infrastructure

A working copy of the Critical Infrastructure document was circulated. Ron asked each member to provide addresses that are within their purview. Item will remain on the task list as Item, "D".

5. New Business

a. Review Committee Requirements for 2016 Compliance

Ron reviewed the requirement of compliance with the committee. Fire Chief, Mark Pankhurst will submit the required documents to the ministry.

b. Meeting Schedule for 2017

It was agreed we would continue to schedule meetings at 9:00 a.m. on the third Thursday of a meeting month. The 2017 meeting schedule is as follows;
March 16, 2017- Location OPP Building
May 18, 2017 - Location CKL Police Building
November 16, 2017 – Location CKL Police Building

c. Other New Business - None

6. Round Table Discussion

Gene will provide contacts for IMS 300 training.
Will shared that Scott Duffy will be retiring from the CKL Police Service.
Iryna stated the area is in deep drought. Precipitation has been well below average. There are concerns that private wells may go dry during the winter months.

Ann stated this year's flu strain is H3N2 and encouraged everyone to get a flu vaccination. She also reported the hospital is experiencing an increased volume of patients but this is not flu related. The hospital is working with the Local Integrated Health Network to manage the Christmas surge. The hospital is looking to have an off-loading nurse to help with getting paramedics back on the road. The hospital also met with the Central East Corrections Centre to discuss mental health issues of inmates.

Ron thanked the committee for their dedication and participation.

8. Adjournment

The meeting was adjourned at 9:55 a.m.

COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE

TASK LIST RESULTING FROM MEETINGS

| ITEM | TASK | RESPONSIBLE PARTY | STATUS |
|------|-------------------------|-------------------|--|
| A | Emergency Plan | R. Raymer | CEMPC to forward suggested revisions |
| B | Departmental Plans | R. Raymer | Follow Up |
| C | Training | C. Monsell | Schedule PIO Training. Schedule IMS 200 & 300 for CEMPC and Outside Agencies |
| D | Critical Infrastructure | Committee | Update Document |
| | | | |

Appendix D Report FIRE2017-001
MINUTES OF THE
COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE
Thursday, April 13, 2017
9:00 A.M.
CKL Police Community Services Room
6 Victoria Avenue North, Lindsay

Present:

| | |
|---------------------|---|
| Ron Taylor | CAO |
| Ron Raymer | Deputy Fire Chief |
| Lyn Edwards | CEMPC Secretary |
| Cheri Davidson | Manager, Communications |
| Gene Pugliese | Paramedic Superintendent |
| Jörg Peterson | Manager, Building & Property |
| Cathy Bell | Inspector CKL OPP |
| Matthew Stoner | CKL OPP |
| Iryna Shulyarenko | Kawartha Conservation |
| Lynne Frank | Manager Organizational Initiatives HKPR |
| Richard Ovcharovich | HKPR Health Unit |
| Carol Chan | HKPR Health Unit |
| Leanne Harding | Ross Memorial Hospital |

Regrets:

| | |
|--------------------|--------------------------------|
| Mark Pankhurst | CEMC |
| Oliver Vigelius | Manager West B, Public Works |
| Caroline Monsell | Training & Development Officer |
| Janine Mitchell | Human Services |
| Brad Owens | Supervisor, Corporate Safety |
| Insp. Will Herbert | CKL Police |
| Lisa Harvey | OFM & Emergency Management |

1. Call to Order

The meeting was called to order at 9:03 a.m.

2. Adoption of the Agenda

The Agenda was approved as circulated.

3. Adoption of the Minutes

The minutes of November 17, 2016, were approved as circulated.

4. Review Task List

A) Emergency Plan

Suggestions have been received to be incorporated into the draft emergency plan. Iryna stated she felt there is some disconnect in the document regarding the CEMC and that the plan needs an explanation for CEMC. The Fire Service will submit the plan to Council for approval. Item will remain on the task list as item "A."

B) Departmental Plans

Departments are responsible for their own plans. Cheri stated the Emergency Information Plan will be an appendence to the Emergency Response Plan. Item will be removed from the task list.

C) Training

PIO training still needs to be scheduled. IMS 200 and 300 needs to be scheduled. A prerequisite to IMS 200 is going through IMS 100 on the OFEM website. Item will remain on task list as Item, "B."

D) Critical Infrastructure

An updated Critical Infrastructure document will be circulated for review at the next committee meeting.

Item will remain on the task list as Item, "C".

5. New Business

a. Addressed during the Review of Task List.

b. 2017 Emergency Exercise and Design

The OPP will take the lead in the planning and delivery of the 2017 training and exercise. An Active Assailant scenario will be used and will involve the School Board. The training and exercise will take place at the Cameron Training Centre during the week of May 15-19/2017. Chris Whaley from the Provincial Communications Field Support Bureau will be the trainer.

c. Other New Business - None

6. Round Table Discussion

Iryna stated this was one of the better years regarding flooding. Daily conference calls are taking place with the Trent Severn Waterway. Water levels are high but are going down. No flooding is expected. Water Safety warning is in effect as river banks are unsafe. There is a flood warning for Pigeon Lake outside of Kawartha Lakes. Communications went very well this year. Ron asked if drought conditions are expected this summer. Iryna stated there has been normal precipitation and ground water levels have increased from last fall. It is expected we will have a cooler June and July with a warmer August and September.

Cheri agreed that communications during the flooding season went well.

Ron Taylor stated he had received a lot of great feedback from the last emergency exercise. The IMS presentation was well received. An IMS based emergency plan is welcome. Mr. Taylor further stated that residents have been pleased with flooding communication.

Carol Chan reported the emergency plan for the Haliburton, Kawartha, Pine Ridge District Health Unit has been submitted to Ron Raymer.

Ron Raymer stated historically April 27 has been the latest date flooding has occurred. The snow pack is gone so we are in good shape.

7. Adjournment

The remainder of 2017 committee meetings are scheduled for May 18 and November 16. It is most likely the meeting of May 18 will be rescheduled due to the emergency training and exercise being scheduled for that week.

The meeting was adjourned at 9:37 a.m.

COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE

TASK LIST RESULTING FROM MEETINGS

| ITEM | TASK | RESPONSIBLE PARTY | STATUS |
|------|-------------------------|-------------------|--|
| A | Emergency Plan | R. Raymer | CEMPC to send Draft Plan to Council |
| B | Training | Ron & Cheri | Schedule PIO Training. Schedule IMS 200 & 300 for CEMPC and Outside Agencies |
| C | Critical Infrastructure | Ron | Circulate Updated Document for Committee Review |
| | | | |

Appendix E Report FIRE2017-001
MINUTES OF THE
COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE
Thursday, September 21, 2017
9:00 A.M.
OPP Community Services Room
3028 HWY 35, Lindsay

Present:

| | |
|--------------------|-----------------------------------|
| Ron Raymer | Deputy Fire Chief |
| Lyn Edwards | CEMPC Secretary |
| Gene Pugliese | Paramedic Superintendent |
| Andrew Rafton | Paramedic Commander - Operations |
| Jörg Peterson | Manager, Building & Property |
| Brad Owens | Supervisor, Corporate Safety |
| Caroline Monsell | Training & Development Officer |
| Ashley Webster | Advertising and Marketing Officer |
| Insp. Will Herbert | CKL Police |
| Leanne Harding | Ross Memorial Hospital |

Regrets:

| | |
|---------------------|---|
| Ron Taylor | CAO |
| Mark Pankhurst | CEMC |
| Oliver Vigelius | Manager West B, Public Works |
| Janine Mitchell | Human Services |
| Cathy Bell | Inspector CKL OPP |
| Matthew Stoner | CKL OPP |
| Iryna Shulyarenko | Kawartha Conservation |
| Lynne Frank | Manager Organizational Initiatives HKPR |
| Richard Ovcharovich | HKPR Health Unit |
| Simone Stawicki | OFMEM Field Officer |

1. Call to Order

The meeting was called to order at 9:07 a.m.

2. Adoption of the Agenda

The Agenda was approved as circulated.

3. Adoption of the Minutes

The minutes of April 13, 2017, were approved as circulated.

4. Review Task List

A) Emergency Plan

The Fire Chief is working on a report to submit an IMS based Emergency Response Plan to Council for approval.

Item will remain on the task list as item "A."

B) Training

No update from previous meeting. Item will remain on task list as Item, "B."

C) Critical Infrastructure

An updated Critical Infrastructure document was circulated and reviewed. Bell Canada will be added to the internet section.
Item removed from the task list.

5. New Business

a. Review HIRA

The HIRA was reviewed. No changes were identified.

b. 2017 Emergency Exercise

Chris Whaley from the Provincial Communications Field Support Bureau was the lead in the training and exercise held May 18, 2017. The topic of the sessions was responding in an active assailant scenario. Participation in and feedback from the training were positive.

c. 2018 CEMPC Meeting Dates

It was decided to put together a work plan for 2018. Meeting dates will be determined based on the needs of the work plan. Item will be placed on the task list as item, "C."

d. Other New Business

The Office of the Fire Marshal and Emergency Management (OFMEM) has appointed Simone Stawicki as the field officer for the Severn Sector.

6. Round Table Discussion

Ron asked Jorg about the status of Continuity of Operations Plans for the City. This will be included in the 2018 work plan.

Ashley reported there are new tools on the City's website. Alerts can be placed on the homepage as needed. A cell phone application called Ping Street is available for download from the City's website. This will allow notifications right to your phone.

Will asked what other groups are doing for the disposal of gloves, gowns, etc. contaminated with opioid material. Discussion with various suggestions being offered took place. Also discussed was personal protective gear and cost effectiveness for opioid scenarios.

Andrew reported that with the closure of Hwy 35 in Manvers Township from Sep. 25 to Nov. 27/2017 a dedicated paramedic unit will be stationed in Pontypool. The paramedic service welcomes Autumn Campbell as a Full Time Supervisor. The paramedic service will be undergoing a Provincial Audit the first week of December. The audit takes place every three years.

Leanne thanked the Committee for including Ross Memorial Hospital in the 2017 Emergency Training and Exercise. She suggested a City wide exercise be discussed for the 2018 work plan

7. Adjournment

The remainder of 2017 committee meetings are scheduled for November 16.

The meeting was adjourned at 9:39 a.m.

COMMUNITY EMERGENCY MANAGEMENT PROGRAM COMMITTEE

TASK LIST RESULTING FROM MEETINGS

| ITEM | TASK | RESPONSIBLE PARTY | STATUS |
|------|----------------|-------------------|--|
| A | Emergency Plan | Mark Pankhurst | Send Report with Plan to Council |
| B | Training | Ron & Cheri | Schedule PIO Training. Schedule IMS 200 & 300 for CEMPC and Outside Agencies |
| C | 2018 Work Plan | Committee | Prepare Work Plan and establish meeting dates. |
| | | | |

The Corporation of the City of Kawartha Lakes

Council Report

Report Number HH2017-004

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Subject: Affordable Housing Framework

Author Name and Title: Hope Lee, Administrator/Manager, Housing

Recommendation(s):

RESOLVED THAT Report HH2017-004, Affordable Housing Framework, be received;

That the Kawartha Lakes Haliburton Affordable Housing Framework, included as Appendix A and B to Report HH2017-004 be endorsed by Council and guide future City work plans and budget submissions;

That the 2018 programs outlined in Table 1 in Report HH2017-004 be approved; and

That any 2018 municipal funding not allocated by December 31, 2018 will be transferred into an Affordable Housing Reserve and used toward future year Housing Actions and targets.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

In February 2014, the 10 Year Housing and Homelessness Plan (HHP) was endorsed by Council and has since guided the annual work plans of the Housing Division. It's seven goals and numerous actions work toward the plans vision to provide adequate, stable, affordable, well maintained and diverse housing choices with access to a variety of flexible supports enabling people to meet their housing needs throughout their lifetime.

The Affordable Housing Framework and its Housing Actions contribute directly to the actions of Goal 1 (Increase the Supply of Affordable Housing) and Goal 2 (Align Municipal Financial and Planning Policies with Affordable Housing Objectives) of the HHP. It also supports Actions of the Poverty Reduction Strategy – Housing Action Plan, the City's Strategic Plan 2016-19 and the County's Municipal Housing Strategy. In addition, the framework will encourage new development and assist both City and County councils to meet their committed objective within Official Plans that 25% of all new development created will be affordable.

The attached framework report establishes an affordable housing threshold for the service area and a number of actions to be implemented over the next several years. The Housing Actions will help to encourage the development of affordable housing at or below the threshold. A limited needs analysis was completed and forms part of the framework (Pages 6-9). This allows for some progress toward the framework to occur in 2018.

A full needs analysis and targets (number and type of units, locations, etc) for 2019-2023 will be completed as part of the mandated 5 year update to the Housing and Homelessness Plan which is scheduled during 2018.

Rationale:

The overview of the current and emerging housing needs on Pages 6-9 of the Framework was used to recommend 2018 programs and funding that aim to increase affordable housing within the following focus points:

- The lack of rental units overall
- The number of households in both rental and ownership facing affordability struggles
- The need for smaller rental units, which can accommodate the high number of seniors, families without dependents and the homeless population

The following programs are recommended for 2018 utilizing funding that has already been allocated by the Province to the City or municipal dollars which are already requested in proposed operating budgets.

Table 1: 2018 Programs

| Secondary Suite Program (assists both the homeowner and the tenant) | |
|--|---|
| Number of New Units: | minimum of 10 |
| Program Focus: | new 1 or 2 bedroom self-contained apartment created in existing single or semi-detached home |
| Program Details: | <ul style="list-style-type: none"> – up to \$10,000 toward eligible expenses to create the secondary suite in the form of a forgivable interest free loan over a 15 year period – rent at or below 80% of Canada Mortgage and Housing Corporation (CMHC) average – applications available April 1, 2018, first come first served based on a completed application and program eligibility |
| Target Recipient: | homeowner with income at or below 60 th percentile |
| Target Population | seniors or households without dependents with income at or below the household income limit, selected from the City's Centralized Wait List |
| Community: | City of Kawartha Lakes or County of Haliburton |
| Funding: | up to \$100,000 in Investment in Affordable Housing 2014 Extension – Ontario Renovates Component (100% provincial) |
| Multi-Unit Rehabilitation Program | |
| Number of New Units: | minimum of 10 |
| Program Focus: | 1 bedroom self-contained apartments or rooming houses |
| Program Details: | <ul style="list-style-type: none"> – up to \$10,000 toward eligible expenses to rehabilitate units that require essential repairs in the form of a forgivable interest free loan over a 15 year period; – rent at or below 80% of CMHC average for self-contained units and at or below 60% of CMHC average rent for rooming houses – applications available April 1, 2018, first come first served based on a completed application and program eligibility |
| Target Recipient: | landlords of rental buildings or rooming houses |

| | |
|-----------------------------------|---|
| Target Population: | homeless seniors or households without dependents with income at or below the household income limit; selected from the City's Homeless By Name List |
| Community: | City of Kawartha Lakes or County of Haliburton |
| Funding: | up to \$100,000 in Social Infrastructure Fund – Ontario Renovates Component (100% provincial) |
| New Rental Housing Program | |
| Number of New Units: | minimum of 12 |
| Program Focus: | 1 bedroom self-contained apartments through new construction including additions or conversion of non-residential buildings into purpose built rental |
| Program Details | <ul style="list-style-type: none"> – forgivable capital loan during construction phase up to \$20,000/unit; rents at or below 100% CMHC average for a minimum of 10 years; enters into a municipal housing facilities agreement with the City – applications available April 1, 2018 for a period of time; funding awarded to project with the greatest benefit to the community (number of units, rent level, etc) |
| Target Recipient: | owner of land zoned for residential use with a development plan that enables the construction or conversion to start within 3 months of signing an agreement |
| Target Population: | homeless population, seniors, or households without dependents with income at or below the household income limit; selected from the City's Centralized Wait List or City's Homeless By Name List |
| Community: | City of Kawartha Lakes only |
| Funding: | up to \$250,000 municipal funding |

Should the take up of second unit or multi-unit rehabilitation funding not be successful in 2018, the funding allocated to these programs will be transferred to the Kawartha Haliburton Renovates program. That program provides interest free forgivable loans to homeowners for repairs and has been delivered by the City successfully since 2015.

Should the take up of the new rental housing funding not be successful in 2018 it is recommended that the funding be placed in a reserve. This will include the creation of a new reserve, the Affordable Housing Reserve. This will ensure that

the operating dollars can be preserved and used in future years toward targets and actions related to the framework.

Overall next steps include the following:

- Legal review and subsequent amendments to By-law No.2006-262 – A by-law to provide for municipal housing facilities (for council adoption in January or February 2018)
- Creation of the new reserve and corresponding by-law (for council adoption in January or February 2018)
- Development of 2018 program directives, applications and agreements for the above programs (for April implementation)
- 2019-2023 needs study, affordable housing targets and updated Housing and Homelessness Plan (for council adoption by October 2018)
- Development and implementation of Priority 1 – Year 1 Housing Actions throughout 2018

Other Alternatives Considered:

None.

Financial/Operation Impacts:

The funding outlined and associated with the 2018 programs is already included in the City's 2018 proposed operating budget.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The recommendations of this report directly support the Actions under Goal 2: An Exceptional Quality of Life in the City of Kawartha Lakes Strategic Plan 2016-2019, specifically 2.2.2 Enhance access to community and human/health services and 2.2.3 Increase the supply of affordable housing.

Review of Accessibility Implications of Any Development or Policy:

As new units are proposed, accessibility needs will be considered.

Servicing Implications:

As new units are proposed servicing implications will be considered.

Consultations:

Kawartha Lakes Chief Administrative Officer
County of Haliburton Chief Administrative Officer
City Directors of Community Services, Development Services, Engineering,
City Solicitor
City Managers of Corporate Assets, Economic Development, Planning, Chief
Building Official
SHS Consulting Inc.

Attachments:

Attachment A – Kawartha Lakes Haliburton Affordable Housing Framework



CKL-H Affordable
Housing Framework F

Attachment B - Kawartha Lakes Haliburton Affordable Housing Framework –
Appendix



CKL-H Affordable
Housing Framework A

Department Head E-Mail: rsutherland@kawarthalakes.ca

Department Head: Rod Sutherland

City of Kawartha Lakes and County of Haliburton Affordable Housing Framework Final Report

Prepared by:



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|--|-----------|
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Introduction

Housing is an important factor in healthy, complete communities. The availability and affordability of housing has economic, social, and health impacts for a community. Housing is also one of the social determinants of health. Living in housing that is unsafe, unaffordable, or insecure increases the risk of many health problems. Living in housing that is unaffordable also reduces the resources available for other basic needs.

The Kawartha Lakes and Haliburton Affordable Housing Framework presents a set of actions that the City, County, and Local Municipalities can use as a standard approach to encourage the development of housing, particularly affordable housing, in Kawartha Lakes and Haliburton. The Affordable Housing Framework builds on the goals of the City of Kawartha Lakes and County of Haliburton Housing and Homelessness Plan, specifically, **Goal 1 – Increase the Supply of Affordable Housing** and **Goal 2 – Align Municipal Financial and Planning Policies with Affordable Housing Objectives**. It also supports the Actions under Goal 2: An Exceptional Quality of Life in the City of Kawartha Lakes Strategic Plan 2016-2019, specifically 2.2.2 Enhance access to community and human/health services and 2.2.3 Increase the supply of affordable housing. In addition, the Official Plans of both the City of Kawartha Lakes and County of Haliburton have identified a target that 25% of all new housing units be affordable. As such, this Affordable Housing Framework focuses on actions that will help increase the supply of affordable rental and ownership housing in Kawartha Lakes and Haliburton.

What is Affordable Housing

Both the Official Plan of the City of Kawartha Lakes and the Official Plan of the County of Haliburton include a definition of affordable housing that is consistent with the Provincial Policy Statement (PPS). Affordable housing is defined as:

- a. In the case of ownership housing, the least expensive of:
 - Housing for which the purchase price results in annual accommodation costs which do not exceed 30% of gross annual household income for low and moderate income households; or
 - Housing for which the purchase price is at least 10% below the average purchase price of a resale unit in the regional market area.
- b. In the case of rental housing, the least expensive of:
 - A unit for which the rent does not exceed 30% of gross annual household income for low and moderate income households; or
 - A unit for which the rent is at or below the average market rent of a unit in the regional market area.

Low and moderate income households are those households with incomes falling at or below the 60th income percentile.

Affordable Housing Threshold in Kawartha Lakes and Haliburton County

The affordable house price for households in the 60th income percentile¹ in Kawartha Lakes is \$321,314² and the affordable rent is \$1,014. This affordable house price is lower than the average house price in Kawartha Lakes in 2017³ of \$390,000. According to CMHC, the average market rent for Kawartha Lakes for October 2016 was \$987, which is lower than the affordable rent based on the 60th income percentile. As such, the affordable housing thresholds for 2017 are a house price of **\$321,314** and monthly rent of **\$987**. The City of Kawartha Lakes and the County of Haliburton are considered one regional market area. As such, these are the affordable housing thresholds for the County as well.

¹ Household incomes have been estimated to 2017 based on the rate of increase of the Ontario CPI from 2005 to 2017.

² This is based on a down payment of 5%, a mortgage rate of 4.65%, and an amortization period of 25 years.

³ Average price for January to June 2017

The Housing Continuum

The housing market can be viewed as a continuum where the supply of housing responds to the range of housing demand in a community. Due to a range of social, economic, and geographic factors, the full range of housing need in a community is not always met in the private housing market. This is particularly true for individuals and families with low incomes or for persons with special housing needs. The housing needs of these individuals and families are often met by non-market housing provided by the public and non-profit sectors. Individuals and families can move back and forth along the continuum through different stages of their lifecycle. As such, it is important for each community to have an adequate supply of housing units throughout the continuum.

The different elements of the continuum are:



It should be noted that private market rental can include rental units in the secondary rental market, such as second suites or single detached homes for rent. Supportive housing can include housing for seniors, shared housing arrangements, or people living in their own homes and receiving support services.

Why an Affordable Housing Framework

The City of Kawartha Lakes and County of Haliburton have both undertaken housing needs assessments to determine the current and emerging needs in these communities. In addition, the development of the Housing and Homelessness Plan included stakeholder and public consultation activities to better understand housing need in Kawartha Lakes and Haliburton County. The results of these initiatives are outlined in the key housing themes identified in the Housing and Homelessness Plan. These themes are the following.

- Smaller households are the predominant household type
- A continuum of housing options are needed for a growing seniors population
- There is a limited supply of private market rental housing, particularly in the affordable range
- Improving the diversity of housing stock, particularly for the growing percentage of seniors and smaller households, is a key issue
- The Service Manager's portfolio of social and affordable housing makes a significant contribution to the supply of rental housing
- There are very few culturally-specific housing options and services for Aboriginal households
- There is a provincial government policy shift away from emergency shelter and short-term solutions to addressing homelessness towards providing permanent, affordable housing with supports
- Building upon the system's capacity to provide housing with supports is a necessary strategy to reduce homelessness
- There is a high degree of collaboration between community organizations providing information and practical supports to help at-risk households prevent homelessness.

Current Need in Kawartha Lakes and Haliburton

The City and County have been working to provide a full range of housing options for all residents, including affordable options for residents with low incomes. However, the need for affordable housing, including rental and ownership housing, as well as housing for an aging population continues to increase. This section provides an overview of the current and emerging housing need in Kawartha Lakes and Haliburton.

Seniors are increasing at a much higher rate than the total population and they will need housing options.

In 2016, there were 75,423 people living in the City of Kawartha Lakes, increasing by 1.2% from 74,561 in 2006. In comparison, the population of the County of Haliburton increased by 11.9% from 16,147 in 2006 to 18,062 in 2016. While the total population of the City increased only slightly in the last ten years, **the number of seniors 65 years and older living in Kawartha Lakes increased by 31.3% from 2006 to 2016.** The number of seniors in Haliburton saw an even greater increase; **increasing by 49.1% from 2006 to 2016**, which is higher than the rate of increase seen in Ontario as a whole (36.5%).

There are very limited rental housing units in Kawartha Lakes and Haliburton.

The number of households in Kawartha Lakes increased by 5.4% from 29,500 in 2006 to 31,105 in 2016 while households in Haliburton increased by 21.2% from 6,970 in 2006 to 8,445 in 2016. In comparison, the number of households in Ontario increased by 13.5% from 2006 to 2016. The proportion of renters in Kawartha Lakes increased slightly from 16.9% of all households in 2006 to 17.1% in 2016. In contrast, the proportion of renters in Haliburton decreased from 13.1% of all households in 2006 to 12.7% in 2016. However, the proportion of renters in both Kawartha Lakes and Haliburton in 2016 are far below the proportion of renters in Ontario (30.2%). The much lower rates of renters may be partly due to the fact that rental housing is very limited in Kawartha Lakes and Haliburton. While data was not available for Haliburton, CMHC data on rental housing completions in the City of Kawartha Lakes shows that **only 91 purpose-built rental units were completed from 2006 to 2016** compared to 2,816 ownership units completed during the same time period. This may also explain why the **rental vacancy rate** for purpose-built rental units in the City was

0.3% in 2016, down from 2.2% in 2015. This vacancy rate is far below 3.0%, which is considered a ‘healthy’ vacancy rate. This data is supported by key stakeholders who noted that there is a significant need for rental housing, both affordable rental and market rental, as very few units are being built.

Average house prices and rents continue to increase and housing is becoming less affordable.

The average market rent for purpose-built rental units in Kawartha Lakes has increased from **\$938 in 2015 to \$987 in 2016; an increase of 5.2%**. In comparison, the consumer price index (CPI) for Ontario increased by only 1.8% from 2015 to 2016. Average house prices have seen an even higher rate of increase. The average house price in **Kawartha Lakes** (for all dwelling types) **increased by 17.1% from \$333,000 in 2016 to \$390,000 in 2017⁴**. CMHC data shows an even greater increase in the sale price of single detached homes in Kawartha Lakes, increasing by 51.4% from \$334,708 in 2016 to \$506,603 in 2017. Similarly, the median house price for a **waterfront home in Haliburton increased by 2.6% from \$380,000 in 2016 to \$390,000 in 2017** while the median house price for a **non-waterfront home increased by 59.8% from \$169,000 in 2016 to \$270,000 in 2017⁵**. In comparison, the CPI for Ontario increased by only 1.7% from September 2016 to September 2017. This shows that average house prices and rents in both Kawartha Lakes and Haliburton are increasing at a much higher rate and households with low and moderate incomes will find it increasingly challenging to afford homes in these communities.

Over a fifth of all households in Kawartha Lakes and almost a quarter of households in Haliburton are facing housing affordability issues.

In 2016, **23.6% of all households in Kawartha Lakes and 24.5% of all households in Haliburton were facing housing affordability challenges** (i.e. spending 30% or more on housing costs). While the number and proportion of households facing housing affordability issues in Kawartha Lakes decreased from 2006, the number and proportion of households increased in Haliburton during the same time period. In addition, in 2016, **51.6% of all renters in Kawartha Lakes** were facing housing affordability challenges. Similarly, **49.5% of all renters in Haliburton** were spending 30% or

⁴ House prices are in-house calculations by the City of Kawartha Lakes based on Canadian Real Estate Association data.

⁵ Canadian Real Estate Association, accessed from: <http://creastats.crea.ca/musk/index.html>

more of their income on housing costs. Additionally, 13.3% of all households in Kawartha Lakes were experiencing core housing need⁶ in 2016, up slightly from 13.0% in 2006. In Haliburton, 16.3% of households were in core housing need in 2016, up from 11.4% in 2006. In comparison, 15.3% of all households in Ontario were in core housing need in 2016⁷. This suggests a need for housing options, both rental and ownership options, which are affordable to households with low and moderate incomes.

The City and County continue to increase the supply of affordable housing units yet the number of applicants on the waiting list for subsidized housing continues to grow.

From 2009 to 2015, a total of 147 new affordable housing units were built in Kawartha Lakes and Haliburton. In 2017, another 12 new units were added for seniors and persons with physical disabilities. There are also more affordable housing units planned for the next two years, with a total of 40 units with occupancy anticipated for 2018 and 2019. However, the number of applicants on the centralized waiting list for subsidized housing has **increased by 155.8% (799 applicants)** from a total of 513 applicants in 2012 to 1,312 applicants in 2017⁸. The number of families without dependents increased by 314 applicants from 2012 to 2017. The number of senior applicants increased by 290 applicants while families with dependents increased by 195 applicants in the last five years⁹.

In general, the current make-up of affordable housing units match the household types on the waiting list yet there is an increasing need for smaller affordable units.

There are a total of 1,142 subsidized housing units in Kawartha Lakes and Haliburton in 2017 with another forty units to be completed in 2018 and 2019 which will bring the total to 1,182 units. More than half of these units are mandated for **families without dependents (52.1%)**. Over a quarter **(27.1%) are for seniors** and a fifth **(20.8%) are for families with dependents**. In comparison, as of September 30, 2017, the largest proportion of applicants on the waiting list for these

⁶ A household in core housing need is one whose dwelling is considered unsuitable, inadequate, and/or unaffordable and whose income levels are such that they could not afford alternative suitable and adequate housing in their community.

⁷ Statistics Canada 2016 Census. Accessed from: <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/chn-biml/index-eng.cfm>

⁸ This data is based on waiting list data for the third quarter of each year as data for the fourth quarter of 2017 was not yet available.

⁹ City of Kawartha Lakes Housing Portfolio and Waiting List data.

units were **families without dependents; making up 41.3%** of the total applicants on the waiting list. **Seniors made up the second largest proportion, at 36.7%**, while **families with dependents made up 22.0%**. This shows that while the housing stock roughly matches the type of households on the waiting list, there is still a need to increase the affordable housing stock. In addition, future efforts should be focused on smaller units for seniors and families without dependents who are seeing the highest number of increase in applicants in the last five years.

A reactive approach to homelessness costs more than providing housing.

A survey was undertaken by community volunteers as part of the 20K Home Campaign registry week from August 22nd to 26th, 2016 in Kawartha Lakes and Haliburton and this survey identified a total of **136 homeless individuals**. Of these individuals, 5% were sleeping outside, 20% were in shelters, 37% were couch-surfing, and 38% were staying in temporary accommodation. It is important to note that **75% of those who were homeless were 'hidden homeless'**, that is, they were not on the street or in shelters but they were homeless nonetheless. Of the 136 individuals, 24% were youth aged 16 to 24 years and 15% were adults 60 years and older. Among the youth who were homeless, 52% would need long-term permanent supports to escape homelessness while 30% would require temporary supports (based on individual responses). Among the adults aged 25 years and over who were homeless, 42% would need long-term permanent supports, 44% would need temporary supports, and 14% would require minimal supports. While people who are homeless make up only a small proportion of the total population of Kawartha Lakes and Haliburton, current approaches cost much more than providing subsidized housing. For example, in 2016, the estimated cost of unresolved homelessness in Kawartha Lakes and Haliburton was \$16,080 for ambulance use, \$69,088 for emergency room visits, and \$699,618 for hospitalization¹⁰. In addition, the City as the Service Manager, found that, on average, the **cost of homelessness for one individual** (considering the cost of emergency medical service, emergency room visits, and hospitalization) **is \$124,249 per year**. This cost does not even take into account the short and long term effects on the physical and mental health of this individual. In comparison, **providing rent assistance and supports for one person for a year costs \$17,966** (\$4,800 for rent assistance and \$13,166 for supports to help them maintain their housing). This shows that providing affordable housing and supports is far more cost effective compared to helping people when they are

¹⁰ CKL-H 20,000 Homes Registry Week Results.

already homeless. There are also multiple benefits to providing someone with stable, affordable housing, including health, social, and economic benefits that extend to the community.

Approach to Developing the Affordable Housing Framework

The approach to developing the Kawartha Lakes and Haliburton Affordable Housing Framework involved an environment scan of tools and incentives available to municipalities to encourage the development of affordable housing. The environment scan also included identifying case studies where these tools and incentives have been used. A total of 29 municipal tools and incentives were identified.

Three working sessions with City of Kawartha Lakes, County of Haliburton, and local municipal staff were undertaken on August 1st and 2nd, 2017 to evaluate the municipal tools and incentives. These were evaluated based on criteria and guidelines that were developed to determine each tool's applicability to the Kawartha Lakes-Haliburton context. The tools were evaluated based on the following criteria. The details of these criteria can be found in Appendix A: Evaluation Criteria in the Technical Appendix.

- Impact on Affordability
- Cost of Implementation
- Ease of Implementation
- Represents Good Planning
- Need for Legislative Changes
- Sustainability of Program
- Meets Other Municipal Objectives

A pro forma analysis was also conducted to evaluate the financial incentives that were being considered. This analysis involved looking at the impact of financial incentives on the financial feasibility of affordable housing using three scenarios to model an affordable housing development in Lindsay, Minden, and Haliburton. The results of this pro forma analysis was presented to key stakeholders to further assist in evaluating the impact and applicability of each of the municipal tools and incentives. A summary of the findings from this pro forma analysis can be found in Appendix C: Pro Forma Analysis of Incentives in the Technical Appendix.

A second set of working sessions were undertaken on September 12th, 2017 to further evaluate and prioritize the shortlist of municipal tools. These sessions were held in Lindsay and Minden and were undertaken with housing stakeholders from the private and non-profit sectors as well as with Councillors from the City, County, and local municipalities.

To augment the feedback received from the private sector, a short survey of local builders/developers was undertaken with the assistance of the Peterborough and The Kawarthas Home Builders Association.

Housing Partners

The City of Kawartha Lakes is the Service Manager for the area, which includes the County of Haliburton. In this capacity, the City administers housing and homelessness programs for all residents in the area. However, the provision of housing, particularly affordable housing, in a community is not the sole responsibility of the Service Manager or of government. There are a number of housing partners who contribute to the provision of a full range of housing options, including affordable and supportive housing options, in a community.

Federal Government

Canada Mortgage and Housing Corporation (CMHC) provides mortgage insurance to homeowners and initiates, funds, and implements various funding programs. These funding programs assist in building many of the social housing and affordable housing units in the country. The federal government has recently released a National Housing Strategy. The Strategy includes funding for repairs/retrofits of social housing units, a Canada Housing Benefit which is a rent subsidy connected to households rather than units, increased shelter spaces for survivors of domestic violence, and to help make homeownership more affordable.

Provincial Government

The Province has a broad role in housing through legislation, regulation, and funding programs. The provincial government helps set the housing agenda for the province and assists communities in meeting housing needs through the provision of transfer payments to the municipalities and the funding of programs for housing and homelessness. In addition, the Province provides municipalities with legislative tools to meet housing need in communities. Recent Provincial initiatives that support affordable housing include passing the Promoting Affordable Housing Act, 2016 and the Fair Housing Plan.

City of Kawartha Lakes

The City is the Service Manager for the area and is primarily responsible for the provision of subsidized housing funded by the senior levels of government. It is also responsible for administering homelessness programs. The City also establishes the policy and regulatory framework which guides the development of housing in the City of Kawartha Lakes.

County of Haliburton

The County establishes the policy framework which guides the development of housing in the County. The

County also contributes funding for the housing and homelessness programs administered by the City.

Local Municipalities

While the local municipalities do not have direct responsibility for housing, they have the responsibility for many of the regulatory tools, such as zoning of land and the processing of planning applications, which affect the development of housing in each community.

Non-Profit Sector

The non-profit sector assumes a number of roles in addressing housing needs in a community, including the roles of housing provider and support service provider. This sector also plays a major role in raising awareness of housing need and advocating for housing and homelessness programs.

Private Sector

The private sector provides the majority of housing in a community and is comprised of private land owners, builders, investors, funders, and landlords.

Residents

Some residents purchase investment properties that provide rental accommodation at market rates. Other individual homeowners create additional rental units as

part of their primary residence. Residents also take on the role of advocates for housing in their community.

Vision and Goals

The Kawartha Lakes and Haliburton Housing and Homelessness Plan states that:

Our Vision is to provide adequate, stable, affordable, well maintained and diverse housing choices with access to a variety of flexible supports enabling people to meet their housing needs throughout their lifetime.

The Kawartha Lakes and Haliburton Affordable Housing Framework builds on this vision and the principles and goals identified in the Housing and Homelessness Plan. The Housing and Homelessness Plan sets out seven goals to address the housing needs in Kawartha Lakes and Haliburton for 2014-2023. These goals are the following:

1. Increase the supply of affordable housing
2. Align municipal financial and planning policies with affordable housing objectives
3. Integrate homelessness prevention programs to use resources more effectively and ensure person-centred access to services
4. Identify gaps and collaborate in planning for housing with supports
5. Ensure the long-term viability and affordability of the existing social housing stock
6. Improve the quality of private market housing including new barrier-free housing
7. Identify, monitor, and evaluate system outcomes.

The following recommendations focus on the first two goals of the Housing and Homelessness Plan and build on the municipal tools and incentives to encourage the development of housing, particularly affordable housing, in Kawartha Lakes and Haliburton.

Housing Actions

These recommended Actions are based on the municipal tools and incentives that were identified and evaluated as part of the first phase of developing the Affordable Housing Framework. Prioritization of each tool and incentive is based on the prioritization exercise undertaken with key housing stakeholders. Actions that have been identified as a **first priority** should be implemented in the **short term: Year 1 (2018), Year 2 (2019), and Year 3 (2020)**. Actions identified as a **second priority** should be implemented in the **longer term: Year 4 (2021), Year 5 (2022), and Year 6 (2023)**. Appendix D: Description of Municipal Tools provides a detailed description and case studies of these tools and incentives.

| Actions | Priority for Implementation | Implementing Body |
|---|-----------------------------------|---------------------------------------|
| Municipal Regulatory and Process Tools | | |
| 1. Implement a streamlined development approval process for affordable housing and market rental housing. Implementing this Action may include the following: <ul style="list-style-type: none"> a. Re-examining the development approval process to identify whether additional approval powers can be delegated to municipal staff. b. As part of an information package on municipal websites, preparing a checklist of requirements for a complete application and how these requirements can be met. c. Providing additional training for municipal staff to undertake the review of planning studies in-house. d. Re-examining municipal timelines to determine whether some timelines can be shortened for feedback on applications can be shortened. e. Re-examining the feasibility of implementing a Community Planning Permit System. | 1 st Priority – Year 2 | City, County and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|---|---|--|
| 2. Implement a simplified online registration process for second suites throughout the City and County. Homeowners will only be subject to inspection and/or fees if complaints related to fire, health, and safety standards or property standards are received by the City or local municipalities. | 1 st Priority – Year 1 | City and County |
| 3. Work with community agencies to raise awareness of available funding to renovate second suites. | 1 st Priority – Year 1 | City |
| 4. Revise zoning by-laws to permit permanent coach houses ¹¹ in appropriate areas throughout the City and County. | 1 st Priority – Year 3 | City, County, and Local Municipalities |
| 5. Re-examine the City's current development charges to ensure that second suites in new homes are exempt from development charges based on recent changes in provincial legislation. | 1 st Priority – Year 1 | City |
| 6. Implement alternative development standards for affordable housing developments or multi-residential rental developments. The alternative development standards may include: a. Reduced parking requirements b. Increases in height and/or density in appropriate areas | 2 nd Priority – Year 4 | City and Local Municipalities |
| 7. Develop a centralized inventory of lands that are ideal for the development of affordable housing and market rental housing and sharing this information with residential developers. | 2 nd Priority – Year 4 | City, County, and Local Municipalities |
| 8. Pre-zone lands in identified growth areas for medium density residential developments that permit a mix of unit sizes, types, and | 2 nd Priority – Year 4 and 5 | City and Local Municipalities |

¹¹ Coach Homes, also called carriage houses, are smaller dwellings built on the property of a larger home. Unlike garden suites or granny flats, they are permanent and include a foundation system. They have water, electrical service, gas, and are connected to a sewage or septic system. They also conform to the Ontario Building Code.

| Actions | Priority for Implementation | Implementing Body |
|---|---|--|
| tenures to decrease the time and risk involved in developing multi-residential projects and to increase housing diversity. | | |
| <p>9. Upon the release of Provincial regulations on inclusionary zoning, examine the feasibility of including policies in Official Plans which require all new residential developments that meet an identified threshold to increase affordable housing units either on the same site or on a different site. The following considerations should be taken into account when developing this policy:</p> <ul style="list-style-type: none"> a. Making the provision of affordable housing mandatory b. Applying the obligation as universally as possible c. Using fixed and non-negotiable rules d. Targeting below-market housing e. Maintaining affordability permanently f. Providing limited flexibility¹². <p>Further considerations: Both the City's and the County's Official Plan policy on inclusionary zoning should build on its current policies which require that a minimum of 25% of new housing units across the City (5.3.5) and County (4.3.2) be affordable. In addition, inclusionary zoning policies for the local municipalities should build on and conform to the County's policies.</p> | 1 st Priority – Year 2 and 3 | City, County, and Local Municipalities |
| <p>10. Upon the release of Provincial regulations on inclusionary zoning, examine the feasibility of including regulations in Zoning By-laws which support the Official Plan policies on inclusionary zoning. These regulations should address the following:</p> | 1 st Priority – Year 2 and 3 | City and Local Municipalities |

¹² CMHC (2017). Research Insight: Inclusionary Zoning: Domestic and International Practices.

| Actions | Priority for Implementation | Implementing Body |
|--|-----------------------------------|--|
| <ul style="list-style-type: none"> a. Using Section 37 of the Planning Act in combination with inclusionary zoning b. Agreements with landowners to ensure units remain affordable c. Establishing procedures for the administration of affordable housing units and meeting reporting requirements d. The threshold size for residential development projects that would trigger the application of inclusionary zoning e. The number of years that units remain affordable f. The proportion of total units in a residential development project that are required to be affordable under inclusionary zoning. | | |
| Land Based Incentives | | |
| 11. Develop and maintain a master inventory of all surplus municipal land and buildings, identifying land and buildings that may be appropriate for housing, and sharing this information with residential developers. | 1 st Priority – Year 1 | City, County, and Local Municipalities |
| 12. Add Official Plan policies stating that decisions regarding surplus municipal land and buildings will consider affordable housing first. | 1 st Priority – Year 1 | City, County, and Local Municipalities |
| 13. Building on the previous action, provide the surplus municipal land or buildings for affordable housing. Land can be provided through the following methods: <ul style="list-style-type: none"> a. Leasing municipal land for a minimum of 20 years b. Donating municipal land c. Providing municipal land at below market value | 1 st Priority – Year 2 | City, County, and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|---|-----------------------------------|--|
| Further considerations: The provision of land may be made through the requirements of the updated Municipal Facilities By-law. In addition, if land is provided to an organization other than the Kawartha Lakes Haliburton Housing Corporation, consideration should be given to leasing the land as opposed to providing the land outright with the full amount of the land payable at the end of the agreed upon affordability period. | | |
| 14. Examine the feasibility of providing the Kawartha Lakes Haliburton Housing Corporation with the authority and additional funding specifically for land banking. | 2 nd Priority | City and Housing Corporation |
| 15. Building on the policies in the County's Official Plan, explore opportunities to facilitate the development of a community hub in partnership with community agencies, non-profit housing providers, the private sector, and other levels of government. | 2 nd Priority – Year 5 | City, County, and Local Municipalities |
| Financial Incentives | | |
| 16. Consider reallocating the Ontario Renovates portion of the IAH Program funding for loans or grants for the creation of new second suites or the renovation of existing suites to meet Building Code and Fire Code requirements and which are rented at 80% below the average market rent for the area for a set period. | 1 st Priority – Year 1 | City and County |
| 17. Waive or provide a grant in lieu of planning and building application fees and sewer connection fees in part or in full for affordable housing developments on a sliding scale based on the number of affordable units provided, the level of affordability, and the period of time when the units will remain affordable. | 1 st Priority – Year 2 | City, County and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|--|-----------------------------------|--|
| Further considerations: This Action may be implemented through a Community Improvement Plan (CIP) for affordable housing. | | |
| <p>18. Waive or provide grants in lieu of development charges for affordable housing developments.</p> <p>Further considerations: This Action may be implemented through a Community Improvement Plan (CIP) for affordable housing. In addition, the City may want to consider participating in the new provincial program to receive rebates on development charges for priority purpose-built rental developments.</p> | 1 st Priority– Year 2 | City |
| <p>19. Exempt all new affordable rental housing developments with four or more units from property taxes on a sliding scale based on the level of affordability. Property tax exemptions may be for:</p> <ul style="list-style-type: none"> a. 20 years for developments with average rents at 75% or less of average market rents for the regional market area b. 15 years for developments with average rents at 80% of average market rents for the regional market area c. 10 years for developments with average rents at 90% of average market rents for the regional market area. <p>Further considerations: This Action may be implemented through a Community Improvement Plan (CIP) for affordable housing.</p> | 1 st Priority – Year 2 | City, County, and Local Municipalities |
| 20. Examine the feasibility of waiving or providing grants-in-lieu of parkland dedication fees for affordable housing developments. | 1 st Priority – Year 2 | City and Local Municipalities |

| Actions | Priority for Implementation | Implementing Body |
|--|---|--|
| 21. Consider developing a Housing Reserve Fund for affordable housing. Contributions to this fund may be through an annual municipal budget allocation. | 1 st Priority – Year 2 | City and County |
| 22. Consider providing capital loans and grants for affordable housing on a sliding scale based on the number of units provided, the level of affordability, and the period that the units remain affordable. This can be funded through the Housing Reserve Fund. | 1 st Priority – Year 2 | City, County and Local Municipalities |
| 23. Examine the feasibility of providing a reduction in property taxes for vacant homes that are donated or leased at below market value to community agencies for affordable housing. | 2 nd Priority – Year 4 | City and County |
| Partnerships | | |
| 24. Facilitate partnerships between community agencies and private developers to increase the supply of affordable housing. Partnerships may be in the form of: a. Community agencies purchasing or leasing units in a residential development b. Community agencies as property manager of residential projects built by the private sector | 1 st Priority – Year 1 | City, Community Agencies, and Private Developers |
| 25. Facilitate partnerships between community agencies and private homeowners with vacant homes or land to develop affordable housing. | 1 st Priority – Year 1 | City and Community Agencies |
| Monitoring | | |
| 26. Develop and publish an annual Housing Report Card to show progress on the objectives as a result of implementing the Actions in | 1 st Priority – Year 2 and Ongoing | City and County |

| Actions | Priority for Implementation | Implementing Body |
|---|-----------------------------|-------------------|
| <p>the Affordable Housing Framework. This Report Card may include the following indicators:</p> <ul style="list-style-type: none"> a. Rental vacancy rates b. Number of rental units created, both purpose-built units and units in the secondary rental market such as second suites c. Average rents and house prices d. Number of affordable housing units created, both rental and ownership e. Number of applicants on the waiting list and proportion housed f. Number of individuals who were homeless or at risk of homelessness who were housed in permanent housing | | |

Conclusion

The City of Kawartha Lakes, County of Haliburton, and Local Municipalities have undertaken a number of initiatives and implemented several strategies which have helped increase the supply of affordable housing throughout the area. However, the need to increase the supply of housing options which are affordable to households with low and moderate incomes still exists and this need will continue to increase as house prices and average rents continue to increase. Addressing this need is the responsibility of a number of key housing partners although the City, County, and Local Municipalities have to take the lead by facilitating partnerships and providing a supportive environment for the development of affordable housing.

The Affordable Housing Framework presents a set of Actions which, when implemented, will help ensure a more supportive environment for developing affordable housing in the City and County by community agencies, private developers, and the Kawartha Lakes Haliburton Housing Corporation. While some flexibility in implementing the Actions is important to give consideration to the different contexts in the different communities, having a standard approach provides more predictability and consistency for residential developers and community agencies. A standard approach also helps to increase accountability and fairness for all communities, housing projects, and developers.

City of Kawartha Lakes and County of Haliburton Affordable Housing Framework Technical Appendix

Prepared by:



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Appendix A: Evaluation Criteria

A total of 29 municipal tools were evaluated based on criteria and guidelines that were developed to determine each tool's applicability to the Kawartha Lakes-Haliburton context. The following are the evaluation criteria and guidelines used to evaluate the municipal tools.

Suitability for Community Type

- Urban – serviced land; e.g. Lindsay, Minden
- Rural – about 20 km to services
- Remote – areas around lakes and farms

Impact on Affordability

- Results in an increase in affordable housing units, i.e. number of units
- Provides good value for public investment

Cost of Implementation

- Low – low administration cost, e.g. staff resources
- Medium – below \$10,000; e.g. building charges
- High – grants; equal to or above the land value of each unit; more than \$10,000; e.g. development charges or providing land

Ease of Implementation

- Low – resources are already in place and is applicable for the entire municipality; e.g. staff resources who are already doing something similar
- Medium – requires changes in processes and/or additional training for staff
- High – requires changes in legislation and a change in processes and is applicable only to certain areas of a municipality; e.g. required OPAs or bylaw changes

Represents Good Planning

- Supports the creation of healthy, active and complete communities; e.g. having affordable housing in a subdivision or having a mix of dwelling types and tenures
- Supports other municipal objectives, such as addressing the needs of priority households
- Includes environmentally sustainable and energy efficient design and supports sustainable community development.

Need for Legislative Changes

- Requires changes in municipal legislation, such as Official Plan amendments or zoning bylaw changes
- Requires changes to current provincial legislation or provincial regulations
- Provincial legislation may be in place but regulations may still be outstanding

Sustainability of Program

- Financially sustainable
- Is not reliant on a provincial or federal program or does not require funding from senior levels of government.

Meets Other Municipal Objectives

- In addition to increasing the supply of affordable housing, the tool meets other municipal objectives, such as economic growth.

Appendix B: Results of Working Sessions

The first set of working sessions with City Staff in Lindsay and County and Local Municipal Staff in Minden and Haliburton resulted in eliminating a number of municipal tools that the participants felt were not appropriate for the current context or that would be onerous and/or costly to implement. The following were the municipal tools that participants felt should be further investigated or that were already being implemented and, thus, should remain under consideration.

City of Kawartha Lakes Session

Municipal Regulatory and Process Tools

1. Pre-Zoning Lands
2. Fast-Tracking Development Approval Process
3. Public Education and Community Outreach Programs
4. Alternative Development Standards
5. Inclusionary Zoning
6. Large Sites Policy
7. Removing Barriers and Incenting Creation of New Second Units
8. Permitting Garden Suites and Laneway Housing

Enabling Legislation for Municipal Incentives

9. Community Improvement Plans

Land-Based Incentives

10. Providing Land through
 - a. Land Leases/ Ground Leases
 - b. Donating City-Owned Land
 - c. Providing Land at Below Market Value

Financial Incentives

11. Municipal Planning and Building Fees
12. Development Charges
13. Parkland Dedication/ Cash-in-Lieu
14. Capital Loans and Grants
15. Property Tax Equalization or Exemption for New Rental Construction
16. Tax Increment Equivalent Grants
17. Tax Increment Financing
18. Housing Reserve Fund

Of the municipal tools identified here, the following will require changes to municipal (M) and/or provincial legislation (P).

- Pre-Zoning Lands (M)
- Alternative Development Standards (M)
- Inclusionary Zoning (M and P)

- Large Sites Policy (M and P)
- Tax Increment Equivalent Grants (M)
- Tax Increment Financing (M)

- b. Donating Municipally-Owned Land
- c. Providing Land at Below Market Value

15. Land Banking

16. Mixed-Use Community Facilities

County of Haliburton Sessions

Municipal Regulatory and Process Tools

1. Pre-Zoning Lands
2. Fast-Tracking Development Approval Process
3. Development Permit System (only for Haliburton session)
4. Public Education and Community Outreach Programs
5. Alternative Development Standards
6. Density Bonusing
7. Inclusionary Zoning
8. Large Sites Policy
9. Removing Barriers and Incenting Creation of New Second Units
10. Permitting Garden Suites and Laneway Housing
11. Demolition and Conversion Control

Enabling Legislation for Municipal Incentives

12. Community Improvement Plans

Land-Based Incentives

13. Housing First Policies for Surplus Public Land
14. Providing Land through
 - a. Land Leases/ Ground Leases

Financial Incentives

17. Municipal Planning and Building Fees
18. Development Charges (only for Haliburton session)
19. Parkland Dedication/ Cash-in-Lieu
20. Capital Loans and Grants
21. Property Tax Equalization or Exemption for New Rental Construction
22. Tax Increment Equivalent Grants
23. Tax Increment Financing
24. Housing Trust Funds
25. Housing Reserve Fund/ Ongoing Budget Allocation

Of the municipal tools identified here, the following will require changes to County (M), Local Municipal (LM), and/or provincial legislation (P).

- Pre-Zoning Lands (M)
- Alternative Development Standards (M)
- Density Bonusing (LM)
- Inclusionary Zoning (LM and P)
- Large Sites Policy (LM, M, and P)
- Removing Barriers and Incenting Creation of New Second Units (LM)

- Permitting Garden Suites and Laneway Housing (LM)
- Housing First Policies for Surplus Public Land (M)
- Land Banking (M)
- Municipal Planning and Building Fees (M)
- Tax Increment Equivalent Grants (M)
- Tax Increment Financing (M)
- Housing Trust Funds (M and P)

These tools were further evaluated in a second set of working sessions with key housing stakeholders from the private and non-profit sectors as well as County and local municipal Councillors.

Appendix C: Pro Forma Analysis of Incentives

A pro forma analysis was conducted to examine the impact of the financial incentives being considered for the Affordable Housing Framework. This analysis involved looking at three hypothetical affordable rental projects in Lindsay, Minden, and Haliburton to assess the impact of the different fees and charges in the City of Kawartha Lakes and County of Haliburton. While these are hypothetical projects, they are based on actual rental projects that have been built or are being built in these locations.

The following chart shows a summary of the capital costs associated with each hypothetical project.

| | SCENARIO 1 Lindsay Apartment Wood Frame 25,000 SF 29 1 bedroom (45%) 2 bedroom (10%) 3 Bedroom (45%) | | SCENARIO 2 Minden Apartment Wood Frame 19,340 SF 21 1 bedroom (45%) 2 bedroom (40%) 3 Bedroom (15%) | | SCENARIO 3 Village of Haliburton Apartment Wood Frame 17,126 SF 24 1 bedroom (100%) | |
|-----------------------------------|---|------|--|------|--|------|
| CAPITAL COSTS - SOFT COSTS | \$1,188,473 | 18% | \$510,025 | 11% | \$524,496 | 12% |
| CAPITAL COSTS - HARD COSTS | \$5,073,956 | | \$3,815,157 | | \$3,492,378 | |
| NET HST | \$294,989 | 4% | \$221,330 | 5% | \$204,786 | 5% |
| TOTAL CAPITAL COSTS | \$6,557,419 | 100% | \$ 4,546,512 | 100% | \$4,221,660 | 100% |
| Per Unit | \$226,118 | | \$216,513 | | \$175,903 | |

The following chart shows a summary of the operating revenue and expenses for each scenario.

| | SCENARIO 1 | | SCENARIO 2 | | SCENARIO 3 | |
|--|-------------------|-----------|-------------------|-----------|---------------------------------|----------|
| | Lindsay Apartment | | Minden Apartment | | Village of Haliburton Apartment | |
| | Wood Frame | | Wood Frame | | Wood Frame | |
| | 25,000 SF | | 19,340 SF | | 17,126 SF | |
| | 29 | | 21 | | 24 | |
| | 1 bedroom (45%) | | 1 bedroom (45%) | | 1 bedroom (100%) | |
| | 2 bedroom (10%) | | 2 bedroom (40%) | | | |
| OPERATING - REVENUE | | | | | | |
| Rental Revenue (less vacancy loss + parking revenue) | \$356,207 | | \$270,176 | | \$273,028 | |
| OPERATING - EXPENSES | | | | | | |
| Sub-Total | \$184,024 | \$6,346 | \$124,857 | \$5,946 | \$93,496 | \$3,896 |
| Mortgage Payments | \$143,430 | | \$121,908 | | \$149,393 | |
| Total Expenses | \$327,454 | | \$246,765 | | \$242,888 | |
| Required Equity for DCR 1.2 | \$4,503,733 | \$155,301 | \$2,811,289 | \$133,336 | \$2,081,139 | \$86,714 |
| Percentage of Total Capital Cost | 69% | | 62% | | 49% | |

The following chart shows the impact of the incentives for each scenario and the proportion of the total capital cost that each incentive represents. The chart also shows the required grant for each unit to reduce the equity contribution to 10%.

| IMPACT OF INCENTIVES | SCENARIO 1 Lindsay Apartment | | SCENARIO 2 Minden Apartment | | SCENARIO 3 Village of Haliburton Apartment | |
|--|------------------------------------|--------------------------------|-----------------------------------|--------------------------------|--|--------------------------------|
| | Reduction in Equity Per Unit | % of Total Capital Costs | Reduction in Equity Per Unit | % of Total Capital Costs | Reduction in Equity Per Unit | % of Total Capital Costs |
| Land Donated | \$441,477 | 6.7% | \$211,707 | 4.7% | \$244,712 | 5.8% |
| Development Charges | \$464,961 | 7.1% | - | | - | |
| Parkland Dedication | \$26,384 | 0.4% | - | | - | |
| Municipal Planning and Building Permit Fees | \$37,769 | 0.6% | \$21,150 | 0.5% | \$22,436 | 0.5% |
| Alternative Development Standards (i.e. reduced parking) | \$143,481 | 2.2% | \$105,967 | 2.3% | \$74,938 | 1.8% |
| Streamlining / Fast Tracking Approval Process | \$16,005 | 0.2% | \$2,536 | 0.1% | \$4,730 | 0.1% |
| Property Tax Exemption (Operations) | \$504,659 | 7.9% | \$149,523 | 3.3% | \$144,565 | 3.4% |
| | \$1,634,737 | 25.2% | \$490,883 | 10.8% | \$491,380 | 11.6% |
| Grant Per Unit | \$56,370.23 | | \$23,375 | | \$20,474 | |
| Capital Grants (to reduce equity contribution to 10%) | \$2,212,346 | | \$1,844,356 | | \$1,297,248 | |
| Additional Grant Per Unit | \$76,287.79 | | \$87,826 | | \$54,052 | |
| Total Grant Per Unit | \$132,658 | | \$111,202 | | \$74,526 | |

The last chart shows the impact of the incentives on the monthly rents for each scenario.

| | SCENARIO 1 Lindsay | | SCENARIO 2 Minden | | SCENARIO 3 Village of Haliburton | |
|--|------------------------------|--------------|-----------------------------|--------------|--|--------------|
| | Rent Per Unit | % AMR | Rent Per Unit | % AMR | Rent Per Unit | % AMR |
| Average Rents with 25% Equity | \$1,768 | 170% | \$1,649 | 155% | \$1,254 | 132% |
| Land Donated | } | | } | | } | |
| Development Charges | | | | | | |
| Parkland Dedication | | | | | | |
| Municipal Planning and Building Permit Fees | | | | | | |
| Alternative Development Standards (i.e. reduced parking) | | | | | | |
| Streamlining / Fast Tracking Approval Process | } | | } | | } | |
| Property Tax Exemption (Operations) | | | | | | |
| | \$1,341 | 130% | \$1,469 | 138% | \$1,092 | 115% |

Appendix D: Description of Municipal Tools

Municipal Regulatory and Process Tools

Reducing Length of Approvals

1. Pre-Zoning Lands

Municipalities have the ability to create a more supportive regulatory environment for affordable housing through their official plans and zoning by-laws. Land use regulations are unable to address certain fundamental issues associated with housing being unaffordable, namely income levels relative to housing prices. There are however, often significant spatial and land use characteristics associated with housing affordability that can be promoted through regulatory measures. Pre-designating and pre-zoning lands to permit a greater range of housing types, higher densities, more compact or infill development on underutilized sites, reduced unit sizes etc. can promote more affordable units under acceptable conditions e.g. in large master planned areas or near higher order transit. The development industry have identified pre-zoning as a desirable feature because it provides greater certainty for development.

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> ▪ Eliminates significant risk and reduces time and costs for developers ▪ May be more favourable from a financing perspective ▪ Community opposition is addressed comprehensively at the outset rather than on a case-by-case basis ▪ Reduces OMB appeals ▪ Can be combined with other tools e.g. social housing levy to recoup a portion of land lift | <ul style="list-style-type: none"> ▪ Requires considerable resources and study upfront ▪ May not be possible to tailor an appropriate zoning by-law to suit a larger mature context ▪ May limit a municipality's ability to require developer to pay all costs associated with development ▪ As-of-right zoning may result in unforeseen impacts ▪ Removes ability to seek Section 37 community amenity contributions |

Legislative Requirements

Planning Act (s. 16, 22 and 34, 35.1)

Case Studies

District of Squamish, BC

In 2005 the District of Squamish adopted a 10 point Affordable Housing Strategy to address affordability issues in its community. In order to ensure an appropriate land supply for affordable housing the strategy recommends that lands be pre-designated/pre-zoned to allow multi-family and manufactured homes.

City of Kitchener, ON

The City of Kitchener has created PARTS (Planning Around Rapid Transit Stations) which sets proactive land-use designations, including pre-zoning areas around the LRT corridor, and enhances infrastructure. The City has also exempted development charges for new development within the pre-zoned corridor as an incentive to support transit and meet the urban growth centre targets in the Growth Plan.

City of Mississauga - Second Unit Zoning By-law

In 2013, City Council approved a zoning by-law (0158-2013) which permits a second dwelling unit in the following housing forms: a detached, semi-detached, or linked dwelling, a street townhouse or a townhouse on a private road in a common element condominium subject to certain zone standards. By pre-zoning to allow second units there are lower costs and increased incentives for the homeowner or investor to create them. To date more than 140 second units have been created.

City of Mississauga - Infill of Existing Apartment Sites

Mississauga Official Plan permits consideration of additional residential development through a rezoning on existing apartment sites designated “high density” within Neighbourhoods provided that : 1) new development is restricted to uses permitted in a residential medium density designation and 2) provided the proposal meets certain requirements (e.g. site plan, landscaping property standards, building code,

Additional Information

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from: <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

Ryerson University Building Institute (2016). Suburbs on Track: Building Transit-Friendly Neighbourhoods in the Toronto Region. Accessed from: <http://www.ryerson.ca/content/dam/citybuilding/pdfs/2016/REPORT-Suburbs%20on%20Track-September%207,%202016.pdf>

2. Fast-Tracking Development Approval Process

Reducing the length of time involved in approving a residential development has been a component of affordable housing strategies in many areas. The premise here is that lengthy development approval processes contribute to the high cost of developing housing. The main benefit associated with fast-tracking is the reduction of costs associated with holding undeveloped land. Fast-tracking affordable housing developments can be done by moving affordable housing projects to the highest priority in the application review process and/or assigning a staff resource to help navigate the review and approval process.

Advantages

- The expediting or fast-tracking of affordable housing developments means construction can start sooner and financing costs will be lower
- For all residential developments, faster approvals mean that the costs of developing housing are decreased, and that if savings are passed on to consumers, this will result in housing that is more affordable
- A more efficient approval process makes for a more efficient use of developer and municipal staff time and resources
- Shorter approval times can reduce development risk

Disadvantages

- The implementation of a more efficient and/or automated system requires more client and staff training, and sometimes involves high upfront implementation costs for the municipality
- Monitoring is required to ensure that a reduction in approval times is not the result of a decrease in the quality of planning and design decisions

Legislative Requirements

Planning Act (s.70.2)

Case Studies

Saskatoon, Saskatchewan

Saskatoon adopted a Priority Review Process to support the creation of new affordable housing. Non-profit affordable housing providers often struggle to meet their extensive list of funding deadlines to ensure that a housing development can be financially feasible and sustainable. Funding for a project can be revoked if building permits and other permits take too long. Without a great deal of experience in development and permit application, it is difficult for non-profit groups to act with haste during the development process, potentially slowing down the approval process. The City of Saskatoon assists affordable housing developers in reducing their time spent waiting for permits and approvals from the City by moving their projects to the highest priority in the application review process.

City of Toronto

Toronto's Gold Star program helps expedite eligible industrial, commercial office and institutional planning and building projects in the City. Each project that receives this service is assigned an Economic Development Officer as part of the City Planning or Toronto Building case-managed team. The team provides customized one-on-one assistance to help businesses navigate the review and approval process. Staff work with the applicant, other City divisions and agencies involved in the development review to identify approval requirements, resolve issues and ensure that planning and building approvals are expedited. In late 2015, as part of the Affordable Housing Open Door Program, staff recommended extending the Gold Star program for non-profit and private-sector developers of affordable rental and ownership housing.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/releap/index.cfm>

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

City of Toronto (2016). Gold Star service to guide and expedite development. Accessed from:
<http://www1.toronto.ca/wps/portal/contentonly?vgnextoid=8df89c14cf84c310VgnVCM10000071d60f89RCRD&vgnextchannel=b03032d0b6d1e310VgnVCM10000071d60f89RCRD>

3. Development Permit System

A community-building tool that integrates zoning, site plan, and minor variance approvals into one application and approval process. This tool can help significantly improve the review and approval timelines, can provide more certainty and cost savings through early community participation, upfront development rules and, once the system is in place, eliminating third party appeals to the OMB on specific development permit applications that meet the requirements and community vision set out in the OP and development permit by-law; provides for a more flexible approval process whereby municipalities can incorporate a specified range of variation for development standards.

The savings achieved by housing developers is in reduced wait times during the approval process, which could help eliminate long wait times before beginning construction and reduce risk of holding undeveloped land for prolonged periods of time. Affordable housing developers are especially affected by long wait times as financing and funding opportunities are often based on the speed at which applications can be received and approved.

Advantages

- The expediting or fast-tracking of affordable housing developments means construction can start sooner and financing costs will be lower
- For all residential developments, faster approvals mean that the costs of developing housing are decreased, and that if savings are passed on to consumers, this will result in housing that is more affordable
- A more efficient approval process makes for a more efficient use of developer and municipal staff time and resources
- Shorter approval times can reduce development risk

Disadvantages

- The implementation of a more efficient and/or automated system requires more client and staff training, and sometimes involves high upfront implementation costs for the municipality
- Monitoring is required to ensure that a reduction in approval times is not the result of a decrease in the quality of planning and design decisions
- May be complicated to implement, particularly for larger urban municipalities

Legislative Requirements

Planning Act (s.70.2)

Case Studies

Province of Ontario

Various municipalities in Ontario have adopted the Development Permit System. The Development Permit System (DPS) is a provincial policy aimed at generating benefits to Ontario communities by creating a more streamlined and flexible planning approval process, enhancing environmental protection, building strong communities and encouraging community involvement in the planning process. The DPS achieves this by encouraging municipalities to combine several of their development applications into one approval process and to further specify their requirements for approval. The ultimate impact from the municipality's perspective is to facilitate developments that support and reflect the vision established for a planning area. The DPS also reduces application fees and processing time for developers. This tool has been implemented in the Town of Carleton Place and Township of Lake of Bays.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/releap/index.cfm>

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from: <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

4. Public Education and Community Outreach Programs

Education and awareness programs indirectly speed up the approval process by creating community support and tolerance for affordable housing and also by dispelling myths and misunderstandings about such housing and its occupants. This can be accomplished in at least two ways: adopting a strategy to deal with NIMBY and creating public education packages.

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> ▪ Raising awareness of the benefits of affordable housing for the community leads to community acceptance of a development and may avoid challenges to the development, including applications to the OMB | <ul style="list-style-type: none"> ▪ Would require staff time and additional resources to develop education packages and sessions |

Legislative Requirements

Planning Act (s.70.2)

Case Studies

Bruce County

The Bruce County YIMBY (Yes In My Backyard) Team is a group of people from different sectors and communities who are working to raise awareness on the need for affordable and supportive housing.

City of Mississauga

The City's experience with public education and community acceptance initiatives during the development of the second unit policy facilitated a smoother process and helped make implementation more successful in terms of legalizing existing second units.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/releap/index.cfm>

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

Modifying Development Standards

5. Alternative Development Standards

This policy would involve either adopting alternative standards (the use of flexible planning and engineering standards) or modifying standards for particular uses (the modification of specific standards for affordable housing and housing geared to special needs).

Development standards are the rules that municipalities use to guide the planning, design and construction of residential communities. Planning and engineering standards relate to lot sizes and frontages, street pavement and right-of-way widths, parking and the location of sewer, water and utility lines. Development standards ultimately affect the cost and environmental impact of new developments, as well as the quality of life enjoyed by a community's residents. Changes to planning and engineering standards can reduce the costs of residential development (e.g. reduced frontage).

Alternative development standards are intended to replace traditional standards with more flexible and innovative regulations. For example, right-of-way and road pavement widths can be reduced without compromising safety, resulting in land cost savings; lots can be smaller or configured differently to increase densities; and utility trenches can be combined. Municipalities can reduce capital and maintenance costs for itself and developers, while facilitating pedestrian-friendly and transit-supportive areas, through agreements that reduce requirements or exempt owners or occupants of a building from providing and maintaining parking facilities, particularly where public transit is available.

Advantages

- Increased housing affordability, achieved by reducing the costs of servicing lots, lowers housing prices for consumers when savings are passed on

Disadvantages

- Risk aversion: conventional engineering standards reflect built-in safety factors and are only likely to be relaxed when there is clear evidence that doing so can provide public benefits without undue risk

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ More intense use of land ensures lower per-dwelling land costs and reduced municipal infrastructure costs ▪ A reduced environmental footprint through more compact development, which can reduce greenhouse gas emissions ▪ Greater variety in housing types encourages more inclusive and affordable neighbourhoods ▪ This helps overcome supply constraints due to minimum size standards and lets the market supply reach lower-income households | <ul style="list-style-type: none"> ▪ A lack of understanding and support: modifying development standards can involve or affect many different participants including elected officials, planners, engineers, construction managers, environmental professionals, etc.; not all groups will have the same level of understanding and offer the same support for the new programs and policies ▪ Conflicting financial perspectives: the bottom line is important to both developers and municipalities; however, these key stakeholders account for their investment costs and benefits differently, making it difficult to identify agreed-upon financial impact costs ▪ Complex and costly municipal approval process: where new development standards are first proposed in a development application, the involved parties must negotiate the application of the standards as well as the sharing of costs and responsibilities ▪ A piecemeal application: the aggregation of several alternative standards in one development may yield a different result than the simple sum of its parts |
|---|--|

Legislative Requirements

Planning Act (s.40)

Case Studies

Dieppe, New Brunswick

The City of Dieppe, New Brunswick, in partnership with the Province of New Brunswick and a private builder, implemented the sustainable community design (SCD) concept, which protects environmentally sensitive areas and provides affordable housing in the subdivision. While this concept was one of the City's responses to decreasing greenhouse gases, it also brought positive effects on the provision of affordable housing by helping to reduce the costs of developing new dwelling units, as less land was required for each individual lot, which in turn provided the right density to locate this subdivision as one of the transit stops for the area.

Orillia, Ontario

To help promote affordable housing development, the City of Orillia exempts non-profit affordable housing development or redevelopment from parkland dedication requirements.

Toronto, Ontario

The City of Toronto's parking requirements for "alternative housing" (a dwelling unit owned and operated by or on behalf of the City of Toronto or by a non-profit or private agency in cooperation with the City of Toronto) has been reduced to 0.1 spaces per unit (or 1 space per 10 units).

Performance based planning has been used in the United States, Australia, New Zealand and Scandinavia.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from:
https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/modest/modest_002.cfm

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from:
<http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

SHS Consulting (2009). Region of Peel Official Plan Review Background Report: Tools and Practices to Address Housing Issues.

Creating Opportunities for Provision of Affordable Housing

6. Density Bonusing

The policy authorizes municipalities to grant increases in height and density of development in exchange for the provision of “facilities, services, or matters” (which could be aimed at the provision of affordable housing).

Density bonusing encourages developers of new commercial and residential projects to provide for affordable housing and various public amenities within new developments in exchange for increased developable floor space. Density bonusing is usually associated with downtown or similar developed areas, where additional revenue-generated space can be offered and where increased building size will not impose on surrounding environment and infrastructure.

Advantages

- Research has shown that negotiated bonusing has been very successful in providing affordable housing

Disadvantages

- The initiative is generally only associated with downtown and other intensively developed areas where additional revenue-generating space can be offered
- Must also consider if additional density represents good planning and if the additional density can be supported by existing infrastructure

Legislative Requirements

Planning Act (s.37)

Case Studies

Toronto, Ontario

The City of Toronto has used density increases, starting in 2000 when it implemented a framework which provides a “facilities-first” approach whereby units can be provided as affordable housing or the developer has the option of providing cash-in-lieu of affordable housing. More recently, the City of Toronto has developed its own set of guidelines for the implementation of density bonusing, as well as a protocol for negotiating the community benefits.

The City of Toronto has also used section 37 of the Planning Act to achieve affordable housing. The City’s official plan authorizes the use of section 37, subject to certain provisions, including a requirement that the community benefits obtained must bear a reasonable planning relationship to the increase in the height and/or density of a proposed development. Affordable housing is specifically identified in the City’s official plan as a potential community benefit that may be achieved through section 37, and, subject to other relevant policies, as the first priority community benefit when height and/or density increases are sought in relation to large residential developments.

New York, New York

In 1987, the City of New York established an inclusionary housing program that provides a density increase of up to 20 percent for new market-rate housing projects in exchange for the provision of new or rehabilitated lower-income housing. The program was expanded in 2005 to certain areas being rezoned as part of the Marketplace Plan (also called Designated Areas Program). As part of the expansion of this program a density bonus of up to 33% above the base floor area ratio was offered and in exchange, developers had to set aside 20% of a building’s residential floor area to house low-income families. The program was further expanded to include affordable ownership in 2009. As of 2013, about 2,760 affordable units have been created.

Additional Information

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from: <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

Office of Policy Development and Research, U.S. Department of Housing and Urban Development (2013). Evidence Matters: Inclusionary Zoning and Mixed-Income Communities. Accessed from:
<https://www.huduser.gov/portal/periodicals/em/spring13/highlight3.html>

7. Inclusionary Zoning

Inclusionary zoning typically requires or encourages private developers to construct some proportion of new residential development for affordable housing. Fees-in-lieu, land and other contributions of an equivalent value are also sometimes accepted by local municipalities. The initial price or rent of the affordable units is set by terms of the program and first occupancy is limited to income-eligible households. Restrictions are also placed on subsequent occupants and on rent increases and resale prices but these vary by municipality.

Policies can either be mandatory or incentive-based. When mandatory, developers are required to contribute affordable housing as a condition of development approval with density bonuses and other concessions that may be provided to offset the costs incurred by the developer. In incentive-based programs, builders are encouraged to contribute voluntarily to affordable housing in exchange for density bonuses and other offsetting incentives such as fast-tracking of approvals and reduced development standards. Research does show that incentive-based programs produce significantly less affordable housing than mandatory ones. The inclusionary zoning initiative depends on a buoyant housing market to create new affordable housing units.

The Provincial government passed the Promoting Affordable Housing Act, 2016 (in December 2016) which gives municipalities the option to implement inclusionary zoning to increase the supply of affordable housing.

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> ▪ Inclusionary housing policies have enabled the development of affordable housing units in markets where such housing would not normally have been developed (primarily in high-growth areas) ▪ Helps to overcome local opposition to affordable housing (NIMBY) | <ul style="list-style-type: none"> ▪ Resistance from the for-profit development industry ▪ Local ratepayers may object to higher densities in return for affordable housing because of perceived impacts on neighborhoods ▪ Inclusionary policies require administrative support from senior and local governments, including identifying affordable housing prices |

| | |
|--|--|
| <ul style="list-style-type: none"> ▪ Helps to offset high housing costs to lower income consumers during periods of rapid growth in market housing ▪ Helps to promote diverse communities where households of a wide range of incomes can live ▪ Would help to secure land and/or units for affordable housing in large scale redevelopment areas e.g. Lakeview | <p>and rents, monitoring development, and enforcing policies</p> <ul style="list-style-type: none"> ▪ Little evidence that this policy has helped significantly in overcoming affordability problems of low-income households |
|--|--|

Legislative Requirements

Provincial Policy Statement and Planning Act (s.34 and 37)

Case Studies

Palo Alto, California

Palo Alto is a wealthy and built-out community in the heart of Silicon Valley. For many years, this area has added jobs at a faster rate than homes. To redress the imbalance, the municipality implemented an inclusionary zoning program, the *Below-Market-Rate Program and Housing Impact Fees*, which required residential projects to provide 10 percent of the units as below-market rent. Since 1979, the program has created 177 affordable units and has received payments of \$1 million in fees-in-lieu.

State of New Jersey

The Fair Housing Act of 1985 requires growing municipalities in New Jersey to provide for affordable housing. Most municipalities use an inclusionary housing policy to achieve this goal. Inclusionary housing policies require private market rate developers to include a percentage (usually 20%) of all units in new residential developments as affordable housing for low- and moderate-income households. Seventy percent of all new housing constructed for low- and moderate-income households in New Jersey is created by using these policies. The Fair Housing Act has added 53,500 affordable housing

units, with 23,100 of these either already built or under construction, 14,600 units with zoning in place, 6,300 regional contribution agreement units, and 9,500 units that have been rehabilitated.

France

The Solidarity and Urban Renewal Law (SRU) establishes that every municipality with more than 3,500 inhabitants has to have at least 20% of social housing stock. Each municipality can decide how to achieve this. In Paris, the urban plan requires that each new private development has to reserve 25% of the new construction area for social housing. Since 2002, those municipalities that did not meet the 20% minimum requirement were subject to a tax payment to be used to support social housing construction.

United Kingdom

Section 106 of the 1990 Town and Country Planning Act is a tool that can be used by the municipality through the Local Planning Authority to negotiate with private developers a minimum percentage of social housing and/or new equipment according to the community needs as part of the process of gaining planning permission. The issue with this legislation is that it is not binding and depends on the negotiation between the local authority and the private developer.

City of Vancouver

In 2011, Vancouver adopted the Cambie Corridor Plan which requires inclusion of affordable housing, including affordable rental housing, in target rental areas, on large sites and elsewhere.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/usinhopo/index.cfm>

Ontario Ministry of Municipal Affairs – Inclusionary Zoning: <http://www.mah.gov.on.ca/Page13790.aspx>

Morales, L. and Garcia-Almirall, P. (2015). The Housing Policy Structure of Paris, London and Barcelona: A Comparative Research.

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

8. Large Sites Policy

The large sites policy is an inclusionary housing program where a proportion of residential developments on large sites are required to be affordable housing. Implementing a large site policy may have significant benefits for developments on larger sites, including brownfield sites while the cost to the municipality would be low and mostly related to administrative resources. It would be most effective if combined with some type of incentive.

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> ▪ Enables the development of affordable housing units in markets where such housing would not normally have been developed (primarily in high-growth areas) ▪ Helps to promote diverse communities where households of a wide range of incomes can live | <ul style="list-style-type: none"> ▪ Resistance from developers ▪ Local ratepayers may object to higher densities in return for affordable housing because of perceived impacts on neighborhoods ▪ Evidence for the effectiveness of this policy is limited |

Legislative Requirements

At present there is no legislative authority to require a portion of development to include affordable units through zoning provisions (s 34 of the Planning Act). Section 37 of the Planning Act allows municipalities to pass a bylaw authorizing increases in height and density in exchange for the provision of community benefits which includes affordable housing. The Province is currently in the process of developing legislation to specifically permit inclusionary zoning.

Case Studies

City of Toronto

Toronto's Official Plan includes a policy for sites larger than five hectares. It states that for these developments, a minimum of 30% of the new units will be in forms other than single detached and semi-detached, such as row housing, triplexes, and multi-residential buildings. The policy also states that if a height or density increase is sought, the community benefit that will be prioritized will be affordable housing and that at least 20% of the additional residential units

will be provided as affordable housing. These affordable units can be built either near the development or elsewhere in the City, provided through the conveyance of land, or through a cash-in-lieu payment for the construction of affordable housing. The policy has not been used nor have any implementing regulations or guidelines been prepared to augment the basic requirements found in the Official Plan.

City of Vancouver

In 2011, Vancouver adopted the Cambie Corridor Plan which requires inclusion of affordable housing, including affordable rental housing, in target rental areas, on large sites and elsewhere.

City of Montreal

Montreal has an inclusionary housing strategy for developments of 200 or more units. The strategy requires that at least 30% of the new units be provided as affordable housing with 15% provided as social housing and 15% as affordable rental or affordable ownership housing. This strategy is framed as a guideline rather than a requirement as its implementation is dependent on the boroughs and could vary in response to local conditions.

Additional Information

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

SHS Consulting (2009). Region of Peel Official Plan Review Background Report: Tools and Practices to Address Housing Issues.

Wellesley Institute (2010). Montreal: Inclusionary Housing Strategy. Accessed from:
<http://www.wellesleyinstitute.com/wp-content/uploads/2010/03/CaseStudyMontreal.pdf>

9. Remove Barriers and Incent Creation of New Second Units

Second units are one of the most cost-effective ways to increase the supply of affordable rental housing and integrate affordable housing throughout the community while maintaining neighbourhood character. Some municipalities have opted to provide grants or loans to encourage the development of second units as affordable rental housing. In most cases, rents for units receiving a grant or loan are required to meet affordable levels for a certain time period.

Advantages

- Second units can provide a solution to the demand for affordable rental housing such as youth, older adults and new immigrants and assists households facing financial challenges to stay in a community such as homebuyers with limited equity or on fixed incomes
- Second units provide affordable rental housing in a neighbourhood setting without major government assistance, as they do not generally put much of a demand on local governments except for inspections and education
- In many areas, very little rental housing is being built and secondary suites are a cost-effective way of addressing rental housing needs, while also achieving housing densification in both urban and rural areas
- Second units can make better use of existing infrastructure where demographic shifts in neighbourhoods may have resulted in capacity
- Homeowners can reduce their monthly carrying costs by an average of 22.5% with a second unit

Disadvantages

- Secondary suites are often provided illegally, even in areas where they have been legalized, because it is expensive to bring units up to current standards (e.g. fire and building code compliance)
- There can be strong opposition to legalizing secondary suites from local residents
- Secondary suites may add increased pressure on crowded streets where parking is limited
- Many homeowners are reluctant to go through the complex procedures associated with creating a secondary suite, including getting proper approvals
- There is a concern with regard to illegal second units that do not meet health and safety standards
- There is limited information on existing illegal units
- The impact of second units on the character of a neighbourhood is a common community concern

Legislative Requirements

Planning Act (s.16, 17 and 34)

Case Studies

Edmonton, Alberta

The City of Edmonton encourages the creation of secondary suites by relaxing bylaw restrictions and providing grants to homeowners who add rental suites to their homes. The City's main reason for introducing a secondary suites program was the lack of affordable rental housing in 2005. The City introduced its Cornerstones plan, which includes funding for the Secondary Suite program, in 2006. This Secondary Suites program was designed to increase safe, affordable housing options for lower income households and resulted in the creation or upgrading of 553 secondary suites. Renewed funding of \$3 million in 2013 is helping to upgrade and create an additional 450 secondary suites by the end of 2016. As of 2014, secondary suites grants operating agreements changes from a ten-year term to a five-year term.

City of Calgary

The City of Calgary introduced a Secondary Suites grant program which provided a maximum one time grant up to \$25,000 to registered owners for up to 70% of eligible costs (development, permit fees and construction costs). A total funding of \$6M achieved 240 new second units which must be available for rent for 5 years. Family members are considered legitimate tenants. The owner is required to report annually on rents.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/pesesu/index.cfm>

10. Permit Garden Suites and Laneway Housing

Garden suites (also known as "granny flats") are an affordable housing type because they do not require the purchase of land and they are relatively inexpensive to install if they are constructed from pre-fabricated materials. They are detached self-contained residential structures on existing residential properties that contain sanitary and kitchen facilities and bedroom/sleeping areas. These are designed to be portable and are accessory to the existing residential structure.

Laneway (or carriage) housing refers to a small, detached form of infill housing built on a single family lot and typically located in a rear yard and oriented towards the lane. Laneway houses might be permitted in residential areas and can be built in addition to a secondary suite in the main house. The dwelling would be for rental or family occupancy only.

Additional revenue for homeowner (to cover housing costs) and an increase in the housing supply without the cost of new land for affordable housing.

The Strong Communities through Affordable Housing Act, 2011 amended the Planning Act to allow municipalities to pass temporary use by-laws authorizing garden suites as a temporary use for up to 20 years. Municipalities can also extend the temporary authorization for garden suites by further three-year increments.

Advantages

- A relatively inexpensive housing option for households in need of affordable housing
- The unit is connected to the services of the main dwelling and does not require the purchase of land
- Garden suites can act as a mortgage helper to the homeowners if rental income is received
- Common in rural communities where the property fabric can support additional dwelling. In these

Disadvantages

- The approval process can be lengthy, especially if a site-specific bylaw is required
- Neighbours may raise concerns about the increase in density
- It can be difficult to install the garden suite in denser residential areas
- The policy may only help relatively well-off seniors whose children have houses or who own

| | |
|--|---|
| <p>areas larger lot sizes are more common facilitating the establishment of garden suites</p> <ul style="list-style-type: none"> ▪ The policy is suitable for cities with large proportions of single-family houses on large lots | <p>a property themselves and can share the lot with their children</p> <ul style="list-style-type: none"> ▪ This solution may not help the people in most need of help |
|--|---|

Legislative Requirements

Planning Act (s.39)

Case Studies

Moncton, New Brunswick

The goal of permitting the development of garden suites in Moncton is to allow homeowners to use extra space on their lot for income that can be put toward their mortgage payments. Also, the suites can provide affordable rental housing to their relatives or to low-income renter households. They can be located in the rear yard or on top of a garage. Creating a garden suite in the City of Moncton involves applying for a “change of use” as well as a building permit and paying the associated fees. There are no additional fees for licensing or registration. The suites help Moncton achieve its affordable housing goals.

Town of Bradford West Gwillimbury

The Town of Bradford West Gwillimbury promotes garden suites and secondary suites as part of their strategy to assist in the provision of new affordable rental housing that meets the needs of an aging population and to achieve residential intensification goals.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Policy and Regulation. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/prgasu/index.cfm>

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from:
<http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

11. Prohibit Downzoning

Downzoning is the reduction of density allowed for a certain property under zoning bylaws, such as from high density to medium density. Downzoning may have the effect of reducing the affordable housing stock as sites that are currently zoned to allow multi-residential developments, which are generally more affordable, would only allow low density residential developments after the downzoning process.

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> ▪ Ensures the efficient use of land ▪ Avoids the necessity of rezoning in the future ▪ Keeps property values high due to the high potential for development | <ul style="list-style-type: none"> ▪ May be seen as limiting the rights of property owners ▪ May be challenging to implement in established municipalities |

Legislative Requirements

Planning Act (s 16, 17. 34)

Case Studies

Ottawa, Ontario

The City of Ottawa's Official Plan has a policy that specifically prohibits downzoning of residential land to curb the loss of affordable housing. The goal of this policy is to ensure that redevelopment of land does not result in low density infill housing and the loss of apartment potential for multi-housing types of development.

Additional Information

SHS Consulting (2009). Region of Peel Official Plan Review Background Report: Tools and Practices to Address Housing Issues.

Retaining Existing Rental Housing Stock

12. Demolition and Conversion Control

The preservation of the existing affordable housing stock is an important component of a local housing strategy. Affordable rental units are sometimes lost through demolition, the conversion of existing units from rental to ownership / condominium and property renovations.

Municipalities may enact by-laws to prohibit and regulate the demolition of residential rental properties containing six or more dwelling units and the conversion of such properties to a purpose other than residential rental. Some municipalities have developed demolition and conversion control policies through their land use processes to help ensure the preservation or replacement of affordable housing in communities where residential rental housing is decreasing. In Ontario, many municipalities have official plan policies that prohibit the conversion of rental buildings unless the vacancy rate reaches a certain level.

Some municipalities have policies related to replacing affordable housing units that have been demolished or converted to another tenure (i.e. ownership or condominium) or use. This helps ensure that the affordable housing supply in a community is not diminished.

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> ▪ It is usually less expensive to convert existing residential properties instead of building new buildings ▪ This initiative can be combined with the preservation of historic buildings ▪ Can help preserve affordable housing for residents of a building that would otherwise be | <ul style="list-style-type: none"> ▪ The process of renovation can be disruptive to tenants, who may have to move temporarily ▪ Sometimes the upgrading of rental housing results in rent increases even if grants are provided, so rent supplements may be needed ▪ When neighbourhoods are upgraded, they may become attractive places to live for higher- |

| | |
|--|--|
| demolished or converted to condominiums or luxury rental units <ul style="list-style-type: none"> ▪ Can help stabilize inner-city neighbourhoods and increase self-sufficiency of tenants | income earners, and this can push up land values and housing costs |
|--|--|

Legislative Requirements

Planning Act, s.33

Case Studies

Guelph, Ontario

The City of Guelph has also enacted a bylaw which designates the entire city as an area subject to demolition controls, in order to retain existing residential stock and former residential buildings.

City of Ottawa

The City of Ottawa has Official Plan policies related to the conversion of six or more rental units to condominium or freehold ownership. A conversion will only be allowed if the vacancy rate is at or above 3% and the existing rents are at or above the average market rent for the area.

City of Burlington

The City of Burlington has a policy that prohibits the demolition or conversion to freehold or condominium ownership of rental properties with six or more units unless the vacancy rate has been at or above 3% for the preceding two-year period. The policy also states that where demolition occurs, replacement housing units should be provided.

Regina, Saskatchewan

Regina has a policy on the conversion of rental housing units to condominium units. Its purpose is to ensure the orderly conversion of residential rental units to condominium ownership, to provide measures to mitigate hardship for tenants of rental properties that are the subject of conversion applications, and to ensure that conversions do not significantly impact the supply of rental accommodation in the city.

The policy states that there should be a vacancy rate of 2.0% or higher as determined by CMHC's rental market reports for the conversion to be approved. Properties with two to five units, designated heritage properties, properties in the Victoria Park Conservation District, and vacant properties (at least 50% vacant for the past year) are exempted from the vacancy rate requirement. All conversions, including heritage and vacant properties, are subject to the Tenant Transition and Assistance Measures which are designed to address the hardship associated with conversions.

Vancouver, British Columbia

The City of Vancouver has a replacement housing program in the Downtown Core to help ensure that the number of units affordable to low and moderate income households is not reduced. This strategy may be replicated in an urban area where development is decreasing the amount of single room occupancies (SROs), affordable market or special needs housing. It has been stated that for the replacement program to be effective, all elements should be enforced: a one-to-one replacement, a \$1,000 fee for each low income unit demolished and a percentage of development cost levies for the purpose of replacement housing.

Additional Information

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from: <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

CMHC (2016). Retaining Affordable Housing. Accessed from: <http://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/pore/reafho/index.cfm>

Enabling Legislation for Municipal Incentives

13. Municipal Capital Facilities Agreements

Municipal capital facilities agreements can be used by municipalities to create relationships with other parties such as public bodies, municipal services corporations, the private sector and not-for-profit organizations to deliver municipal facilities. The types of municipal capital facilities listed in the regulation include, among others, municipal housing project. As an example of this tool, a municipality may consider an agreement with, and providing financial assistance to, a not-for-profit organization for affordable housing facilities.

Assistance for municipal capital facilities from a municipality can include:

- Giving or lending money
- Giving, leasing or lending property
- Guaranteeing borrowing
- Property tax exemptions or reductions

Municipalities may also consider development charge exemptions for land used for municipal capital facilities.

Prior to entering into a municipal capital facilities agreement to provide affordable housing, the municipality must pass a municipal housing facility by-law. A municipal housing facility by-law must include a definition of “affordable housing”, policies regarding public eligibility for the housing units to be provided as part of the municipal capital facilities, and a summary of the provisions that an agreement respecting municipal housing project facilities is required to contain.

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> ▪ Non-profits and/or private developers put up a portion of the capital and operating costs ▪ Services, such as affordable housing, are delivered even if the municipality has limited resources | <ul style="list-style-type: none"> ▪ Significant initial investment and risk for the municipality ▪ Limited control over who the target client group is and how service is delivered • |

-
- Increases the supply of affordable housing for at least the term of the agreement
 - Project proponent takes on the responsibility of developing and operating the housing project
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Legislative Requirements

Municipal Act 2001, s.110

Case Studies

City of Kawartha Lakes

The City of Kawartha Lakes, as the Service Manager, has a bylaw to provide municipal housing facilities (By-Law 2006-262). It allows the City to enter into agreements with housing providers.

Region of Peel

The Region of Peel has a bylaw, "Municipal Housing Facility Bylaw", governing the provision of municipal housing project facilities in the Region and allowing the Region to enter into agreements with housing providers.

Additional Information

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from:
<http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

14. Community Improvement Plans

A Community Improvement Plan (CIP) is a tool that allows a municipality to direct funds and implement policy initiatives toward a specifically defined project area. Section 28 of the *Planning Act* gives municipalities that have enabling policies in their official plans, the ability to prepare Community Improvement Plans. The Community Improvement Plans are intended to encourage rehabilitation initiatives and/or stimulate development. Once implemented, the plan allows municipalities to provide tax assistance, grants or loans to assist in the rehabilitation of lands and/or buildings within the defined Community Improvement Project Area.

Municipal councils must adopt Official Plan policies and a bylaw to designate a community improvement project area. The Official plan policies must specify municipal programs and incentives and their eligible works, improvements, buildings or facilities. The Official Plan must also identify affordable housing as a community benefit.

Subsection 28(1.1) of the Planning Act provides that community improvement includes the provision of affordable housing. Municipalities can consider using CIPs to provide for grants or loans in relation to the provision of affordable housing within CIP project areas. In some instances, loan agreements between municipalities and land owners require that specified properties be maintained as affordable housing.

Advantages

- Can enable municipalities to provide grants and loans to stimulate private sector investment in targeted areas of the community
- Can promote revitalization and place-making to attract tourism, business investment and economic development opportunities
- May promote brownfield cleanup and redevelopment

Disadvantages

- Would require investment in grants or loans within the CIP project areas

- May make more effective use of existing community infrastructure
- Allows for registration of grant and loan agreements on title

Legislative Requirements

Planning Act (s.28), Municipal Act (s.106)

Case Studies

Waterloo, Ontario

The Region of Waterloo Reurbanization Community Improvement Plan (RRCIP) was established to help reduce development costs in an area of the Central Transit Corridor (CTC) and to promote a number of redevelopment goals, for example, providing for an appropriate range of housing choices, including affordable housing. While there were a number of under-utilized sites within the CTC with potential for reurbanization, redevelopment of these sites had proved difficult by their arrangement, the presence of existing buildings, or being too small to accommodate higher densities.

Peterborough, Ontario

The City of Peterborough Affordable Housing Community Improvement Plan (CIP) offers financial incentives to build affordable rental housing within the designated Affordable Housing Community Improvement Project Area. The project must remain affordable for a period of at least 20 years and rents must meet the City's guidelines of "affordable" which is at least at or below average market rents. The Affordable Housing CIP has a number of financial programs including the Tax Increment Grant Program, Development Charges Program, Municipal Incentive Program, and Municipal Housing Facilities Program. An eligible project can apply for all these programs as well as any other programs outside of the Affordable Housing CIP, such as the Investment in Affordable Housing (IAH) Program and the City's Heritage Property Tax Relief Program.

Additional Information

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from:
<http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

Ministry of Municipal Affairs and Housing (2015). Land Use Planning: Community Improvement Plans. Accessed from:
<http://www.mah.gov.on.ca/Page6850.aspx>

City of Peterborough (2012). Affordable Housing Community Improvement Plan: Financial Incentive Program Application Package. Accessed from:
<http://www.peterborough.ca/Assets/City+Assets/Planning/Documents/Affordable+Housing+CIP+Application+Package.pdf>

Land-Based Incentives

Securing and Holding Land

15. Housing First Policies for Surplus Public Land

Land prices have been increasing so providing surplus land owned by governments or school boards may be a more efficient way of providing assistance to non-profit organizations and other developers of affordable housing. Some municipalities have adopted “housing first” policies calling for surplus lands to be used for housing purposes first. These municipalities have usually made such sites available on a lease basis for \$1 in return for the provision of various forms of affordable housing.

Some jurisdictions, particularly municipalities, have made land available at reduced costs (even free) to stimulate development of affordable housing. For example, municipalities often have land that has been taken back on tax arrears that can be provided at reduced costs. Developers often find this an incentive to invest, depending on the location of the property. This can be an incentive for increasing both rental and ownership supply.

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> ▪ Reduced land costs for developers of affordable housing ▪ More efficient use of government-owned surplus land ▪ Low investment for government with the potential of high returns in terms of affordable housing | <ul style="list-style-type: none"> ▪ The municipality (or other level of government) may be passing up a chance to sell the land at a much higher rate ▪ Land may not be in an ideal location for affordable housing (e.g. not close to transit or services) |

Legislative Requirements

Municipal Act, 2001 (s.107)

Case Studies

Pembroke, Ontario

Surplus school lands are another form of surplus land that can be used for affordable housing. McKenzie Heights is an old school that was redeveloped as an 18-unit home for low income seniors. There are one and two bedroom units, most of which have exits directly to the parkland outside. Many of the units have gardens that the residents worked on themselves. There is also a central corridor that functions as a common area where residents can walk and interact with their neighbours during the winter. The support service provider uses the former principal's office. Due to the location of the school, the residents have easy access to a hospital, grocery store, and transit.

Regina, Saskatchewan

The City of Regina has a history of contributing land to affordable housing. On a number of occasions the City has donated lots to Habitat for Humanity. The City has also sold land at discounted prices for the development of affordable ownership housing. When the City puts out Requests for Proposals (RFPs) for the purchase of public land and development of residential projects, affordability is a significant factor in the evaluation, as is sustainability and appropriate density.

Additional Information

SHS Consulting (2009). Region of Peel Official Plan Review Background Report: Tools and Practices to Address Housing Issues.

Providing Land at Reduced Cost

There are a range of tools that a municipality can utilize to provide land for affordable housing. These include land leases, donating land, or providing land at below market value. These tools are described below.

16. Providing Land

a. Land Leases/ Ground Leases

The length of the lease can be as long as 99 years, which is considered to be comparable in value to freehold ownership. The length of the lease is sometimes tied to the expected life of the building, about 60 years for residential construction, which brings the lease value to about 75 per cent of outright ownership. Leases with shorter periods generally cost less to the lessee than long-term leases.

For many organizations, land leases are generally preferable to donating the land or selling it at a reduced price, because they can provide effectively the same assistance without relinquishing ownership and control of a public asset. For this reason, landholders sometimes choose to lease out the land at nominal rate (for example, \$1). Also, through terms in the leasehold agreement, they are able to ensure that the affordability of the housing is maintained for the period of the lease.

b. Donated Municipally-Owned Land

In this situation, a municipality donates the land to an organization, usually a non-profit group, for the purposes of building an affordable housing project on it.

c. Providing Land at Below Market Value

Governments, non-profit groups, or private sector organizations might lease out or sell land at below market rate as a way of making housing more affordable. They have the option of enhancing affordability even more by offering the land on favourable terms or by deferring payments until they can be covered by the rental income.

Advantages

- Providing land is an effective way of making housing more affordable, by reducing development costs, and thereby reducing the amount of financing that must be raised or borrowed at the outset of a project
- When leasing municipal lands, even for a nominal fee, the municipality retains the lease tenure and therefore the ability to protect the affordable housing
- This strategy works especially well for private developers (as an incentive)

Disadvantages

- Providing land is sometimes controversial; it can be viewed as diminishing the prosperity of the city or region in question
- Appropriate safeguards must be put in place to prevent abuse, so that affordable housing built on provided land remains affordable
- In a lease arrangement, affordable housing developers do not benefit from an appreciating asset (land); instead, they are putting equity into a depreciating asset (the building)
- Some lenders may be unwilling to lend on developments with only a leasehold interest, because they have less security in the event of a loan default
- The market resale value at the end of the lease period may be \$0 if there is no guarantee that the leaser will renew the lease, requiring the lessee to vacate the dwellings, demolish the structures and clean up the site
-

Legislative Requirements

Municipal Act, 2001 (s.110)

Case Studies

Calgary, Alberta

Sun Court is a 27-unit housing development designed for low-income families aiming to become first-time homeowners, built in Calgary, Alberta. Sun Court is built on land leased to Habitat for Humanity at below-market rates. The land was obtained through a land swap between the Calgary Homeless Foundation and the City of Calgary. Habitat for Humanity holds a lease on the Sun Court land, and the Calgary Homeless Foundation retains ownership of the land.

Minden Hills, Ontario

The Kawartha Lakes Haliburton Housing Corporation developed twelve units under the Investment in Affordable Housing Program Extension. The Township donated land, waived planning and building fees, and reduced property taxes while the County made a cash donation.

Dysart, et al, Ontario

The Township of Dysart, et. al. provided land to the Kawartha Lakes Haliburton Housing Corporation for the cost of remediation of the site. This, in combination with additional contributions from the County of Haliburton, City of Kawartha Lakes, and the Township in terms of waiving planning and building fees, resulted in twelve affordable family townhouses.

Additional Information

Canada Mortgage and Housing Corporation. 2015. Affordable Housing Ideas: Financing and Tenure. Retrieved from: <https://www.cmhc-schl.gc.ca/en/inpr/afhoce/afhoce/afhostcast/afhoid/fite/prla/index.cfm>

17. Land Banking

Acquisition of land by a municipality prior to expanding urbanization (before land values increase); the municipality could reserve that land for a use that it deemed best in meeting their objectives. However, land prices have been increasing over the years and as such, this tool would require a significant investment from a municipality which may outweigh the benefits gained from implementing the tool.

A land bank is an organization that acts as a legal and financial entity that acquires unproductive, vacant, and developable land and holds on to it in anticipation of future development. The land bank can be a municipality or another entity established strictly for this purpose. These organizations are generally created by legislation, municipal policies, or municipal bylaws. Land banks acquire property by:

- Purchasing it on the open market or through a right of refusal on annexed or government surplus lands, or;
- Seizing it from landowners who frequently neglect to pay their property taxes or have abandoned their homes.

Advantages

- Reduced land costs for developers of affordable housing
- Land banks encourage redevelopment of vacant and abandoned properties that lead to benefits such as:
 - A reduction in city property maintenance costs
 - Increased property tax revenues
 - Increased local property values
 - Promote further residential and commercial development
- Reduces the cost of land for affordable housing development
- The city has more control over the future development of land

Disadvantages

- Land bank or municipality may lack sufficient acquisition funds for new land
- Requires ongoing and effective coordination between the land bank, the city, and affordable housing agencies
- Properties may not have enough value to justify development

Legislative Requirements

Planning Act (s.25) allows municipalities to acquire and hold land if the official plan includes provisions relating to the acquisition of land and how this land is to be developed.

Case Studies

City of Saskatoon

The City of Saskatoon is one Canadian example of a municipality that is very active in land banking. The City of Saskatoon Land Branch plans, services and sells residential, commercial and industrial lots owned by the City. They use the “profits” from the sale of surplus City owned land (difference between the original cost of the purchase and services and the market sale price) to support broad public policy objectives such as the physical development of neighbourhoods, community services, as well as to make money for public programs. Some 10% of Saskatoon’s land sales go into the Affordable Housing Reserve to support housing programs, which can be a substantial contribution. Approximately \$7.2 million has gone into the reserve since 1987, including a one-time initial contribution of about \$5.2 million and about \$6.4 million has been spent on housing activities since then - a total of 1,328 housing units, including social (public) housing, private sector market affordable housing, and new homeowner co-operatives.

Additional Information

SHS Consulting (2009). Region of Peel Official Plan Review Background Report: Tools and Practices to Address Housing Issues.

Integrating Affordable Housing with Community Facilities

18. Mixed-Use Community Facilities / Hubs

There is a growing trend for municipalities to combine multiple uses, especially municipal services and housing, in single structures on city-owned land. These mixed-use community facilities or community hubs provide a central access point for a range of needed health and social services. It can be a school, neighbourhood centre, library, seniors centre, a place of worship, or affordable housing development. The major benefits of this strategy are that it reduces or eliminates the land cost for the affordable housing producer and it ensures affordability over the long term as the land will continue to remain in public ownership. Implementation of this tool may be combined with other tools and in partnership with private and/or non-profit housing and support service providers.

| Advantages | Disadvantages |
|---|--|
| <ul style="list-style-type: none"> ▪ Better use of underutilized city land ▪ Can be combined with air rights lease or other strategy where municipality may see a small income stream ▪ A more efficient and sustainable approach to providing services ▪ Improved access to services | <ul style="list-style-type: none"> ▪ Difficult to garner community acceptance |

Legislative Requirements

Land use designation in Official Plan and Zoning Bylaws must permit mixed use.

Case Studies

Vancouver, British Columbia

Streetohome is a transitional home for low-income single mothers. Joint venture initiative of the City of Vancouver, Vancouver Fire and Rescue Services and YWCA Metro Vancouver. Proposal involves replacing a 63-year-old fire hall with a six-storey building that would have a fire hall on the first two levels, 31 housing units on the top four levels, a rooftop patio and 14 parking spaces. The new fire hall would replace an aging facility and provide a seismically sound building. In addition, co-locating social housing in municipal buildings is an innovative way to address the need for more affordable housing. The project will house up to 76 moms and kids with rent set at 30 per cent of income. Multi-purpose buildings help maximize land use and keep costs down.

Streetohome - Cause We Care House is located in Vancouver's Downtown Eastside. This innovative new development will include YWCA programs and services, a public library and 21 units (a mix of 2-, 3- and 4-bedroom units) of supportive housing for single mothers and their children who are at risk of homelessness.

Richmond, British Columbia

Storeys, is a 129-unit affordable rental housing project. Storeys will include office space for the six non-profit agencies partnering on the project and some community meeting space. Construction is expected to begin summer 2015 and to be completed by spring 2016.

Winnipeg, Manitoba

The Edge – Artist Village is a development in Winnipeg's downtown Exchange District. It is a combination of affordable residential rental units and commercial space for an art gallery, studios, workshop and classrooms. There is also space available for rent by the local art community.

Town of Richmond Hill

The Richmond Hill Housing and Community Hub is an initiative led by York Region to build a multipurpose development on Yonge Street. It will incorporate a 202 unit mixed-income housing complex and a range of services for youth. These

services will include emergency and transitional housing as well as a youth drop-in centre to be managed by Pathways for Children, Youth and Families in York Region. A commercial/ social enterprise space is also proposed. The development is located within a transit corridor and close to local amenities. Overall, this development will help address the need for affordable housing in the community as well as provide services for youth in southern York Region.

Additional Information

Journal of Commerce. 2015. Construction of mixed-use municipal facilities on the rise. Retrieved from: <http://journalofcommerce.com/Projects/News/2015/5/Construction-of-mixed-use-municipal-facilities-on-the-rise-1007571W/>

SHS Consulting (2009). Region of Peel Official Plan Review Background Report: Tools and Practices to Address Housing Issues.

York Region, Community and Health Services Department (n.d.). Richmond Hill Housing and Community Hub Information Sheet. Accessed from: <https://www.york.ca/wps/wcm/connect/yorkpublic/429a9237-475a-4798-b8e8-f794603b1ca4/RH+Hub+info+sheet.pdf?MOD=AJPERES> and <https://www.york.ca/wps/wcm/connect/yorkpublic/7c529f24-d50f-4879-9812-a48a2787acf0/Richmond+Hill+Housing+and+Community+Hub+Initiative+FAQ.pdf?MOD=AJPERES>

Government of Ontario (2016). Community Hubs in Ontario: A Strategic Framework and Action Plan. Accessed from: <https://www.ontario.ca/page/community-hubs-ontario-strategic-framework-and-action-plan>

Financial Incentives

Incentives to Reduce Capital Costs

19. Municipal Planning and Building Fees

An effective way to help produce low cost affordable housing is to create incentives to offset the costs to the developer of producing affordable housing. One way for the municipality to contribute is to waive or reduce municipal fees and charges that increase the cost of development. This is an easy and simple procedure a municipality can implement to financially support affordable housing projects. This may take the form of reductions or waivers.

Municipalities may reduce or waive planning application processing fees and building permit fees where they are satisfied that it would be unreasonable to require payment in accordance with the established tariff of fees. A reduction or waiving of the fees for applications required for an affordable housing development would help to reduce associated costs with the development.

20. Development Charges

Municipalities can impose development charges on residential developments to offset the increased capital and infrastructure costs associated with the increased requirements for services arising from the new development. In Ontario, a municipality is required to pass a Development Charges Bylaw to impose development charges. This bylaw can apply to the entire municipality or only part of it; phase in development charges to stimulate development; and, exempt or reduce development charges for certain types of developments specified in the bylaw, i.e. affordable housing.

21. Parkland Dedication / Cash-in-Lieu

Municipalities can tailor their parkland dedication and cash-in-lieu requirements to facilitate the development of affordable housing. For example, municipalities may provide for a reduction or exemption in the parkland requirements in specific geographic areas and can use this authority to help reduce the cost of affordable housing development.

Advantages

- Lowers costs for affordable housing developers
- Acts as an incentive to private developers who might develop affordable housing
- Redesigning development fees so they reflect the size of the unit will take away the incentive for builders to develop larger, more expensive units
- Adjusting fee schedules to reflect true costs as nearly as possible makes urban development more efficient

Disadvantages

- Municipal governments often require these fees and charges to balance budgets
- Sometimes there are legal issues involved with waiving development charges for affordable housing, depending on the overriding provincial statutes governing municipal responsibilities
- Estimating the true costs of new development is very difficult and attempts to develop marginal cost fee schedules often appear arbitrary

Legislative Requirements

Municipal Act, 2001, Development Charges Act, 1997, Planning Act (s.40, 42, 51.1, 69)

Case Studies

City of Kawartha Lakes, Ontario

The Kawartha Lakes Haliburton Housing Corporation built 29 new townhouse units and an additional 16-units as part of a regeneration project. These new units are a result of contributions from the City, including waiving of development charges, building permit fees, site plan application fees, security requirements for site plan, parkland levy, and service connection fees. The City also reduced property taxes for forty years.

City of Cambridge; Kitchener-Waterloo, City of Hamilton

The Cities of Cambridge, Kitchener, Waterloo and Hamilton have adopted by-laws which waive development charges in downtown areas for all development including residential.

City of Ottawa

The City of Ottawa's Action Ottawa initiative for affordable housing also waives development charges, planning fees, and parkland levies for affordable units.

City of Toronto

The City of Toronto's Open Door Program was approved in 2016 with the goal of encouraging the development of affordable housing. The City maintains a list of organizations (Open Door Registry) who are interested in the program and who will be notified of any updates and calls for applications or proposals. The program provides financial contributions, including capital funding, fees and property tax relief, fast-tracking approvals, and activating surplus public land.

Austin, Texas

One example of a municipality reducing development charges is the City of Austin (Texas), which will provide an exemption of about \$1,570 in development levies per housing unit when builders apply for a building permit for affordable housing. The initiative is designed to attract, into the inner city, reasonably priced housing that is affordable to families with incomes below 80% of the median income for Austin, i.e., under \$39,900 for a family of four. The purpose of the program is to have homes built within the City's boundaries, especially on pockets of vacant land within the City's urban core.

Additional Information

Ministry of Municipal Affairs and Housing (2011). Municipal Tools for Affordable Housing. Accessed from: <http://www.mah.gov.on.ca/AssetFactory.aspx%3Fdid%3D9270>

Metro Vancouver Regional Housing (2012). What Works: Affordable Housing Initiatives in Metro Vancouver Municipalities.

Starr, E. and Pacini, C. for the Ontario Professional Planners Institute (2001). The Municipal Role in Meeting Ontario's Affordable Housing Needs: An Environmental Scan of Municipal Initiatives and Practices.

22. Capital Loans and Grants

Various forms of support and incentives are needed to help address the high cost of developing new forms of housing so that they become affordable to low and moderate income families and individuals. Many municipalities provide capital funding in the form of grants, forgivable loans, or repayable loans to supplement these existing incentives and any funds received by senior levels of government.

One example of this tool is a **capital revolving loan fund** which is a source of money from which loans are made for small development projects. A loan is made to one affordable housing project at a time, and as repayments are made, funds are made available for new loans for other projects. Therefore, it is a self-replenishing pool of money, utilizing interest and principal payments on old loans to issue new ones. These loans are often used to fill financial gaps in a development project and generally have a below-market interest rate (which could be the same as the municipality's borrowing rate). While a revolving loan fund cannot finance projects on its own, the ultimate goal is to ensure the borrower is financially independent and eligible for loans from commercial banks.

In the case of affordable housing development, revolving loan funds are most likely to be used for certain cost components, along with other sources of funding and financing. For example, they might be used for predevelopment assistance or medium-term equity loans, in conjunction with conventional bank loans and government subsidies.

Another example is where the municipality, in partnership with a non-profit or private developer, provides **grants or loans for down payment** for first-time homebuyers with lower incomes. Down payment loans usually are made with no interest or at a low interest rate. The equity loan assistance is recovered after an agreed period of time set out in the second mortgage. Typically, the loan is for a fixed period of 5, 10, or 15 years, after which time it is expected that the mortgage can be refinanced with an appreciation in the property value or an increase in household income.

Advantages

- Allowing governments to set aside funding without making an open-ended funding commitment
- The loans carry little or no interest
- Can be used in conjunction with conventional loans and various forms of government and community assistance
- Can be used to target specific aspects of development not covered by other sources

Disadvantages

- Loan recipients must not be high credit risks (loan repayment is essential)
- The fund might need to be replenished when interest rates are at zero or very low
- The fund might not be large enough to replace other sources of funding or to fund entire projects on its own

Legislative Requirements

Municipal Act, 2001 (s.107 and 110)

Case Studies

Regina, Saskatchewan

The City of Regina has a Social Development Reserve which is used for the funding of capital projects or capital grants to further social development within the City of Regina. It is funded through contributions by the municipality as well as the City's portion of revenues received under the Land Development Agreement with the Saskatchewan Housing Corporation (SHC). A capital contribution of \$10,000 per unit of affordable housing, which is defined as housing for individuals and families who are at or below the Provincial Maximum Income Levels (MILs) or housing established by non-profit housing providers and Aboriginal organizations, may be provided from the Social Development Reserve.

Province of Ontario

For example, the Canada-Ontario Affordable Housing Program which provides one-time up-front Federal and Provincial capital grants of \$150,000 per unit to private or non-profit developers if they charge a rent at or below 80 percent of Canada Mortgage and Housing Corporation (CMHC) Average Market Rent (AMR).

Region of Ottawa-Carleton (former)

The former Region of Ottawa-Carleton established a Capital Grants Fund from its social housing administration surplus (about \$1 million in 1998) and the Provincial Homelessness Initiative Fund. The purpose of the Capital Grants Fund is to increase the supply of affordable housing for persons who are homeless or at risk of homelessness.

Toronto, Ontario

Toronto's Capital Revolving Fund was established in 1999 with a capital allocation of \$10.9 million coming mostly from the City's successful density-bonusing program in the 1980s. The assistance may take the form of capital grants, loans or forgivable loans. Affordable ownership and affordable rental projects are both eligible. As a general rule, the Fund will support no more than 15 per cent to 25 per cent of the total capital costs of a project. The Capital Revolving Fund had an uncommitted balance of approximately \$3.5 million in 2013.

Winnipeg, Manitoba

This revolving loan fund was established by the Winnipeg Real Estate Board, and was funded through dedicated revenues from the interest on real estate broker accounts, and public funding from a home equity program. The Fund reduces borrowers' costs by using cash wherever possible instead of financing its purchases. As of mid-1999, \$574,000 was used for three homes.

City of Toronto – Options for Homes

This non-profit housing developer provides second mortgage loans to cover the difference between a unit's market value and the cost of producing the unit. The loan, which covers the down payment required for the purchaser to qualify for a mortgage is repayable when the unit is resold. The second mortgage increases with the appreciation of the unit and generates a long term source of income for the developer that can be used on subsequent developments.

Region of Peel

The Home in Peel Affordable Ownership Program is designed to provide low- and moderate-income residents who are currently renting a unit in the Region the opportunity to qualify for down payment loan assistance to buy a home in Peel

Region. The program will assist eligible applicants who have a total gross household income of \$87,800 or less to purchase a resale home in the Region that does not exceed a purchase price of \$330,000.

City of Kawartha Lakes

Habitat for Humanity Peterborough and Kawartha Region built five homes in Kawartha Lakes as a result of a partnership with the City. In addition to waiving planning and building fees, the City provided down payment assistance of \$50,000 for each partner family through the Investment in Affordable Housing Program Extension.

Additional Information

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Incentives to Reduce Ongoing Costs

23. Property Tax Equalization for New Rental Construction/ Property Tax Exemption

Municipalities impose tax rates on classes of real property. Generally, the multi-residential class includes rental apartment properties with seven or more units and the residential class includes condos and single residential dwellings. The municipal tax rate for the multi-residential class is often higher than the rate for the residential class. In conjunction with their local policies on affordable housing and incentives for it, municipalities have the option to reduce the property tax rate on multi-residential properties to near or equal the tax rate for the residential property class.

Some municipalities provide property tax exemptions to promote various local development initiatives. By exempting property from taxation, it reduces the ongoing costs of an agency's operations. For example, a municipality may promote the development and rehabilitation of affordable housing units by providing a long-term tax exemption to a property owner.

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> ▪ Lessens the burden on operating costs for affordable multi-residential rental housing | <ul style="list-style-type: none"> ▪ Decreases an important source of revenue for municipalities |

Legislative Requirements

Municipal Act, 2001 (s.308)

Case Studies

Regina, Saskatchewan

The City of Regina has been offering tax exemptions for residential developments. The exemptions are provided for up to five years, and only apply to the residential building assessments, thus excluding any portions used for commercial or other purposes. The exemptions start the January of the year following the commencement of construction.

City of Toronto

The City of Toronto established a special property tax class for new multi-residential rental housing. This new rate allows new rental housing to be taxed at the same rate as condominium homes for up to eight years (the maximum allowed by provincial law).

Many municipalities have established new multi-residential tax classes with lower municipal tax rates on new multi-residential buildings, including: the Cities of, Ottawa, Kingston, Guelph, Hamilton, Orillia, Greater Sudbury, Timmins, the Town of Parry Sound, and the Region of Waterloo.

Seattle, Washington

Seattle's Property Tax Exemption for Multifamily Housing Program is designed to stimulate the construction or rehabilitation of affordable multi-family housing units. The value of the multi-family housing unit improvements is exempted under the program for ten years and is transferable to new property owners. Housing developers have three years to complete their projects to be able to receive tax abatements.

Halifax Regional Municipality

The Tax Exemption for Non-Profit Organizations Program in Halifax provides property tax reductions and exemptions to non-profit agencies in general. This program is geared towards providing tax exemptions and reductions to agencies that provide a service or program that replaces a municipal program. Special provisions for property tax exemptions are made for non-profit agencies that provide shelter and affordable housing.

City of Toronto

In 2011, Council adopted Declaration as Municipal Housing Capital Facilities and Exemption from Municipal and School Property Taxes which resulted in the exemption from property taxes of about 289 Toronto Community Housing Corporation (TCHC) properties. This resulted in net savings to TCHC of about \$6.9 million beginning in 2012. The savings was to be used to fund state of good repair expenditures.

Additional Information

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City of Toronto (2013). 2013 Operating Budget Briefing Note. Accessed from:
<http://www.toronto.ca/legdocs/mmis/2013/ex/bgrd/backgroundfile-54850.pdf>.

24. Tax Increment Equivalent Grants

A Tax Increment Equivalent Grant (TIEG) provides grants or rebates to property owners to offset a portion of the property tax increase the owners will face as a result of a redevelopment. The TIEG is payable in instalments, typically over a ten-year period, with year one rebating 100% of the tax increase, and the percentage declining over time. This tool can be used as part of a CIP to encourage the development of affordable housing and may be less complex to implement than a TIF.

| Advantages | Disadvantages |
|---|---|
| <ul style="list-style-type: none"> ▪ Encourages redevelopment of an area as it decreases the future tax burden ▪ Offers a strategy to “self-finance” a redevelopment project without having to raise or impose new taxes ▪ Once the TIEG expires, the municipality will receive the full benefit of the property taxes on a much higher property tax base that would otherwise be present ▪ Can be an additional revenue stream to meet a community’s housing needs | <ul style="list-style-type: none"> ▪ Decreases an important source of revenue for municipalities |

Legislative Requirements

It is permitted through Section 28 of the Planning Act, but must be accompanied by an adopted community improvement plan for the area in question.

Case Studies

City of Peterborough

In 2011, the City approved the Central Area Community Improvement Plan and the Affordable Housing Community Improvement Plan to provide financial assistance to downtown redevelopment and revitalization projects and to assist in the creation of affordable housing. Three programs were implemented under the Affordable Housing CIP. The Municipal Incentive Program waives municipal fees such as planning application fees, parkland fees, and cash-in-lieu of parking for affordable housing projects. The Development Charges Program waives the payment of development charges for any new affordable housing units. The Tax Increment Grant Program is an annual grant to property owners to reimburse a portion of the municipal property tax increase resulting from increased assessment. The program would be implemented over nine years. For the first five years, the grant would be equivalent to 100% of the municipal tax increase with the property owner gradually paying the full amount of taxes from years 6 to 9.

City of Sault Ste. Marie

The Rental Housing Community Improvement Plan was implemented to increase Sault Ste. Marie's inventory of affordable rental housing, including barrier-free accommodation and assisted living units. The Rental Housing Tax Increment Equivalent Grant Program provides a grant to property owners who undertake the development or redevelopment of properties that result in a reassessment. The determined amount of the grant would be based on the incremental increase in the municipal taxes on a declining rate basis for a maximum of three years. When an approved project is complete, a grant will be paid annually by the City to the eligible applicant following the full payment of property taxes. In year one, the grant may equal up to 75% of the incremented taxes for the subject property. This decreases to 50% in year two and 25% in year three. The grants also support the inclusion of assisted living facilities and encourage developments that exceed the minimum requirements for barrier free design. Projects that include these elements will be eligible for one additional year of incentive of up to 75% tax grant.

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25. Tax Increment Financing

In Ontario, Tax Increment Financing (TIF) is generally provided through a grant and is essentially the difference between future tax payable and current tax payable that would result from re-development. This incentive is often seen in redevelopment areas or brownfield strategies. It is also used to increase the supply of affordable housing and/or improve the quality of affordable housing in an area. In these cases, affordable housing is the capital investment that is intended to fuel community revitalization. In other cases, TIFs are set up principally to fund other investments such as roads or sewers, that are intended to stimulate economic revitalization or growth in a community. Affordable housing is funded as a secondary activity using revenues generated from the primary capital improvements or bond proceeds raised in anticipation of those revenues. TIFs can also be used to preserve affordable housing opportunities in neighbourhoods undergoing rapid increases in housing prices.

Tax Increment Financing Act, 2006 authorizes a municipality to apply to receive such funding from the province by preparing a feasibility study and submitting it to the minister. Once the project is designated and one or more tax increment finance districts are established, the municipality and the province can enter into an agreement that would allow the municipality to direct a portion of the anticipated increased property taxes resulting from the initiative to fund the project.

This tool would be well-suited for specific neighbourhoods in need of redevelopment or large tracts of land to be developed. TIFs can also be used as a mechanism to support affordable housing near transit investments and in this way, the municipality may use this tool in combination with other tools to build affordable housing.

| Advantages | Disadvantages |
|--|--|
| <ul style="list-style-type: none"> ▪ Encourages redevelopment of an area as it decreases the future tax burden ▪ Helps reduce the costs and risks of developing brownfield sites | <ul style="list-style-type: none"> ▪ Decreases an important source of revenue for municipalities ▪ May be complicated to implement |

Advantages

- Offers a strategy to “self-finance” a redevelopment project without having to raise or impose new taxes
- Once the TIF expires, the municipality will receive the full benefit of the property taxes on a much higher property tax base that would otherwise be present
- Can be an additional revenue stream to meet a community’s housing needs

Disadvantages

Legislative Requirements

It is permitted through Section 28 of the Planning Act, but must be accompanied by an adopted community improvement plan for the area in question. Once approved by the Province, the municipality may offer TIF, grants, loans or other such incentives within the area covered by the plan.

Case Studies

City of Toronto

The City of Toronto, under the City of Toronto Act, has been granted the authority to implement TIF within prescribed areas.

City of Cambridge

The City of Cambridge has used tax increment financing to stimulate improvements and development within its downtown core.

Massachusetts, United States

In Massachusetts, the Department of Community Development and Housing’s Urban Center Housing – Tax Increment Financing Program authorizes local governments to use TIF financing for affordable housing in commercial centers that

have a low population during non-business hours. Municipalities must demonstrate the need for multifamily housing within the area they target under this program and designate at least 25% of new housing units to be affordable.

Utah, United States

The State of Utah mandates that municipalities that have adopted TIF after May 2000 and generate \$100,000 of annual tax increment must set aside a minimum of 20% of the funds collected for affordable housing construction, retention, or development within TIF boundaries. An additional 20% of TIF revenues can be used to replace homes lost to urban renewal and to housing preservation efforts outside of the TIF project area.

City of Sacramento, United States

The City of Sacramento and Sacramento Redevelopment Agency purchased 116 formerly private four-plex buildings in south Sacramento and redeveloped them into rental apartments for low-income families and seniors. Funds set aside for housing from a TIF district contributed a significant portion of the financing for this project.

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Mechanisms to Create a Capital Fund to Provide Incentives

26. Housing Trust Funds

HTFs are organizations that have secured a permanent source of on-going revenue committed to the provision of affordable housing. This dedicated revenue is usually established through legislation or ordinance and it nearly all comes directly or indirectly from local government sources, such as fees or taxes on some activity (e.g. linkage fees, surcharge on property taxes), or the interest on some public account (e.g. real estate escrow accounts). In this way, the funding is less vulnerable to shifting political priorities and it provides a better basis for creating long-term policies and programs. In addition to the dedicated on-going revenue, most HTFs in the US received some form of start-up funds, such as a government grant, endowment and/or contributions from other sources. An HTF can be replicated in any municipality where a source of capital is available to dedicate to housing initiatives and the benefits are high.

Advantages

- HTFs rely on dedicated and ongoing funding support so they are able to establish long term priorities and policies and develop sustained relationships with the community-based providers of affordable housing and related services
- HTFs do not rely on accessing program funds or other types of financial support from local community or government stakeholders as they have a dedicated source of ongoing funding
- HTFs have shown a marked ability to foster new housing solutions particularly ones that respond to local opportunities and needs

Disadvantages

- HTFs in the U.S. use their resources most effectively by piggy-backing on federal and other funding and financing; the absence of comparable assistance in Canada limits what HTFs are able to accomplish
- Establishing an HTF with a designated government revenue source requires strong commitment from governments
- If the dedicated source of funding generates more revenues than are used for housing, then the designation is essentially an implicit form of increased taxation
- Dedicated sources of funding for HTF management must be politically sustainable if government priorities change

Advantages

Disadvantages

- The scale of initiatives is limited by the magnitude of the upfront funding as well as ongoing financial support by the local community and government stakeholders
- If the sources of funds comes from an existing levy or tax, then governments must make up shortfalls in other ways. When the funding comes from fees, levies and taxes on housing in general, the affordability of market-priced housing may be slightly reduced

Legislative Requirements

Further research is required.

Case Studies

Municipality of Whistler, British Columbia

The Resort Municipality of Whistler has a high need for affordable housing options to house permanent and seasonal employees working in the tourism industry, which is by far the most important employment sector in the municipality. To do so, Whistler has developed a unique trust fund approach to providing financing for the construction of affordable housing for the community's tourism employees.

The Employee Housing Service Charge Fund, implemented in 1990 through a municipal bylaw, is financed through levies placed on developments that increase the number of employees in the community. It finances a housing program that provides affordable alternatives to market housing for full-time, permanent and seasonal employees, their families, and retirees. Both rental and ownership units in a mix of sizes and locations are available through this program, access to which is restricted to Whistler residents.

Additional Information

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27. Levy on Property Tax for Affordable Housing

Some municipalities impose a levy or surcharge on property taxes specifically to develop affordable/social housing. Some municipalities have successfully introduced infrastructure and storm water surcharge levies on the municipal property tax bill. Consideration should be given to introducing a similar surcharge on all tax classes or certain non-residential tax classes which benefit from the presence of affordable housing in the municipality. However, community acceptance activities would be required to get buy-in from residents.

| Advantages | Disadvantages |
|--|---|
| <ul style="list-style-type: none"> Provides an ongoing source of funds for affordable housing | <ul style="list-style-type: none"> Would require extensive public education campaigns and acceptance by tax payers |

Legislative Requirements

Further research is required.

Case Studies

Seattle, Washington

In order to address a shortfall in affordable housing, the City of Seattle placed a policy question to voters on a referendum, asking residents if they were prepared to direct one percent of their annual property taxes towards a fund used by the City to develop social housing. Voters first approved the policy in 1981, and it has subsequently been re-approved in 1986, 1995, 2002, and 2009. The initiative has provided millions of dollars in funding, helping to create over 12,500 affordable apartments for seniors, low- and moderate-wage workers, and formerly homeless individuals and families. It has also provided homeownership assistance to more than 800 first-time low-income home buyers and emergency rental assistance to more than 6,500 households. The 2009 Seattle Housing Levy expires at the end of 2016 and the current mayor has proposed renewing and expanding the levy to provide \$290 million over seven years for affordable housing.

City of Toronto, Ontario

The City of Toronto has implemented a City Building Fund (CBF) levy as part of its 2017 property taxes. This replaced the transit expansion levy. It is a dedicated property tax levy for priority transit and housing capital projects equal to a 0.5% residential property tax increase in 2017, with additional 0.5% increases each year from 2018 to 2021. This new levy is expected to add about \$13 to the average property tax bill. By 2021, it is expected to raise up to \$70 million a year.

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28. Sale of Air Rights/ Transfer of Development Credits

A transfer of development credits (TDC) or rights (TDR) program relocates development potential from properties in designated “sending areas” to sites in designated “receiving areas.” A TDR transaction involves: (a) selling the development rights from a sending site, thereby preserving the sending site from future redevelopment; and (b) purchase of those development rights by the owner of a site in the receiving area to be allowed to build at a higher density or height than ordinarily permitted by the base zoning.

TDC programs provide a method of preserving rural landscape or urban areas by permitting the transfer of development potential from one area and conferring it on another. The owner of the restricted parcel receives development potential credit which may be sold and used by a purchaser to increase development potential on another parcel which is more suitable for development. TDCs are designed to enable compensation for a landowner for the loss of development potential.

The development of a TDC program has five primary steps: determine the need/ desirability for a TDC program; initiate public consultation; identify TDC sending and receiving areas; create a development ‘credit’ system; and identify a mechanism for extinguishing development potential on conservation parcels.

The **sale of air rights** is a form of TDC in that the rights vested in the ownership of all the property at and above a certain horizontal plane as well as caisson and column lots essential to contain the structural supports of the air rights improvement is sold. This means in effect a horizontal division of real property with the parts under separate ownership and involving an allocation of responsibilities and rights.

Implementation of a TDC is complicated and may be more applicable to municipalities with large agricultural or environmentally-sensitive lands or heritage buildings. Selling air rights would also be complicated as it would require creation of specific policies and bylaws to guide the development of air rights as well as education initiatives to educate developers and residents on the use and benefits of applying the tool. It would also be most relevant for highly built-up

areas and as such may not bring as much benefit in terms of increasing the supply of affordable housing in rural, remote or suburban communities.

Advantages

- Provides compensation for a landowner for the loss of development potential
- Assists municipalities in implementing preservation policies while serving development interests
- Owners of land being conserved and developers both receive financial gain without the municipality having to make a financial investment
- Ability to tailor a program specifically to the needs and opportunities within a community
- Air rights over publicly owned facilities such as streets or parking lots may be sold for increased revenue
- For a developer, air space offers the opportunity to secure a large site in one transaction and eliminates the need to assemble several parcels of land, demolish existing structures and relocate existing tenants
- Offers the change to obtain a prime site, such as near services or transit
- Air space is often less expensive than similarly located vacant land which will offset additional construction costs

Disadvantages

- Success would depend on the presence of a market for TDC credits. If there is no market, landowners in sending areas will have no incentive to restrict the uses of their property to acquire TDC credits
- Obtaining community support for a TDC program, which is critical for the success of the program, may not be easy
- More than one municipal jurisdiction may be involved in establishing a TDC program and the municipality must consult and reach appropriate
- If a municipality's bylaws and plans offer a wide variety of zones, there may not be sufficient incentive for developers to participate in a TDC program.
- Municipal policies and regulations would have to be specific as to the use of air rights otherwise this may open up air space to types of developments that were not anticipated or planned for in the land use plan
- Would add to the demand on existing public facilities and utilities
- Would cut off light and air for surrounding structures

- | | |
|---|---|
| <ul style="list-style-type: none"> ▪ Will eliminate eyesores, such as open parking lots and railroad yards | <ul style="list-style-type: none"> ▪ There may be challenges if the use underneath the air space has to be expanded ▪ Compatibility between the existing use and the proposed use for the air space |
|---|---|

Legislative Requirements

There is currently no overriding legislation that expressly authorizes TDC programs but there is also no specific statement limiting a municipality's power with respect to a TDC program.

Case Studies

New York, United States

New York, NY became the first community in the United States to adopt TDR provisions when it approved its Landmarks Preservation Law in 1968. According to John Bredin, writing in the November 1998 issue of the PAS Memo, the City adopted a new TDR program in 1998 designed to prevent the demolition or conversion of live-performance theaters in the Broadway theater district.

Vancouver, British Columbia

Vancouver has Canada's only active and comprehensive TDC program called the Heritage Density Transfer System. It was initiated in 1983 and amended to its current form in 1993. It is used predominantly to protect historical buildings in designated districts but can be used for open space or park creation or to affect urban design. A main goal of the program is to make the restoration of historical buildings as financially attractive as redevelopment of the land.

City of Toronto, Ontario

Toronto started applying TDC-type mechanisms to protect heritage buildings in 1976 through the City's Central Area Plan. The objective was to provide revenue to restore heritage buildings. Initially the program targeted historical buildings used for the performing arts and small sites no larger than 0.405 hectares. Any new development was eligible as a receiving site if they were interested in increased density or height and are willing to work with the owner of the capital facilities (e.g. historical buildings) that provided a community benefit listed in the Official Plan. The relationship with the capital facilities

(sending area) would be described in the development application and would be approved or not on an individual application basis. To achieve the original goals of the program, the city now uses the Toronto Heritage Grant Program.

Additional Information

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29. Land Value Capture

Cities around the world have become increasingly interested in the tools and techniques of land value capture as a means to pay for infrastructure. Generally understood as a way of allowing the public to benefit from rising land values that result from government investments in infrastructure, or from administrative or regulatory changes in land uses, land value capture can take many different forms.

Land Value Capture (LVC) is a way to capture the increase in the value of land and development generated by the improved accessibility of transportation. Improved access has value which is reflected in land and property values just like property which has waterfront views.

Existing LVC approaches tend to either be a development-based approach, a general taxation or levy or a combination of both depending on the local circumstances and the development patterns and potential. Development-based methods fall into two sub-categories, where the transit provider is directly involved in delivery of the development and those where the transit provider works in partnership with the development industry but is not involved in the development delivery. While development-based methods provides more direct control and potentially greater reward, it requires development experience and expertise as the risks can be significant. The taxation-based method tries to capture the increase in value due to improved accessibility through various forms of taxes or levies on the completed developments. They can also be applied to existing developments although this would be more difficult. This can take the form of Special Assessment Districts, Development Charges, Tax Increment Financing, Land Value Taxes, Impact Fees and other forms of taxes or levies.

In terms of housing, the increased property and land values that result from a municipality's investment in transit may be partly reinvested in increasing the supply of affordable housing.

Advantages

- It helps build a more competitive region with a higher quality of life
- Helps build sustainable and healthier communities
- Helps reduce the cost of living
- Helps reduce congestion and pollution

Disadvantages

- Acceptance of the principle of LVC and the benefits may be challenging
- Challenges related to collaboration between public and private sector stakeholders
- Changes to policy and legal framework may be required
- Changes to appraisal methods may be required
- Challenges related to easily releasing and capturing the added value

Legislative Requirements

Planning Act, Development Charges Act, Metrolinx Corporate Real Estate Policy (although this may have to be updated to match the objective of maximizing LVC potential).

Case Studies

London, U.K.

The new Jubilee Line in London has been shown to have generated around £13 billion in total increased land and property value around the ten stations between Stratford and Waterloo against a capital cost of £3.5 billion.

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The Corporation of the City of Kawartha Lakes

Council Report

Report Number EMS2017-001

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier:

Subject: Agreement Between Lakeridge Health and City of Kawartha Lakes

Author Name and Title: Keith Kirkpatrick, Paramedic Chief

Recommendation(s):

RESOLVED THAT Report EMS2017-001, Agreement Between Lakeridge Health and City of Kawartha Lakes be received;

THAT the Mayor and Clerk be authorized to execute any documents and agreements required by the approval of this agreement,

AND THAT a bylaw, substantially in the form attached as Appendix A to Report EMS2017-001 be forwarded to Council for adoption.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

It is a requirement of the Ministry of Health (MOH) Emergency Health Service (EHS) Branch that there is an agreement in place between the land ambulance service and the MOH EHS Medical Director. The current agreement between the parties has been updated.

Rationale:

The purpose of agreement is to establish a foundation of clear understanding between the Central East Prehospital Care Program (CEPCP) and the Ambulance Service regarding the Delegation of Controlled Acts to:

- Ensure and improve the delivery of safe and effective patient care by Paramedics;

- Provide an environment of collaborative and cooperative communication between CEPCP and the Ambulance Service;

- Ensure continuing education and advances in paramedicine take place in the context of continuous quality improvement and evidence-based practice;

- Ensure that this agreement is reviewed and ratified by both parties annually; and,

- Establish the roles and responsibilities of the parties in order to meet legislated requirements under the governing Acts and regulations.

Other Alternatives Considered:

No other alternatives were considered as the agreement is required by the Ministry of Health.

Financial/Operation Impacts:

There are no financial implications to this report.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

This report does not directly impact or align with a specific Strategic Priority.

Consultations:

City Solicitor

Attachments:

Appendix A Bylaw



2017-Bylaw to
Authorize Execution c

Appendix B Draft Agreement



Base Hospital draft
agreement.docx

Department Head E-Mail: kkirkpatrick@kawarthalakes.ca

Department Head: Keith Kirkpatrick

The Corporation of the City of Kawartha Lakes

By-Law 201-

A By-law to Authorize the Execution of an Agreement Between Lakeridge Health and the Corporation of the City of Kawartha Lakes

Recitals

1. Council approved entering into an agreement with Lakeridge Health to provide medical oversight to the City of Kawartha Lakes by Resolution Number
2. This by-law authorizes the execution of that agreement by by-law.
- 3.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 201- .

Section 1.00: Definitions and Interpretation

- 1.01 **Definitions:** In this by-law,

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the Municipal Act, 2001;

“Council” or “City Council” means the municipal council for the City;

“Paramedic Chief” means the person who holds that position and his or her delegate(s) or, in the event of organizational changes, another person designated by Council.

- 1.02 **Interpretation Rules:**

- (a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.
- (b) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

- 1.03 **Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

- 1.04 **Severability:** If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Approval

- 2.01 **Approvals:** The agreement appended to this By-law as Schedule “A” is approved.
- 2.02 **Authorization:** The Mayor and City Clerk are authorized to sign the Agreement appended to this By-Law as Schedule “A”, and to affix the City’s corporate seal to them.

Section 3.00: Administration and Effective Date

- 3.01 **Administration of the By-law:** The Paramedic Chief is responsible for the administration of this by-law.
- 3.02 **Effective Date:** This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this [redacted] day of [redacted], 201[redacted].

Andy Letham, Mayor

, City Clerk

**Base Hospital – Ambulance Service Provider
Performance Agreement**

Between:

**The Corporation of the City of Kawartha Lakes
(hereinafter the “Ambulance Service”)**

-and-

**Lakeridge Health
(hereinafter the “Base Hospital” or “CEPCP”)**

1. BACKGROUND

- 1.1. The performance of Controlled Acts described under Section 27 of the *Regulated Health Professions Act* 1991, S.O. 1991 c. 18, as amended may be delegated in accordance with Section 28 of the Act to a person who provides health care services to individuals by a person who is a member authorized by a health profession statute to perform the Controlled Act.
- 1.2. Lakeridge Health operates a Base Hospital Program for Paramedics for an area which includes that served by the Ambulance Service.
- 1.3. The Ambulance Service’s ability to meet its legislatively required obligations is in part dependent upon the performance and service provided by the Base Hospital in areas of training quality, capacity and responsiveness.
- 1.4. The Base Hospital’s ability to meet its legislatively required obligations is in part dependent upon the performance and service provided by the Ambulance Service in areas of training quality, capacity and responsiveness.

2. DEFINITIONS

- 2.1. “**ACR**” means Ambulance Call Report as defined by the Ambulance Call Report Completion Manual April 17, 2017 Version 3.0,1 Emergency Health Services Branch Ministry of Health and Long Term Care.
- 2.2. “**Act**” means the *Ambulance Act*, 1990, c. A. 19 and Ontario Regulation 257/00 passed thereunder, as amended;
- 2.3. “**Base Hospital**” means Lakeridge Health, being a base hospital as defined in the Act;

- 2.4. The “**CEPCP**” means the Central East Prehospital Care Program hosted by Lakeridge Health, being a base hospital program as defined in the Act;
- 2.5. The “**Chair**” means the physician appointed by Lakeridge Health through CEPCP as the chair of the CEPCP Medical Advisory Board, being the medical director as defined in the Act;
- 2.6. “**CPSO**” means The College of Physicians and Surgeons of Ontario;
- 2.7. “**CPSO Policy**” means CPSO’s Policy and Guidelines for the Delegation of Controlled Acts and Guidelines for teaching Controlled Acts under Section 28 of the *Regulated Health Professions Act, 1991*, S.O. 1991, c. 18 and under the *Medicine Act, 1991*, S.O. 1991, c. 30, as either of those Acts may be amended from time to time, or any successor legislation. The Policy and Guidelines are set out in the CPSO document entitled “The Delegation of Controlled Acts” as that document may be amended or replaced from time to time by CPSO;
- 2.8. “**CQI**” Continuous Quality Improvement, means a program to monitor, evaluate and improve the provision of emergency patient care provided by Emergency Medical Attendants and Paramedics covered by this Agreement;
- 2.9. The “**Medical Advisory Board**” (**MAB**) of CEPCP means the physicians appointed by Lakeridge Health as the physician members of CEPCP;
- 2.10. “**Paramedic**” means an individual employed by the Ambulance Service as a paramedic as defined in the Act;
- 2.11. “**Research**” means any method of evaluating a question involving patients and/or providers. This includes qualitative and quantitative measurements;
- 2.12. “**Ambulance Service**” means the Kawartha Lakes Paramedic Service as operated by City of Kawartha Lakes Paramedic Service; and
- 2.13. All other terms and phrases in the agreement shall be interpreted consistent with their meaning under the Act.

3. PURPOSE

The purpose of this document is to establish a foundation of clear understanding between the CEPCP and the Ambulance Service regarding the delegation of Controlled Acts (as per CPSO Policy) to:

- 3.1. Ensure and improve the delivery of safe and effective patient care by Paramedics;

- 3.2. Provide an environment of collaborative and cooperative communication between CEPCP and the Ambulance Service;
- 3.3. Ensure that advances in paramedicine take place in the context of continuous quality improvement and evidence-based practice;
- 3.4. Ensure that this agreement is reviewed and ratified by both parties annually; and,
- 3.5. Establish the roles and responsibilities of the parties in order to meet legislated requirements under the governing Acts and regulations.

4. DELEGATION OF CONTROLLED ACTS

- 4.1. CEPCP, at Lakeridge Health, through its MAB and the Chair of the MAB, shall establish Base Hospital Programs in accordance with CPSO Policy and provincial guidelines, as may be amended from time to time, to provide for the delegation of Controlled Acts to Paramedics of various levels of the Ambulance Service.
- 4.2. These Base Hospital Programs shall be updated as necessary, but in the same manner as provided for the establishment of the original Base Hospital Program, in order to reflect changes in CPSO policy and provincial guidelines, with appropriate notification to the Ambulance Service.
- 4.3. CEPCP agrees that the physicians appointed as MAB members and Chair of the MAB shall be persons authorized by the Regulated Health Professions Act to perform the delegated Controlled Acts and have the necessary qualifications to be the responsible physicians under the CPSO Policy and the Provincial Base Hospital Roles and Responsibilities document.
- 4.4. The MAB will be responsible for delegating Controlled Acts to Paramedics authorized to perform those acts by the MAB.
- 4.5. The MAB and Ambulance Service will collaboratively determine the Controlled Acts performed by Paramedics employed by the Ambulance Service, based upon medical research, current clinically acceptable standards of medical practice, community needs and financial viability, all of which shall be in accordance with the Act and other applicable laws.
- 4.6. CEPCP will ensure, in cooperation with the Ambulance Service, that an objective training, evaluation, and maintenance of certification and authorization process is provided for each Paramedic.

- 4.7. CEPCP will review compliance to medical directives and medical oversight for the delivery of delegated Controlled Acts and medically directed patient care on a regular basis.
- 4.8. CEPCP will immediately notify the Ambulance Service when the delegation of one or more Controlled Acts has been rescinded by the MAB.

5. MEDICAL ADVICE RELATING TO PREHOSPITAL PATIENT CARE AND TRANSPORTATION

- 5.1. CEPCP will make recommendations to the Ambulance Service with respect to patient care and will assist in the review and validation of patient care elements of the Ambulance Service's policies and procedures as requested by the Ambulance Service.
- 5.2. CEPCP will establish a Program Advisory Committee and other related Committees including a Quality of Care Committee to provide for discussion and resolution of issues regarding patient care.
- 5.3. Where the patient care provided by a Paramedic does not meet a medically acceptable level of safety or medically acceptable level of competence and requires remediation from CEPCP, CEPCP will provide the Ambulance Service and the Paramedic with qualitative and quantitative feedback regarding the nature and type of patient care provided by the Paramedic and the nature of the identified patient care deficiency.
- 5.4. CEPCP will participate in disaster planning and management in cooperation with the Ambulance Service, the Province, local hospitals and other key stakeholders when requested.
- 5.5. The CEPCP MAB or designate(s) will provide advice and review of destination agreements when requested.
- 5.6. The CEPCP MAB or their designate(s) will provide advice and review of tiered response agreements when requested.

6. TRAINING

- 6.1. Lakeridge Health will assist the Ambulance Service in the selection of Paramedics for training to become Advanced Care Paramedics when requested.
- 6.2. Lakeridge Health will be responsible for ensuring that the training of paramedics by CEPCP for receiving the delegation of Controlled Acts is in accordance with provincial standards and the CPSO Policy.

- 6.3. The CEPCP MAB will be responsible for approving the training curricula of Paramedics in CEPCP training programs for the delegation of Controlled Acts in accordance with provincial standards and for ensuring that Paramedics trained at other locations or institutions are evaluated and able to demonstrate the level of competency required by CEPCP.
- 6.4. Lakeridge Health will develop and provide reports to the Ambulance Service about the training activities they provide for the Paramedics.

7. MAINTENANCE OF CERTIFICATION AND AUTHORIZATION TO PERFORM DELEGATED ACTS

- 7.1. CEPCP will ensure that an objective candidate training evaluation and maintenance of certification and authorization process is provided for each Paramedic candidate.
- 7.2. The Ambulance Service will advise CEPCP of any changes in the employment status of a Paramedic that may affect his/her certification.
- 7.3. The Ambulance Service will facilitate remedial training required by CEPCP for the continued certification and authorization of a Paramedic for the delivery of Controlled Acts.
- 7.4. CEPCP will deliver, in collaboration with the Ambulance Service, continuing education as required by the provincially approved standards, to all Paramedics.
- 7.5. The Ambulance Service will facilitate the CEPCP continuing medical education programs by providing administrative support for scheduling.
- 7.6. The Ambulance Service may provide assistance by mutual agreement to CEPCP in its delivery of continuing education, maintenance of certification and authorization processes.
- 7.7. CEPCP will specify a remedial plan within a 2 week period of identifying clinical deficiencies or deactivation of a paramedic.
- 7.8. The remedial plan should not take longer than 30 calendar days to complete unless extenuating circumstances exist.
- 7.9. CEPCP will make all reasonable efforts to provide remediation activities local to the Ambulance Service when requested.

8. CONTINUOUS QUALITY IMPROVEMENT

- 8.1. The Ambulance Service will make available electronic copies and raw data, as it exists, of all Ambulance Call Reports (ACRs) for the purposes described in

section 10. Where otherwise agreed, appropriate and in use, and at **no cost** to the Ambulance Service, electronic copies of ACRs will be provided to CEPCP.

- 8.2. CEPCP will develop and implement a continuous quality improvement program to monitor and evaluate paramedic activities related to the performance of Controlled Acts and other patient care activities, that is consistent with recognized industry standards for Quality Management Systems: (for example the principles of ISO 9001:2000 registered programs and/or ASQI) through the following activities:
 - 8.2.1. Monitoring the delivery of Controlled Acts and other patient care activities through statistical process control, chart audits, observation rideouts, outcome studies, and error and “near-miss” reporting; and,
 - 8.2.2. Providing recommendations to the Ambulance Service with respect to medical equipment, pharmaceuticals, and supplies that are required for the performance of Controlled Acts in accordance with applicable standards when requested.
- 8.3. The Ambulance Service will notify CEPCP of deficiencies in ACR completion, medical equipment, pharmaceuticals, and supplies required for the performance of Controlled Acts of a systemic nature.
- 8.4. CEPCP will provide a monthly summary ACR Audit Report to the Ambulance Service within 2 weeks of the end of each month.

9. AMBULANCE SERVICE/CEPCP LIASION

- 9.1. CEPCP and the Ambulance Service will collaboratively schedule liaison meetings to ensure timely formal communication about Base Hospital and Ambulance Service initiatives. These topics and initiatives may include medical directive reviews, local initiatives, education activities and schedules, CQI reporting, and any concerns or questions identified by either party. The meeting frequency will be scheduled on a biannual basis and shall be held at the Ambulance Service. It is also understood and agreed by both parties that in addition to these meetings that inquiries of or communications to each other are expected to occur on an as needed basis via the most expedient and effective means. The goal of the liaison process is open and clear communication.
- 9.2. CEPCP and the Ambulance Service agree that there will be two regional Program Advisory Committee meetings, hosted by Lakeridge Health, scheduled each year.

10. INFORMATION SHARING

10.1. Issues Resulting in Information Sharing

- 10.1.1. Complaints received by the Ambulance Service or clinical deficiencies identified by the Ambulance Service pertaining to medical delegation issues will be forwarded to CEPCP for their investigation and action. CEPCP shall liaise with the Ambulance Service with respect to its investigation and action.
- 10.1.2. CEPCP will investigate complaints it receives pertaining to medical delegation issues. CEPCP will notify the Ambulance Service of the receipt of the complaint/concern and provide the Ambulance Service with a summary of the outcome of the investigation.
- 10.1.3. All other issues received by CEPCP will be forwarded to the Ambulance Service for their review and action.
- 10.1.4. CEPCP will contact the Ambulance Service immediately when a major or critical error is identified.
- 10.1.5. CEPCP will contact the Ambulance Service within 24 hours when a major or critical error is confirmed.

10.2. Lead Investigative Organization

- 10.2.1. The Ambulance Service will be the lead investigative organization regarding all operational issues regardless of the origin of the complaint/concern.
- 10.2.2. CEPCP will be the lead investigation organization regarding all clinical issues involving medical delegation and medical oversight regardless of the origin of the complaint/concern.

10.3. Responsibility of Lead Investigative Organization

- 10.3.1. The lead investigation organization is assigned the authority and responsibility to co-ordinate and/or investigate a complaint or identified issue.
- 10.3.2. The lead investigation organization is responsible for completion of the investigation report.
- 10.3.3. If CEPCP is the lead agency, the final concluding report will be copied to the Ambulance Service.
- 10.3.4. If the Ambulance Service is the lead agency, clinical aspects of the report must be copied to CEPCP.

10.4. Information To Be Shared

10.4.1. Subject to applicable privacy law as described below, the following information may be shared between the organizations:

10.4.1.1. Written/typed incident reports completed as a result of an investigation under section 10.1;

10.4.1.2. ACRs for the purposes of quality assurance or pertaining to an investigation. See Appendix A relating to local data sharing agreement;

10.4.1.3. Final report of concluding actions; and

10.4.1.4. Other details as deemed appropriate by the lead agency.

11. FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

11.1. **PHIPA.** The Ambulance Service acknowledges that the CEPCP is a health information custodian bound by the *Personal Health Information Protection Act, 2004*, S.O. 2004 c. 3, Sched. A (PHIPA) and that any personal health information provided to Lakeridge Health in connection with the Agreement may be subject to that Act. The Ambulance Service further acknowledges that CEPCP is subject to the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31 and that this Agreement shall be interpreted in accordance with that Act.

11.2. **MFIPPA and PHIPA.** Lakeridge Health acknowledges that the Ambulance Service is bound by the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990 c. M.56 (MFIPPA) and is a health information custodian bound by PHIPA and that any information provided to the Ambulance Service in connection with the Agreement may be subject to disclosure in accordance with MFIPPA or PHIPA.

11.3. **Confidentiality of records.** Each Party shall ensure that all personal information or personal health information (data) in its custody or under its control is managed in accordance with the provisions PHIPA and any other applicable legislation, including MFIPPA and the Quality of Care Information Protection Act (QCIPA) and applicable internal policies. At all times this data when stored or transmitted electronically will be protected using utilizing industry standard encryption methods, where the encryption method utilized will be no less than AES128. Each party will ensure both electronic and physical safeguards are in place granting only authorized parties access to this data. These safeguards will include: complex passwords that are changed every 120 days, utilizing a password change history of 12 entries, electronically locking equipment when not in use, not sharing credentials between staff and physically locking areas containing equipment that houses this data.

12. RESEARCH

Agreement between LH-CEPCP and Kawartha Lakes Paramedic Service

Dated November 29, 2017

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- 12.1. The parties acknowledge that Lakeridge Health is required to obtain the approval of the Director of the Emergency Health Services Branch of the Ministry of Health and Long-Term Care for interventional studies or other studies involving Lakeridge Health's resources and that any such studies are subject to the approval referred to herein.
- 12.2. Subject to the approval referred to above, CEPCP, where funded, will collaborate with the Ambulance Service for all clinical research protocols, and where funded to do so, collaborate with the budget for those activities.
- 12.3. The Ambulance Service, at its discretion, may agree to support research conducted by CEPCP with in-kind or financial resources; any such support jointly agreed to by the Ambulance Service and CEPCP shall be included in the budget of each study protocol.
- 12.4. CEPCP and the Ambulance Service will seek advice and input from each other for all publications at least 90 days prior to submission for publication without peer review or, when applicable, submission of the manuscript for peer review. CEPCP and the Ambulance Service each agree to keep confidential prior to publication all information contained in a publication or manuscript that has been submitted by the other for advice and input.
- 12.5. Authorship on any document submitted for publication will be granted in accordance with the guidelines outlined in the Uniform Requirements for manuscripts submitted to biomedical journals (NEJM Vol. 336 (4); 1997: pp309-315) as regularly updated and published.
- 12.6. CEPCP and the Ambulance Service will acknowledge the other party's contributions to the study and/or publication, which do not meet the Uniform Requirements for authorship, in any publication or presentation derived from the study.

13. HOLD HARMLESS CLAUSE

- 13.1. Each Party shall defend, indemnify and hold harmless the other, its elected officials, officers, employees and agents from and against all claims, actions, losses, expenses, costs or damages caused by the Party's negligence or wilful misconduct in relation to the subject matter of this Agreement or any other cause, save and except that which is caused by the negligence, errors or omissions of the Party or those for whom it is in law responsible. Notwithstanding anything contained herein, neither party shall be liable to the other party for any special or indirect damages, however caused.

14. TERM AND ANNUAL REVIEW

- 14.1. The Parties agree that this Agreement shall continue to be in force until it is terminated by either party by providing at least 30 days' written notice to the other party. The parties agree that they will meet on an annual basis to review this Agreement and that such review shall occur more than 30 days in advance of the anniversary of the execution of this Agreement. The review shall be conducted by the senior management staff of the Ambulance Service and CEPCP's manager(s) responsible for the CEPCP program.
- 14.2. In the event that there is a dispute with respect to this Agreement, the parties agree to refer the matter to the next level of management for further discussion and consideration. With respect to CEPCP, the matter shall be referred to the President and CEO. With respect to the Ambulance Service, the matter shall be referred to the Chief Administrative Officer.

IN WITNESS WHEREOF the Parties hereto have duly executed this Agreement.

The Corporation of the City of Kawartha Lakes

Per:

Cathie Ritchie
Clerk

Date

Andy Letham
Mayor

Date

Lakeridge Health

Per:

Name
President & Chief Executive Officer

Date

Appendix A - Disclosure of Patient Safety Incidents and Harm

Introduction

The purpose of this Addendum is to:

1. Affirm that patients, their Substitute Decision Maker (SDM) or legal representative are entitled to be informed of all aspects of their care including the right to disclosure of harm that may have occurred during the course of receiving pre-hospital health care.
2. Create a standardized mechanism to disclose patient safety incidents without the attribution of blame.
3. Ensure patients, their SDM or legal representative will receive prompt and thorough interventions for any harm suffered or anticipated, during pre-hospital health care.
4. Ensure Patients, their SDM or legal representative receive the required information as soon as practical.
5. Affirm that disclosure is a process that includes the initial disclosure and post analysis disclosure. Disclosure is an ongoing process that begins when harm is identified and continues through to subsequent discussions depending on the nature of the event.

Definitions

“Apology” – A genuine expression that one is sorry for what has happened. Includes a statement of responsibility if such is determined after analysis (CPSI, 2011).

“Harm” – Impairment of structure or function of the body and/or any deleterious effect arising there from. Harm includes disease, injury, suffering, disability and death (CPSI, 2011).

“Disclosure” – the process led by the Ambulance Service in cooperation with the Base Hospital by which a Patient Safety Incident is communicated to the patient or substitute decision maker by the Ambulance Service (CPSI, 2011) and for the purpose of the policy means:

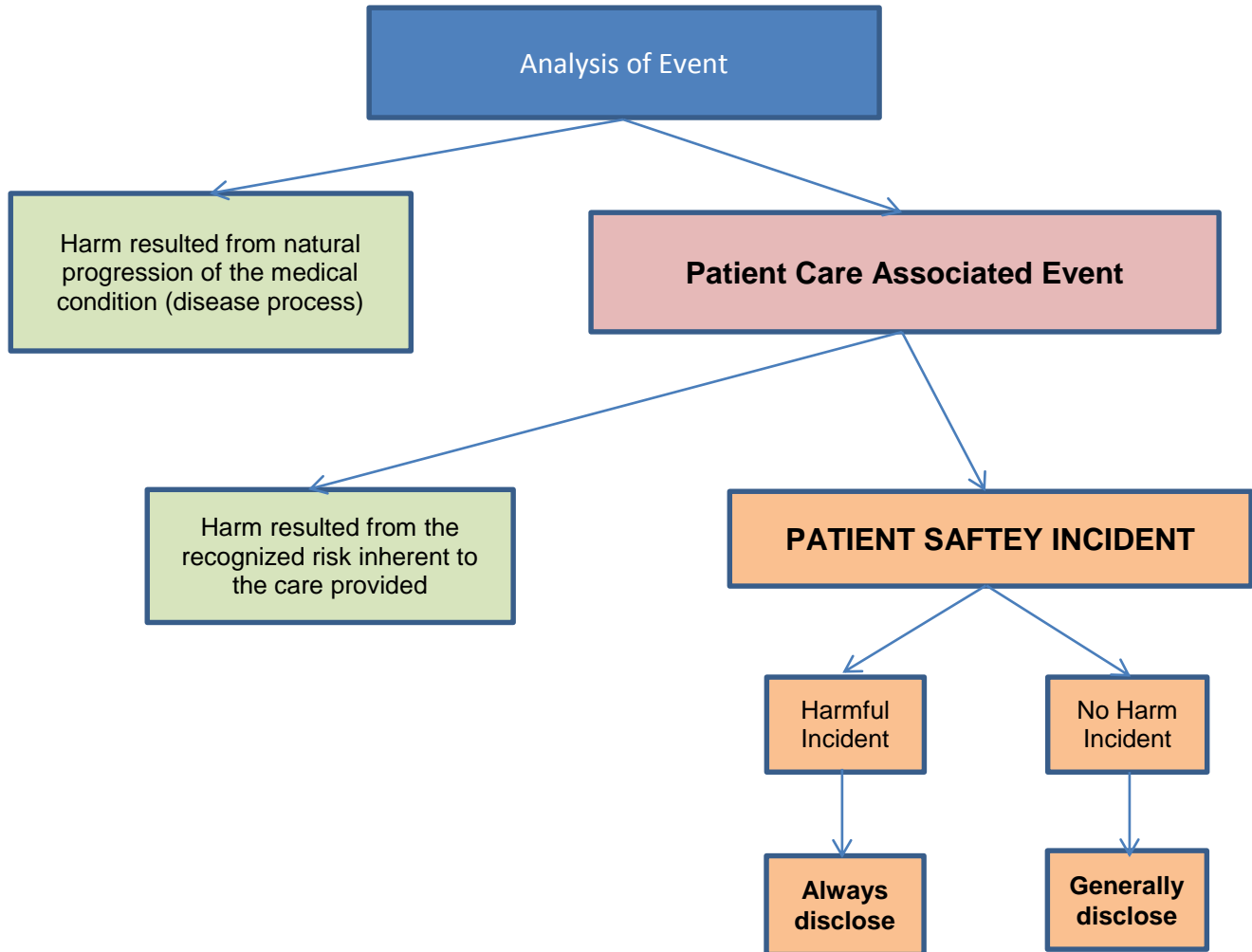
- Initial Disclosure – the discussion led by the Ambulance Service that occurs with the patient or substitute decision maker as soon as reasonably possible after a patient safety event has been reviewed by the programs.
- Post Analysis Disclosure – this second stage of disclosure by the Ambulance Service occurs after an analysis of a patient safety event identifies contributing factors to the event. The patient or substitute decision maker should be updated on this information through continued discussions by the Ambulance Service.

“Patient Safety Incident” – An event or circumstance which could have resulted, or did result, in unnecessary harm to a patient (CPSI, 2011). Includes:

- Harmful incident – a Patient Safety Incident that resulted in harm to the patient.
- No Harm incident – a Patient Safety incident which reached the patient but no discernible harm resulted.

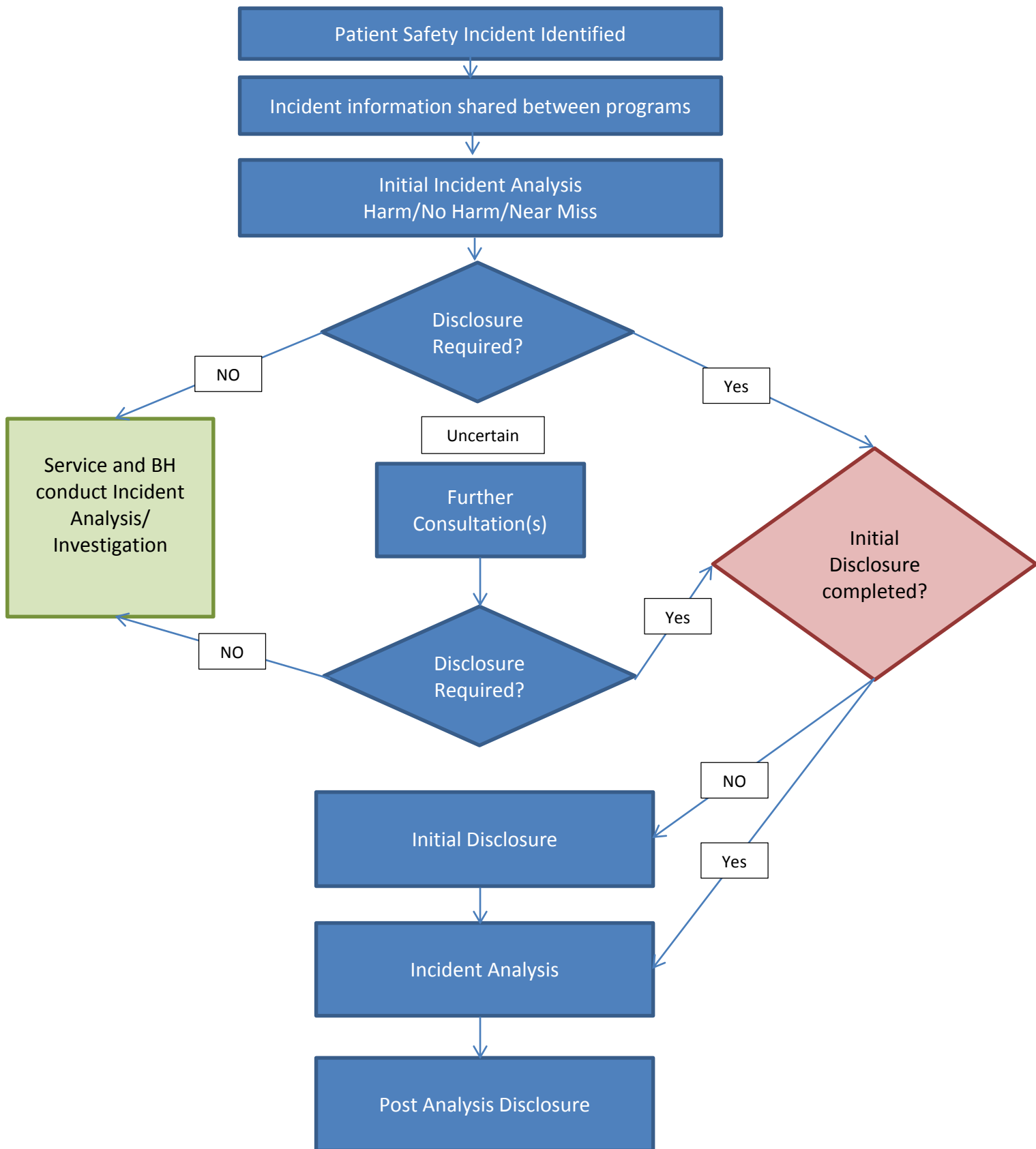
Indications for Disclosure

Even with the best of care and skill, almost all medical investigations or treatments may result in harm. This holds true in the pre-hospital care environment as well. Whenever a patient suffers harm, whatever the reason, the healthcare provider or organization has an obligation to communicate to the patient about that harm and, if applicable, the event that led to that harm. (CPSI, 2011).



Disclosure is indicated if there has been any harm related to a patient safety incident, or if there is a risk of potential future harm. When uncertain about whether harm has occurred, further consultation may be required including, if appropriate, consulting legal counsel.

In deciding whether to disclose a no-harm incident the Ambulance Service and Base Hospital should consider whether a reasonable person would want to know about the event in the circumstances. Disclosures for “no-harm” events are to follow the same process as when a patient suffers harm.



Disclosure Process

The Ambulance Service and the Base Hospital will work cooperatively on all steps of the disclosure process once a Patient Safety Incident has been identified.

- The Patient Safety Incident will be discussed by both programs to determine if harm occurred and if a Disclosure is required.
- Disclosure should occur as soon as reasonably possible after an incident. However consultation with legal counsel or risk management may be required by either the Ambulance Service or Base Hospital. A period of up to five common working days may be required for a consultation period. In cases where information is required for ongoing patient care, Disclosure may occur immediately.
- In circumstances where Disclosure is not required, each program will conduct an Incident Analysis/Investigation following their own internal processes.
- Where it has been determined that a Disclosure is required the programs will plan and execute the initial Disclosure which shall be delivered by the Ambulance Service, the Incident Analysis and Post Analysis Disclosure
- Paramedics are required to report circumstances where they have identified a Patient Safety Incident to the staff at the receiving facility. In some cases staff at the receiving facility may complete an initial disclosure without notification of the Ambulance Service or Base Hospital. In these circumstances the Ambulance Service and Base Hospital will complete the Incident Analysis and Post Analysis Disclosure.

How to Make Disclosure

Disclosure should occur over two stages: an “initial Disclosure” and a “post-analysis Disclosure”. Initial Disclosure should be provided to the Patient by the Ambulance Service on a prompt basis, and should reflect known facts and immediate next steps in providing health care. Post-analysis Disclosure should be provided by the Ambulance Service once the Patient Safety Incident has been investigated, and the facts relating to that event have been determined. Post-analysis Disclosure generally consists of an update to the initial Disclosure.

The following guidelines should inform how Disclosure is made (whether initial Disclosure or post-analysis Disclosure):

- avoid using the term “error” because it often misrepresents the reasons for an Patient Safety Incident – it also carries with it a sense of blame that is often inappropriate, especially before all the facts are known;
- ask the Patient if he/she would like another person present (e.g. spouse);
- use plain language and avoid medical terminology;
- do not speculate or blame others;
- impress on the Patient how seriously both programs are taking the situation;
- summarize and test for the Patient’s understanding of the facts;
- allow the Patient time to express his or her feelings; and
- allow time for questions.

Disclosure Team

The choice of who will participate/lead in the disclosure meetings is informed by: setting, type of Patient Safety Incident, the severity of the incident and Ambulance Service or Base Hospital Policy.

Consideration for team members:

- Base Hospital Medical Director or designate.
- Ambulance Service Paramedic Chief or designate.
- Base Hospital Clinical lead (Clinical Manager or Coordinator).
- Ambulance Service Professional Standards lead or equivalent.
- The most responsible paramedic provider.

Disclosure Location

The choice of setting and location for Disclosure meetings is important. Meetings should be, to the extent possible:

- In person.
- At a location and time of the patient's preference.
- In a private area to maintain confidentiality.
- In a space that is free from interruptions.

What to Disclose at the Initial Disclosure Meeting

At the initial Disclosure meeting the following information should be provided:

- A description of the Patient's clinical condition as it now exists.
- A description of the facts of the Patient Safety Incident and its outcome, as known at the time.
- An Apology.
- An outline of the steps taken, and the recommended options and decisions, in the care of the Patient.
- The investigative process for the Patient Safety Incident, and what the Patient can expect to learn from the investigation, including appropriate timelines.
- An offer of future meetings, including contact information for relevant individuals.
- An offer of practical and emotional support.

Documenting the Initial Disclosure Meeting

The following information should be documented in respect of the initial Disclosure meeting:

- Time, location and date of meeting.
- Name and roles of those present.
- Facts presented.
- Participants' reactions and responses.

- Questions raised by Patient (and anyone accompanying the Patient) and answers given.
- Agreed-upon next steps.

What to Disclose at a Post-Analysis Disclosure Meeting

At the post-analysis Disclosure meeting with the Patient, the following information should be provided as part of the Disclosure:

- A description and discussion of newly uncovered facts relating to the Patient Safety Incident, if any, including what steps have been taken to prevent similar harm to others.
- An Apology.
- Any appropriate emotional support for all those involved.

Documenting the Post-Analysis Disclosure Meeting

The following information should be documented in respect of the post-analysis Disclosure meeting:

- Time, location and date of meeting.
- Name and roles of those present.
- Facts presented.
- Whether an Apology was provided and what was said in respect of the Apology.
- Participants' reactions and responses.
- Questions raised by Patient (and anyone accompanying the Patient) and answers given.
- Plan for any further follow-up, as necessary.

References;

The Apology Act, 2009, S.O. 2009, c. 3.

Canadian Disclosure Guidelines: Being open and honest with patients and families.
Edmonton AB: Canadian Patient Safety Institute: 2011

Communicating with your patient about harm. Disclosure of Adverse Events, The Canadian Protective Association, 2009

The Corporation of the City of Kawartha Lakes

Council Report

Report Number WM 2017-011

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: ALL

Subject: 2018 Lindsay Ops Landfill Public Review Committee Work Plan

Author Name and Title:

Angela Porteous, BESc., Regulatory Compliance Officer

Recommendation(s):

RESOLVED THAT Report WM 2017-011, **2018 Lindsay Ops Landfill Public Review Committee Work Plan**, be received; and

THAT the 2018 Lindsay Ops Public Review Committee Work Plan attached to this report as Appendix A be approved by Council.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

The Lindsay Ops Landfill Public Review Committee (PRC) was established to comply with the Environmental Compliance Approval ECA #A321504, condition 13 for the site.

To ensure the City has met its' approval requirements a Terms of Reference (TOR) was formally established and approved by Council via Report PW-2005-32. Revisions to the TOR were made in 2011 via Report PW 2011-020 and subsequently in 2015 via Report WM 2015-007.

In addition, during 2015 all Committees of Council including the Lindsay Ops Landfill PRC were directed to develop and submit a work plan for the current year to Council for approval. The 2016 Lindsay Ops Landfill PRC work plan was approved at the May 24, 2016 Council by resolution **CR2016-477** and subsequently the 2017 work plan was approved at the December 13, 2016 Council meeting by the following resolution:

CR2016-1263

RESOLVED THAT Report WM 2016-012, **Lindsay Ops Landfill Public Review Committee 2016 & 2017 Work Plans**, be received; and

THAT the document entitled 2017 Lindsay Ops Landfill Work Plan appended to Report WM2016-012 be approved by Council.

CARRIED

This report provides an update below in the rationale section on the status of activities approved in the 2017 committee work plan. The 2018 work plan has been reviewed by the Lindsay PRC and has made the following resolution at the November 22, 2017 committee meeting resolution.

MOVED BY Chris Appleton
SECONDED BY Barry Hodgson

RESOLVED THAT the committee supports the proposed 2018 work plan to be presented to Council for approval.

CARRIED

The proposed 2018 Lindsay Ops Landfill PRC work plan (attached to this report as Appendix A).

Rationale:

A summary of the 2017 work that was completed by the Lindsay Ops Landfill PRC is provided in the table below.

| Goal | Completed in 2017 |
|--|--|
| 2016 Annual Monitoring Report Review | <ol style="list-style-type: none"> 1. Presentation on the 2016 environmental monitoring program and annual status report provided by staff in conjunction with the PRC at June 21 meeting 2. Further discussion on the annual report at the July 19 committee meeting to clarify committee questions 3. Although part of the 2017 work plan was to review MOECC comments on the annual report MOECC had not had a chance to review therefore no comments were received in 2017. |
| Public Open House | <ol style="list-style-type: none"> 1. One (1) public open house was hosted on October 25. Staff provided information in presentations and interactive stations to learn about landfill operations and monitoring. In total 12 members of the public were in attendance. |
| Durham/ York EFW Facility Tour | <ol style="list-style-type: none"> 1. Visited the Durham/ York Energy From Waste (EFW) facility on April 5, 2017. |
| Operations & Maintenance Reports (D&O) | <ol style="list-style-type: none"> 1. Deferred to 2018 and has been incorporated into the 2018 work plan. |
| Compost Pad Relocation | <ol style="list-style-type: none"> 1. Received copies of all MOECC amendment approvals. 2. Ongoing updates to the construction of the new compost pad and associated pond. |
| Paint Reuse/Diversion Programs | <ol style="list-style-type: none"> 1. Paint reuse program was run at Lindsay Ops landfill during summer hours. No issues arose that needed to be reported to the committee. |
| Integrated Waste Management Strategy | <ol style="list-style-type: none"> 1. Ongoing review Clear Bag Waste Collection Program and disseminate information regarding this program to the public. This occurred at several committee meetings throughout the year. 2. Review of proposed construction and demolition waste recycling program. As well, review of proposed mattress recycling program. |
| Joint Committee Meeting | <ol style="list-style-type: none"> 1. After discussion with PRC this meeting was agreed to remove from 2017 and 2018 work plan. Will be reviewed in 2019 |
| Electrical Generator | <ol style="list-style-type: none"> 1. Review of the Pro-forma for the electrical generation project occurred at the February 15 committee meeting. |
| Development of 2018 Work plan | <ol style="list-style-type: none"> 1. Reviewed at November 22 committee meeting to go to December 12 Council meeting. |

Staff believe the work of the Lindsay Ops Landfill PRC is of value to the residents of the City of Kawartha Lakes. Staff recommends the committee continue and the 2018 work plan be approved by Council.

Other Alternatives Considered:

No alternatives considered.

Financial/Operation Impacts:

There were no financial implications that resulted from the 2017 work plan. The proposed 2018 work plan also has no significant financial impacts.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The Lindsay Ops Landfill PRC provides a link between the City and the public by providing a forum for open dialogue regarding the Lindsay Ops landfill.

The activities of the PRC do align with our Strategic Goals specifically “A Healthy Environment” as the committee provides input which supports protection and enhancing the water quality around the landfill and also provides input on the integrated waste management strategy. These goals are enabled through municipal service excellence (Enabler 3) which enhances communication and citizen accessibility to government services.

The Lindsay Ops PRC also provide support and guidance as Staff work to implement the recommendations in the Integrated Waste Management Strategy which is identified as a key enabler in the Strategic Plan.

Review of Accessibility Implications of Any Development or Policy:

Not applicable.

Servicing Implications:

The Committee works with Staff to ensure efficient operational management of the Lindsay Ops Landfill. This ensures the residents of the City have access to reliable waste disposal in an environmentally and fiscally responsible manner.

Consultations:

Lindsay Ops Landfill Public Review Committee

Attachments:

Appendix A: 2018 Lindsay Ops Work Plan



DRAFT 2018 Work
Plan.docx

Department Head E-Mail: brobinson@kawarthalakes.ca

Department Head: Bryan Robinson

2018 Lindsay Ops PRC Work Plan Tool

| | |
|-----------------------------|--|
| Committee Name: | Lindsay Ops Landfill Public Review Committee |
| Work plan for Year: | 2018 |
| Approved by Council: | DRAFT |

| Goal | Measurement Stages | Timeline | Measurement for Success |
|--|--|--|--|
| Integrated Waste Management Strategy | <ol style="list-style-type: none"> 1. Provide progress updates on the implementation of various waste management programs 2. C&D Project Tracking 3. Mattress Recycling Tracking | <ol style="list-style-type: none"> 1. Ongoing 2. Ongoing 3. Ongoing | <ol style="list-style-type: none"> 1. For committee information |
| Stormwater Management Facility Operations Manual | <ol style="list-style-type: none"> 1. Review and provide input into updating the current stormwater manual dated April 2014 | <ol style="list-style-type: none"> 1. Ongoing | <ol style="list-style-type: none"> 2. Provide feedback during draft phase of project |
| Operations & Maintenance Report | <ol style="list-style-type: none"> 1. Review and provide input into updating the current Operations & Maintenance Report dated 2012 | <ol style="list-style-type: none"> 1. Ongoing | <ol style="list-style-type: none"> 1. Provide feedback during draft phase of project |
| Electrical Generator | <ol style="list-style-type: none"> 1. Review of 2017 Proforma 2. Review amendment application for new gas extraction wells 3. Review of flare and generator maintenance and operation | <ol style="list-style-type: none"> 1. February 2. July 3. Ongoing | <ol style="list-style-type: none"> 1. For committee information 2. For committee information 3. For committee information |
| 2018 Biomonitoring Report | <ol style="list-style-type: none"> 1. Review biomonitoring results and report | <ol style="list-style-type: none"> 1. April to June | <ol style="list-style-type: none"> 1. Provide feedback during draft phase of report |

| Goal | Measurement Stages | Timeline | Measurement for Success |
|---|---|--|--|
| Free Compost Giveaway Days | 1. Provide update to the success of free public giveaways | 1. May/ June | 1. For committee information |
| 2017 Annual Monitoring Report | 2. Review 2017 Annual Monitoring Report and committee questions | 1. May to June | 2. Dialogue with committee to ensure ECA conditions are met |
| Review of Ministry of the Environment and Climate Change (MOECC) Correspondence | 1. Review all MOECC correspondence regarding the annual monitoring report. 2. Review of any MOECC inspection reports 3. Review Leachate Collection System amendment into Waste Approval | 1. As received 2. As received 3. As received | 1. Any Ministry correspondence is addressed in a timely manner by committee and staff for response to MOECC. 2. For committee information 3. For committee information |
| Public Open House | 1. Host one (1) public open house | 1. October 10 | 1. Development of information presentations to engage the public 2. Event turn out (i.e. number of individuals engaged) |
| Development of 2019 Work Plan | 1. Review and acceptance of 2019 Work Plan 2. Staff Report to Council for approval | 1. November 2. December | 1. Approval of 2019 work plan by Lindsay Ops PRC Committee and Council |

The Corporation of the City of Kawartha Lakes

Council Report

Report Number WM2017-013

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: All

Subject: Adopt A Road Program

Author Name and Title: David Kerr, Manager Environmental Services

Recommendation(s):

RESOLVED THAT Report WM2017-013, **Adopt a Road Program**, be received;

THAT the City of Kawartha Lakes continue to administer a revised Adopt a Road Program as generally outlined in Report WM2017-013;

THAT volunteers and groups participating in the Program be advised of the Program changes, requirements and agreements.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

At the Council Meeting of July 11, 2017 Council adopted the following resolution:

Report WM2017-006

David Kerr, Manager of Environmental Services
Adopt a Road Program

CR2017-633

RESOLVED THAT Report WM 2017-006 **Adopt a Roads Program**, be received; and

THAT staff review the Adopt a Roads Program and report back to Council with recommendations by December 31, 2017.

CARRIED

This report addresses that direction. For reference information WM2017-006 is attached as Appendix A.

The Adopt A Road Program has been operating within this municipality since before amalgamation to present. The program facilitates community groups and individual citizens to voluntarily clean-up litter on the side of municipal roads and within the road allowance. There are approximately 33 separate volunteer agreements for this program with the City.

The volunteers are required to sign an agreement with the City to clean-up sections of a specific road at various times of the year and bring the waste litter to any operating landfill owned by the City at no cost. The current agreement template is attached as Appendix B.

The Adopt A Road Program has been successfully enlisting the help of volunteers and facilitating the public to take pride and ownership of their communities. Approximately 1-5 new groups sign up for the program each year.

Some groups and volunteers have indicated that the process for approval is lengthy and onerous. As well some volunteers have indicated the current process needs to be streamlined and less confusing in order to increase participation. These concerns have been brought to the City's attention through various forums such as the Waste Management Task Force, Fenelon Public Review Committee and Senior Management Team.

The City's risk and liability has also been a concern with the Adopt A Road Program. As a result, other municipalities have recognized this risk and have ceased to offer the Adopt A Road program. After researching, Staff could not identify any claims directly as a result of an Adopt A Road Program in Ontario. However, there have been incidents where waste management contractors

working for the City have been exposed to noxious and explosive substances and even pricked with needles in the garbage and litter.

Based on this background information staff have provided the following rationale for recommended updates to the Adopt A Road Program to simplify it for both volunteers and staff and at the same time ensure the program is safe and the City's liability is minimized.

Rationale:

Staff has completed further investigation into the Adopt A Road Program. This included reviewing information from the following sources:

- Other Municipalities
- Comments from Adopt A Road volunteers
- City's Insurance Risk Management Coordinator
- City's legal counsel

Based on this review staff recommends that the City continues with the Adopt A Road Program with the following improvements:

- Strengthen the indemnity to better protect the City from liability
- Additional precautions to ensure safety of volunteers
- Streamline the Adopt A Road Program to make it easier for volunteers to participate and staff to administrate

Further details on each of these are provided as follows:

Strengthen the indemnity to better protect the City from liability:

Some municipalities such as the County of Peterborough, Haliburton County and Durham Region do not utilize indemnity agreements through their Adopt A Road Programs.

However many municipalities do have agreements such as Brock, Bruce County, Lanark County, and Woolwich. If municipalities did have agreements they were found to be generally similar to the City's current agreement.

After discussion with the City's Insurance Risk Management Coordinator and the City's insurance provider, the City's current agreement is recommended to be amended to better protect the City as follows:

- Additional Safety Guidelines
- A new Volunteer Sign in and Waiver form with a stronger indemnity statement
- Modernized and updated wording in compliance with new City policies (ex. Clear bag program)

- The Authorized Group Representative section that requires completion and signature that acknowledges that they have read and understand the policy terms and conditions has been moved to the end of the document

The proposed amended agreement is attached as Appendix C.

Additional precautions to ensure safety of volunteers:

Through research with City staff and other municipalities there are some additional measures that the City could take to ensure the safety of volunteers. These measures include providing:

- Safety Vests
- Traffic Cones
- Men at Work Signs
- Safety Do's and Don'ts on the City Website
- Develop a Standard Operating Procedure (SOP) document to identify requirement for notification so Staff are aware of work taking place and are informed about any incidents
- Have staff monitor work performed as part of regular routine road patrol

Streamline the Adopt A Road Program:

Currently the Adopt A Road Program is managed from three different locations within the City (the Coboconk and Bobcaygeon Service Centres and the Public Works Roads Lindsay depot).

In order to streamline the program the following changes are recommended:

- Utilize sharepoint for all electronic filing
- Staff at each of the three locations identified above manage a list of volunteers, signed agreements and waivers for the program in a central database
- Create a common template for the letter to the volunteers accessible for all involved and save documents in accordance with records retention requirements
- Create a Standard Operating Procedure (SOP) for this process coordinated between Waste Management and Roads Operations
- Create a document that indicates which segments of road are available for adoption coordinated between Waste Management and Roads Operations
- Remove road signs for volunteer groups which are no longer active

Summary

The streamlining process of the Adopt A Road Program will allow groups and volunteers to continue participating in the community, as well as speeding up and simplifying processes. The centralization of data and information collected will

help the City better report on the success and improvements. The new Adopt A Road Agreement will also help minimize the overall risks and liability for the City.

Other Alternatives Considered:

With the known risk factors, Council could choose to terminate the Adopt A Road Program to eliminate the liability. The City would then no longer provide this service to the public. Currently Staff believes with the recommended improvements to the program, the risk can be effectively managed. Staff will continue to monitor the program provincially and should the ability for the risk to be managed effectively change, Staff will report back to Council.

Cancellation of the program at this time would likely be negatively received by the public. Ceasing the program would be counterproductive to the many volunteer groups that work to keep the City looking clean and attractive for the public and tourists.

Financial/Operation Impacts:

Costs incurred by the recommendation within this report include stocking safety vests and purchasing cones as required. Most roads operations depots have temporary cautionary signs that could be used for the Adopt A Road Program. It is expected that the program costs are less than \$5000 per year. Currently costs are charged to the Roads operating budget. Costs will be monitored thru 2018 and the budget will be amended for 2019 if required.

The 33 volunteer groups provide services to better the community for all residents and visitors. There is no direct financial savings to the City as the cleanup work performed by the volunteers does not form part of the regular PW work plan. Assuming every volunteer group offsets a work crew group by one day the perceived benefit in additional work performed would be approximately \$23,000/year (33 groups x \$700/day per work crew).

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The staff recommendation is consistent with Councils Strategic Enablers under the Strategic Plan, specifically Enabler E3.1, Service Excellence. This enabler is to review and adopt best municipal practices and review operational efficiencies.

The staff recommendation also contributes to Goal 3 of the Adopted Strategic Plan –A Healthy Environment. The Adopt A Road Program contributes to cleaner, litter, free communities and allows residents and visitors to enjoy the natural environment.

Consultations:

Insurance Risk Management Coordinator

Legal Counsel

Administrative Assistants-Public Works

Roads Operations Managers

Attachments:



Appendix A.
WM2017006.pdf



Appendix B. Current
Adopt A Road Agreeer



Appendix C. New
Adopt A Road Agreeer

Department Head E-Mail: brobinson@kawarthalakes.ca

Department Head: Bryan Robinson

to

The Corporation of the City of Kawartha Lakes Report # WM2017-013

Council Report

Report Number WM2017-006

Date: July 11, 2017
Time: 2:00 p.m.
Place: Council Chambers

Ward Community Identifier: All

Subject: Adopt a Roads Program

Author Name and Title: David Kerr, P. Geo., Manager of Environmental Services

Recommendation(s):

RESOLVED THAT Report WM 2017-006 **Adopt a Roads Program**, be received and

THAT Staff review the Adopt a Roads Program and report back to Council with recommendations by December 31, 2017.

Department Head: _____

Financial/Legal/HR/Other: _____

Chief Administrative Officer: _____

Background:

The Adopt a Road Program has been operating within this municipality for many years (i.e. before amalgamation to the present). The program facilitates individuals or groups of citizens (including various community organizations) to voluntarily clean-up litter on the side of municipal roads and within the road allowance. There are approximately 33 separate volunteers/groups signed up for this program within the City. The volunteers sign an agreement with the City to clean-up sections of a specific road and at various times of the year and bring the waste litter to any operating landfill owned by the City at no cost. This agreement is available on the City's website (a blank agreement is included as Appendix A). The City requires that the volunteers indemnify the municipality from any future claim or liability.

Once approved by the roads administrative staff a letter is sent to the volunteer contact. This letter makes the volunteer aware that Waste Management staff at the landfill scale house may inspect the waste to ensure it is within a clear bag, nonhazardous and acceptable at the site (an example letter is included as Appendix B). The benefit of this program is that it helps keep portions of the municipal roadside looking clean and free of litter. As well the program does save on Public Works staff time to cleanup litter and illegal dumping.

Some volunteers have complained that the process for approval is lengthy and onerous. As well some volunteers have indicated that the process needs to be streamlined and made less confusing in order to increase participation. This has been brought to the City's attention through various forums such as the Waste Management Task Force, Fenelon Public Review Committee and Senior Management Team. As a result, Public Works has reviewed this program.

The following rationale provides future information based on staff research with other municipalities and experiences.

Rationale:

There are positive aspects to the Adopt a Road program, such as off setting staff costs through enlisting the help of volunteers and having the public taking pride and ownership of their communities.

Based on our research with other municipalities (County of Elgin as an example) and our Insurance firm (Frank Cowan Company) there are issues and concerns with the Adopt a Road program. These issues are primarily due to our increasing litigious society and liability from risk. A staff report from Elgin County is included as Appendix C which further identifies the rationale for their recommendation to discontinue a similar program. Although there are not a lot of claims specifically as a result of an adopt a road program in Ontario, there have been incidents where Waste Management contractors working for the City have been pricked by needles or exposed to noxious and explosive substances in garbage and litter.

After reviewing the program, there are many concerns with the program that need to be considered. Those issues are summarized as follows:

- There is significant liability risk to the City in the event volunteers are injured or harmed along the roadside since volunteers do not have liability insurance for this type of activity. Even in the event they sign liability waivers with the City, the municipality is still exposed to the liability as a court may rule in favour of the volunteer(s).
- Insurance companies do not normally offer coverage or indemnification to the City or individual volunteers for this type of public activity.
- There is a significant potential health risk to volunteers such as coming into contact with hazardous materials like needles, explosives, pathogens, animals (dead and alive) and other unknowns.
- The risk of severe injury to volunteers and their groups from being hit by unsuspecting drivers or potential vehicle accidents is possible thereby exposing the City to that liability.
- The program is complicated and time consuming to manage by Staff with a number of different departments involved.
- Increasing regulations for traffic control are very difficult to implement by volunteers and enforce by the City.
- The program is not a core service offered by the City.

For these reasons Staff is concerned with the existing program and is recommending further review including the level of interest of participants, the ability to mitigate liability, alternative means of collecting the waste and how the program is managed within the City.

Other Alternatives Considered:

Alternative 1

With the known risk factors, Council could choose to terminate the Adopt a Roads Program now to eliminate the liability.

Alternative 2

Council could provide direction to Staff to continue the program recognizing the risks and potential liabilities mentioned within this report.

Financial/Operation Impacts:

There are no financial implications from the recommendations within this report.

Although the volunteer(s) under the current program do provide services that offset staff costs the savings are likely under \$10,000/ yr. This savings is minimal in comparison to a potential claim for serious harm from a member of the public.

Relationship of Recommendation(s) To The 2016-2019 Strategic Plan:

The staff recommendation is consistent with Council's Strategic Enablers under the Strategic Plan, specifically Enabler E3.1, Service Excellence. This enabler is to review and adopt best municipal practices and review operational efficiencies.

Consultations:

Insurance Risk Management Coordinator, Corporate Services
Elgin County
Frank Cowan Insurance Company

Attachments:

Appendix A- Current Agreement



Adopt A Road
Agreement.pdf

Appendix B- Example approval letter



Approval Letter.pdf

Appendix C- Elgin County Report to Council



Elgin County
adopt-a-highway pro

Department Head E-Mail: brobinson@city.kawarthalakes.on.ca

Department Head: Bryan Robinson

Appendix # B

to

Report # WM2017-013



Agreement No. _____

ADOPT-A-ROAD PROGRAM

LITTER CONTROL AGREEMENT

The City of Kawartha Lakes' ADOPT-A-ROAD PROGRAM has been established as a public service program for volunteers to enhance the local litter collection activities by picking litter along City road rights-of-way. It is a way for environmentally conscious groups and individuals to contribute to a cleaner and more beautiful City road system.

This section to be completed by City Staff:

The Corporation of the City of Kawartha Lakes recognizes:

(name of group and/or individual)

as responsible for the adoption of City Road No. _____ from _____

_____ to _____, in the Former

Municipality of _____, for a distance of _____ kilometres.

The group/individual named below volunteers to pick up litter **at least two times a year, for a three-year period**, along its adopted section of road beginning _____,

20____, and ending _____, 20____.

City Representative (Print)

Signature

Position Title

Date

City Telephone Number

***This section to be completed by
the authorized group representative.***

Under the ADOPT-A-ROAD PROGRAM _____
(name of group or individual/name to appear on signs)

agree to adopt a section of road right-of-way and keep it clean.

City Rd. # _____

From: _____ to _____

For a Distance of _____ kms.

Only volunteers who are safety-minded are allowed to participate in this program.

Authorized Group Representative
(print name)

Signature

Street Address

Date

City

Postal Code

Is This an Agreement Renewal
(Yes/No)

Home Phone No.

Business Phone No.

The volunteers are aware of the potentially hazardous nature of the work which is to be performed and agree to not hold the City of Kawartha Lakes responsible for any injuries or damages that they may cause or suffer as a result of participation in the program and agree that signs bearing the individual's/group's name shall be installed solely at the discretion of the City. **(Youths 18 years of age and under) involved in the program should have permission from a parent or guardian (19 years of age or older).**

TERMS AND CONDITIONS

PURPOSE

The City of Kawartha Lakes' ADOPT-A-ROAD PROGRAM has been established as a public service program for volunteers to enhance the local litter collection activities by picking litter along certain City road rights-of-way. It is a way for environmentally conscious citizens to make a personal contribution to a cleaner environment. Under the program, groups or individuals agree to adopt a section of City right-of-way and keep it clean. In addition to a cleaner environment, the volunteer(s) are recognized by a sign erected by the City acknowledging their efforts.

PARTICIPATION IN ADOPT-A-ROAD PROGRAM

Highway safety is of primary importance in all City decisions related to the ADOPT-A-ROAD Program.

Only groups and individuals determined by the City to be responsible and to exhibit, in good faith, the desire and the ability to achieve ADOPT-A-ROAD program objectives within the parameters of these TERMS AND CONDITIONS will be allowed to adopt a section of road right-of-way. The City may refuse to grant a request to adopt a section if, in its opinion, granting the request would jeopardize the program, be counter-productive to its purpose, create a public safety hazard, or be in conflict with government or City policies.

Volunteers are not considered as Officers, Employees, or Agents of the City. Any injuries, claims, liabilities, suits or costs arising from the volunteers activities relating to this agreement, shall be the sole responsibility of the volunteers. Volunteers shall indemnify the City and agree to abide by the City's guidelines and to not hold the City responsible for any injuries or damages that they may cause or suffer as a result of participation in the ADOPT-A-ROAD PROGRAM.

Volunteers are encouraged to recycle materials collected from the adopted section of right-of-way, whenever and wherever possible.

AGREEMENT

Volunteers wishing to participate in the ADOPT-A-ROAD PROGRAM must complete and submit the attached AGREEMENT to the City office in which the proposed section of the adopted road right-of-way is located.

VOLUNTEERS' RESPONSIBILITIES

Volunteers participating in the ADOPT-A-ROAD PROGRAM must:

- appoint or select an Authorized Group Representative to act on behalf of the group.
- ensure that the Authorized Group Representative in turn supply safety training to the volunteers. All participants must receive and be familiar with the contents of the City's safety brochure "Safety Guidelines for Volunteers" before participating in the clean-up of the adopted section of right-of-way.
- obey and abide by all laws and regulations relating to safety and such terms and conditions as may be required by the City.
- make arrangements for off road parking or shuttle bus-type of travel to the worksite.
- park all vehicles, at the worksite, as far away as possible from the travelled portion of the road.
- ensure provision of all transportation, supervision, safety equipment and medical/first aid service.
- pick up litter a **minimum of two (2) times a year for a period of three (3) years** to maintain a clean right-of-way.
- sort litter into 2 different categories: paper or container refuse to facilitate disposal procedures of green box and blue box disposal.
- give the City office 48 hours notice prior to beginning a litter pick-up.
- Supervisors are to wear safety vest at all times and any additional appropriate safety apparel during the pick-up.
- collect litter only from the right-of-way sections of adopted road.
- not pick up litter on the road surface, paved or gravel shoulders, medians, bridges, in tunnels, on overpasses, or around other structures or locations that could pose a danger.
- wear clothing that will not impair vision or movement during the pick-up.
- not wear attire that might divert the attention of motorists during clean-up activities.

- provide supervision by one adult (19 years of age or older) for every five (5) or less volunteers. The City reserves the right to limit the number of volunteers on an adopted section of road right-of-way.
- ensure no volunteer possesses or consumes illegal drugs or alcoholic beverages immediately before or during clean-up activities.
- suspend litter pick-up when weather conditions become inclement (ie: fog, rain, drizzle, high wind, electrical storms, etc.).
- ensure that no pets are present at the clean-up site.
- work only during daylight hours (1 hour after sunrise and 1 hour before sunset).
- flag closed containers, heavy objects, or suspected hazardous materials for pick-up and disposal by City staff.
- surrender items of value (wallet, purse, camera, etc.) found on City property to the nearest police station (or City officer).
- ensure that no signs, posters, or other display material are brought to the adopted section during or between clean-ups.
- place filled trash bags at the designated pick-up site(s) as pre-arranged by the City Representative and the Authorized Group Representative, or take directly to the nearest landfill site.

CITY OF KAWARTHA LAKES RESPONSIBILITIES

The City will:

- participate in the selection of the specific section of City Road right-of-way to be adopted.
- provide trash bags and safety information.
- erect sign(s) with the groups' name displayed at the beginning of each adopted section of highway right-of-way, unless, in the opinion of City, erecting the signs would jeopardize the program, be counter-productive to its purpose, create a hazard to the safety of the public, or be in conflict with government or City policies.
- pay the tipping fees at the local landfill site.
- remove litter from the adopted right-of-way section under unusual circumstances (i.e. to remove large, heavy, or hazardous items) that have been flagged.
- monitor to ensure the objectives of the program are being met.
- approve the name, titles, or words placed on ADOPT-A-ROAD signs.

MODIFICATION/RENEWAL/TERMINATION OF THE AGREEMENT OR PROGRAM

The ADOPT-A-ROAD agreement or program may be modified in scope or altered in any manner at the discretion of the City.

Volunteers will have the option of renewing their agreement, subject to the approval of the City and continuation of the program. Updated volunteer information is required at the time of the renewal.

The City may terminate the agreement and/or remove the ADOPT-A-ROAD signs bearing the volunteer's name if it finds that: the group is not meeting the terms and conditions of the agreement; one or more volunteers of a group is not responsible; the volunteers are acting contrary to the guidelines of the program; the adoption is proving to be counter-productive to the program's objective; undesirable effects such as increased litter, vandalism, or sign theft are resulting from the adoption or; volunteers have engaged in irresponsible conduct at the adopted section.

Rev. March 29th, 2001



Appendix # C

to

Report # WM2017-013

Agreement No. _____

ADOPT-A-ROAD PROGRAM

AGREEMENT

The City of Kawartha Lakes' ADOPT-A-ROAD PROGRAM has been established as a public service program for volunteers to enhance the local litter collection activities by picking litter along City road Right-of-Ways. It is a way for environmentally conscious groups and individuals to contribute to a cleaner and more beautiful City road system.

This section to be completed by City Staff:

The Corporation of the City of Kawartha Lakes recognizes:

(name of group and/or individual)

as responsible for the adoption of City Road No. _____ from _____

_____ to _____, in the City of Kawartha
Lakes, for a distance of _____ kilometres.

The group/individual named below volunteers to pick up litter **at least two times a year, for a three-year period**, along its adopted section of road beginning _____,

20____, and ending _____, 20____.

City Representative (Print)

Signature

Position Title

Date

City Telephone Number

TERMS AND CONDITIONS

PURPOSE

The City of Kawartha Lakes' ADOPT-A-ROAD PROGRAM has been established as a public service program for volunteers to enhance the local litter collection activities by picking litter along certain City road Right-of-Ways. It is a way for environmentally conscious citizens to make a personal contribution to a cleaner environment. Under the program, groups or individuals agree to adopt a section of City Right-of-Way and keep it clean. In addition to a cleaner environment, the volunteer(s) are recognized by a sign erected by the City acknowledging their efforts.

PARTICIPATION IN ADOPT-A-ROAD PROGRAM

Highway safety is of primary importance in all City decisions related to the ADOPT-A-ROAD Program. At no time is the safety of any volunteer to be placed in jeopardy.

Only groups and individuals determined by the City to be responsible and to exhibit, in good faith, the desire and the ability to achieve ADOPT-A-ROAD program objectives within the parameters of these TERMS AND CONDITIONS will be allowed to adopt a section of road Right-of-Way. The City may refuse to grant a request to adopt a section if, in its opinion, granting the request would jeopardize the program, be counter-productive to its purpose, create a public safety hazard, or be in conflict with government or City policies.

Volunteers are not considered Officers, Employees, or Agents of the City. Any injuries, claims, liabilities, suits or costs arising from the volunteers' activities relating to this agreement, shall be the sole responsibility of the volunteers. Volunteers shall indemnify the City and agree to abide by the City's guidelines and to not hold the City responsible for any injuries or damages that they may cause or suffer as a result of participation in the ADOPT-A-ROAD PROGRAM.

Volunteers are encouraged to recycle materials collected from the adopted section of Right-of-Way, whenever and wherever possible and to comply with the clear bag program.

AGREEMENT

Volunteers wishing to participate in the ADOPT-A-ROAD PROGRAM must complete and submit the attached AGREEMENT to the City office in which the proposed section of the adopted road Right-of-Way is located.

VOLUNTEER'S RESPONSIBILITIES & SAFETY GUIDELINES

Volunteers participating in the ADOPT-A-ROAD PROGRAM must:

- Appoint or select an Authorized Group Representative to act on behalf of the group who will serve as the liaison between the City and the volunteers they represent.

- The Authorized Group Representative must ensure that all volunteers are aware of and understand the TERMS AND CONDITIONS of the ADOPT-A-ROAD PROGRAM and must review and provide volunteers with a copy of the Volunteer's' Responsibilities & Safety Guidelines before participating in the in the Adopt-A-Road clean-up activities.
- Ensure the Authorized Group Representative and all volunteers review and sign the Volunteer Release and Waiver Agreement.
- Obey and abide by all laws and regulations relating to safety and such terms and conditions as may be required by the City.
- Make suitable arrangements for off road parking or shuttle bus-type of travel to the worksite.
- Park all vehicles in a designated parking area or as far away as possible from the travelled portion of the road.
- Provide all transportation, supervision, safety equipment and medical/first aid service required by volunteers while they are performing clean-up activities.
- Pick up litter a **minimum of two (2) times a year, preferably in spring and fall, for a period of three (3) years** to maintain a clean Right-of-Way.
- Sort litter into 3 different categories: garbage in compliance with the clear bag program, and paper or container refuse in compliance with the green box and blue box program.
- Give the Public Works Department 48 hours notice prior to beginning a litter pick-up.
- Volunteers are to wear safety vests, gloves, and appropriate footwear at all times and any additional appropriate safety apparel during the pick-up.
- Collect litter only from the Right-of-Way sections of adopted road and not enter onto private property.
- Never enter the roadway to pick up litter on the road surface, paved or gravel shoulders, medians, bridges, or in tunnels, on overpasses, or around other structures or locations that could pose a danger to volunteers and/or motorists.
- Wear clothing that will not impair vision or movement during the pick-up.
- Not wear attire that might divert the attention of motorists during clean-up activities.
- Provide supervision by one adult (19 years of age or older) for every five (5) or less volunteers. The City reserves the right to limit the number of volunteers on an adopted section of road Right-of-Way.
- Ensure no volunteer possesses or consumes illegal drugs or alcoholic beverages immediately before or during clean-up activities.

- Suspend litter pick-up when weather conditions become inclement (ie: fog, rain, drizzle, high wind, electrical storms, etc.).
- Ensure that no pets or volunteers under the age of twelve (12) are present at the clean-up site.
- Work only during daylight hours (1 hour after sunrise and 1 hour before sunset).
- Leave closed containers, heavy objects, or suspected hazardous materials and contact City staff to pick-up these items.
- Surrender items of value (wallet, purse, camera, etc.) found on City property to the nearest police station or Service Centre Staff.
- Ensure that no signs, posters, or other display material are brought to the adopted section by anyone during or between clean-ups.
- Place filled trash bags at the designated pick-up site(s) as pre-arranged by the City Representative and the Authorized Group Representative, or take directly to the nearest landfill site.
- Report any signs of vandalism, illegal dumping activity or unusual or suspicious events to the City Representative.
- Any accidents or injury must be reported to the City Representative and an Accident/Incident Report form completed.
- Ensure that no motorized or large equipment is used during clean-up activities.
- Avoid overexertion and heat related problems by drinking water and taking breaks, especially during summer months.
- Ensure someone within the group has access to a phone and a first aid kit in the event of an emergency.
- Never reach blindly to pick up an item. Use tongs or a stick to identify the item before picking it up.
- Car pool to minimize the number of vehicles at the work-site and always disembark from vehicles on the side adjacent to the ditch.
- Cleanup only one side of the roadway at a time and work towards oncoming traffic.

CITY OF KAWARTHA LAKES RESPONSIBILITIES

The City will:

- Participate in the selection of the specific section of City Road Right-of-Way to be adopted.
- Provide clear trash bags, safety vests and safety information.
- Erect sign(s) with the volunteers' name displayed at the beginning of each adopted section of highway Right-of-Way, unless, in the opinion of City, erecting the signs would jeopardize the program, be counter-productive to its purpose, create a hazard to the safety of the public, or be in conflict with government or City policies.
- Pay the tipping fees at the local landfill site.
- Remove litter from the adopted Right-of-Way section under unusual circumstances (i.e. to remove large, heavy, or hazardous items) that have been flagged.
- Monitor to ensure the objectives of the program are being met.
- Approve the name, titles, or words placed on ADOPT-A-ROAD signs.

MODIFICATION/RENEWAL/TERMINATION OF THE AGREEMENT OR PROGRAM

The ADOPT-A-ROAD agreement or program may be modified in scope or altered in any manner at the discretion of the City.

Volunteers will have the option of renewing their agreement, subject to the approval of the City and continuation of the program. Updated volunteer information is required at the time of the renewal.

The City may terminate the agreement and/or remove the ADOPT-A-ROAD signs bearing the volunteer's name if it finds that:

- The group is not meeting the terms and conditions of the agreement.
- One or more volunteers of a group is not responsible.
- The volunteers are acting contrary to the guidelines of the program.
- The adoption is proving to be counter-productive to the program's objective.
- Undesirable effects such as increased litter, vandalism, or sign theft are resulting from the adoption.
- Volunteers have engaged in irresponsible conduct at the adopted section.

***This section to be completed by
the authorized group representative.***

Under the ADOPT-A-ROAD PROGRAM _____
(name of group or individual/name to appear on signs)

agrees to adopt a section of road Right-of-Way and keep it clean.

City Rd. # _____

From: _____ to _____

For a Distance of _____ kms.

As the Authorized Group Representative, by signing below, I confirm that I have read, understood, and agree to comply with the TERMS AND CONDITIONS of the Adopt-A-Road program. I also confirm that I have provided each volunteer identified on the attached Volunteer Release and Waiver Agreement with a copy of the Adopt-A-Road Program Policy including the 'Volunteer Responsibilities & Safety Guidelines' and reviewed the guidelines with the volunteers before participating in the Adopt-A-Road clean-up activities.

Authorized Group Representative
(print name)

Signature

Street Address

Date

City

Postal Code

Is This an Agreement Renewal

(Yes ☐ No ☐)

Home Phone No.

Business Phone No.

Email Address

Personal information collected will be used solely for the purposes of administering the Adopt-A-Road program. The City of Kawartha Lakes is committed to protecting the privacy of any personal information in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

Rev. Nov 20th, 2017

The Corporation of the City of Kawartha Lakes

Council Report

Report Number WWW2017-011

Date: December 12, 2017

Time: 2:00 p.m.

Place: Council Chambers

Ward Community Identifier: ALL

Subject: Drinking Water Quality Management System Review and Endorsement

Julie Henry, Quality Management and Policy Coordinator

Recommendation(s):

RESOLVED THAT Report WWW2017-011, Drinking Water Quality Management System Review and Endorsement be received;

THAT the City of Kawartha Lakes and Ontario Clean Water Agency (OCWA) Drinking Water Quality Management Reviews be received;

THAT the City of Kawartha Lakes Water and Wastewater Quality Management System be endorsed by Council for approval through the accreditation process;

THAT the City of Kawartha Lakes Quality Management System Policy statements be adopted;

THAT the Ontario Clean Water Agency Quality Management System be endorsed by Council for approval through the accreditation process; and

THAT the Ontario Clean Water Agency Quality Management System Policy statements be adopted.

Department Head:_____

Financial/Legal/HR/Other:_____

Chief Administrative Officer:_____

Background:

The City of Kawartha Lakes owns twenty-one drinking water systems, all of which are licensed under the Municipal Drinking Water Licensing Program (MDWLP). This licensing program was established under the *Safe Drinking Water Act*, 2002 as a result of recommendations made by Justice O'Connor in the *Report of the Walkerton Inquiry (2002)* and states that in order to receive a license (which allows an owner to legally operate its drinking water systems), the Owner of a municipal drinking water system must ensure that an accredited operating authority is operating the system(s) at all times. To remain an accredited operating authority, an established and successful quality management system that meets the requirements of the Ontario Drinking Water Quality Management Standard (ODWQMS) must be maintained. Without this Quality Management System (QMS) in place, an owner cannot legally attain a municipal drinking water license and as such, cannot legally operate a drinking water system. Therefore, it is imperative to attain owner endorsement and approval through the accreditation process.

The Drinking Water Quality Management Standard provides the foundation for the operation of municipal drinking water systems for accredited operating authorities in the Province of Ontario. Operating authorities must establish a quality management system to meet the requirements of the standard and to develop and establish policy and directives by controlling and directing an organization with regard to quality. This system is documented in the Operational Plan which is reviewed and updated annually. A documented, functioning quality management system is necessary for the production of safe, reliable drinking water and every year as mandated by the standard, must be endorsed by the Owner. This report facilitates this requirement.

The owner of all twenty-one drinking water systems in the City of Kawartha Lakes is The Corporation of the City of Kawartha Lakes, represented by Mayor and Council. The Water and Wastewater Division of the Corporation of the City of Kawartha Lakes is the accredited operating authority for the Lindsay Drinking Water System (both treatment and distribution) and for the remaining twenty distribution systems within the City. The Ontario Clean Water Agency (OCWA) is the accredited operating authority for the remaining twenty smaller treatment systems. **Both OCWA and the Water and Wastewater Division were granted status as accredited operating authorities in 2011 and have since successfully maintained their accreditation and licensed status.**

Council endorses the Water and Wastewater Division's Quality Management System every year by signing the Quality Management System Policy (signed by the Mayor and CAO as representative for Council.) This policy is the mission statement, or commitment that an accredited operating authority makes with regards to the delivery of safe drinking water. As per Element Three of the standard, "The Operational Plan shall contain a written endorsement of its contents by Top Management and the Owner". In response, Council has

endorsed the Quality Management System annually since the initial accreditation in 2011. Most recently, on December 13, 2016 Council endorsed the Quality Management System through the following resolution.

RESOLVED THAT Report WWW2016-009, Drinking Water Quality Management System – Operational Plan and Policy Endorsement and Update, be received;

THAT the City of Kawartha Lakes and Ontario Clean Water Agency (OCWA) Drinking Water Quality Management System Top Management Reports be received;

THAT the City of Kawartha Lakes, Water and Wastewater Operational Plan be endorsed by Council for approval through the accreditation process;

THAT the City of Kawartha Lakes Quality Management System Policy statements be adopted;

THAT the Ontario Clean Water Agency Operational Plan be endorsed by Council for approval throughout the accreditation process; and

THAT the Ontario Clean Water Agency Quality Management System Policy statements be adopted.

CR2016-1265

CARRIED

Rationale:

The following section provides an overview of the standard that the City and OCWA have followed and the specific activities that were undertaken over the last year to ensure the operational plans and quality management system policies for the next year can be endorsed and adopted by council.

Drinking Water Quality Management Standard

The Drinking Water Quality Management Standard is based on a PLAN, DO, CHECK and IMPROVE methodology and states the commitments of the Accredited Operating Authority in the delivery of safe drinking water.

DWQMS 2.0 (a revision of the existing standard) was released by the MOECC in February of 2017. As such, operating authorities have until the end of 2019 to incorporate the updates in their Quality Management Systems. The updates to the elements of the standard are noted as required below.

Each chapter of the DWQMS (included in this report as Appendix A), is referred to as an element and the **PLAN** and **DO** related elements are as follows:

1. **Quality Management System** – Encompasses the twenty-one elements of the DWQMS.

2. **Quality Management System Policy** – Commitment to maintenance and continual improvement of the QMS. The policy for the Water and Wastewater Division is included in this report as Appendix B. The policy for Ontario Clean Water Agency is included in this report as Appendix E.
3. **Commitment and Endorsement** – Written endorsement of contents by Top Management and the Owner.
4. **Quality Management System Representative** - Identification of the QMS Representative and Designate as appointed by Top Management.
5. **Document and Records Control** – Procedure to manage and control important documents and records.
6. **Drinking Water System** – Description of the Drinking Water Systems and Water Sources.
7. **Risk Assessment** – Procedure to identify, assess, and rank hazards and hazardous events associated with the provision of safe drinking water.
Note: Change due to DWQMS revision, climate change and associate hazards must now be included in this element and in the annual risk review and three year risk assessment. The MOECC provided a list of hazards, all of which have been incorporated into our quality management system Element Eight of the Operational Plan.
The revision also requires the risk assessment and review to consider the reliability and redundancy of equipment. This edit has been completed.
8. **Risk Assessment Outcomes** – Documentation for the Risk Assessment Outcomes.
9. **Organization Structure, Roles, Responsibilities and Authorities** – Procedure that identifies the Owner, Operating Authority, Top Management and the roles and responsibilities of each.
10. **Competencies** – Procedure that documents the competencies required for all employees with positions directly related to the provision of safe drinking water.
11. **Personnel Coverage** – Procedure to ensure that sufficient, competent personnel are available at all times.
12. **Communications** – Procedure that describes how the QMS is communicated between Top Management and the Owner, Operating Authority, Suppliers and the Public.
13. **Essential Supplies and Services** – Identifies all supplies and services essential for the delivery of safe drinking water.
14. **Review and Provision of Infrastructure** – Procedure for the annual review of drinking water infrastructure.
Note: The MOECC revision requires the operating authority to: consider the outcomes of the risk assessment documented under element eight and to ensure that the adequacy of the infrastructure necessary to operate and maintain the subject system is reviewed at least once every Calendar Year. This item will be implemented during the next infrastructure review.
15. **Infrastructure Maintenance, Rehabilitation, and Renewal** - Procedure for the maintenance of infrastructure maintenance, rehabilitation and renewal programs for the drinking water system.

Note: The MOECC revision requires the operating authority to document a long term forecast of major infrastructure maintenance, rehabilitation and renewal activities. The division was already documenting this information and is referenced in the Operational Plan.

16. **Sampling, Testing, and Monitoring** – Procedure for sampling, testing and monitoring activities completed for finished drinking water quality.
17. **Measurement and Recording Equipment Calibration and Maintenance** – Procedure to document the calibration and maintenance of measurement and recording equipment used for safe drinking water quality.
18. **Emergency Management** – Procedure to document how the operating authority maintains a state of emergency preparedness.

The **CHECK** elements of the Drinking Water Quality Management Standard are as follows:

19. **Internal Audits** – Procedure documents the process for Internal Audits
Note: The MOECC revision requires the operating authority to complete internal audits at least once every calendar year (previously the element stated once every twelve months).
20. **Management Review** – Procedure established by the Division for describing how the QMS will ensure its continuing suitability, adequacy and effectiveness.

The **IMPROVE** element of the Drinking Water Quality Management Standard is:

21. **Continual Improvement** – Procedure established by the Division to continually improve the effectiveness of its Quality Management System through the use of elements one to twenty (1 – 20) and the employment of the corrective action procedure.

Note: The DWQMS revision requires the addition of best management practices to this element. The practices are to be reviewed once every thirty-six months. MOECC has not released the documentation for this revision as of yet; our QMS will be updated accordingly when the information is published.

The DWQMS revision also requires the operating authority to document a process for identifying and implementing Corrective Actions and Preventative Actions into this element of the QMS. This revision has been completed.

All of the elements of the Quality Management Standard are addressed and adhered to within the Water and Wastewater Division's Quality Management System and documented within the Operation Plan.

External Audits

As part of the accreditation process, it is necessary for every Accredited Operating Authority to undergo an annual third-party external audit. The external audits follow a three-year cycle as follows:

- Year one is a comprehensive onsite audit, and
- Year two and three are surveillance desktop audits.

The Water and Wastewater Division and OCWA had their comprehensive onsite audits in 2015 and at the time were both granted Certificates of Accreditation by SAI Global (an accredited third party auditor). In 2016 and 2017 both Operating Authorities underwent surveillance audits which entailed a review of documents requested by the third party auditor who confirmed that both Operating Authorities are conforming to all twenty-one elements of the Drinking Water Quality Management Standard (DWQMS). Each Operating Authority must successfully complete the audit cycle to maintain its accreditation.

The surveillance audits of 2017 resulted in no non-conformances for either operating authority and the auditor declared the Quality Management Systems effective. The report for the Water and Wastewater audit is found in Appendix C.

The report for OCWA's surveillance audit is located in Appendix F.

Both OCWA and the Water and Wastewater Division will undergo a third-party re-accreditation audit in 2018.

Internal Audits

In addition to external audits, the DWQMS requires Operating Authorities to conduct internal audits on all twenty-one elements of their Quality Management System on an annual basis. An auditing team is assigned and staff are questioned on their knowledge and understanding of the QMS and its relevance to their positions. Similar to the external audits, the internal audits identify non-conformances and opportunities for improvement.

Top Management Review

One of the requirements of the DWQMS is an annual Top Management Review. During this review, the Quality Management Representative presents to Top Management a report that summarizes and reviews the Quality Management System and provides details regarding its status. Members of Top Management provide feedback and resources for the maintenance and continual improvement of the system. The members of Top Management for the Water and Wastewater Division are:

Bryan Robinson – Director of Public Works

David Kerr – Manager, Environmental Services

Amber Hayter – Supervisor, Water and Wastewater Operations

Items included in the Top Management Report are as follows:

- A. Incidents of Regulatory Compliance – Inspection reports from the MOECC (Ministry of Environment and Climate Change).
- B. Incidents of Adverse Drinking Water Tests – any adverse drinking water quality incidents and resolutions.
- C. Deviations from Critical Control Point (CCP) Limits and Response Actions – any deviations from set points and required limits with explanations.
- D. The Efficacy of the Risk Assessment Process – the annual Risk Assessment and results.
- E. Internal and Third Party (external) Audit Results – the results of audits.
- F. Results of Emergency Response Testing – emergency response testing is conducted annually. The report includes the results of said testing/training.
- G. Operational Performance – the performance of staff, equipment, infrastructure etc. in regards to the delivery of safe drinking water.
- H. Raw Water Supply and Drinking Water Quality Trends – reports and data related to the raw water supply and any indicated trends.
- I. Follow-up on Action Items from previous Management Reviews – any outstanding items are addressed.
- J. The Status of Management Action Items Identified Between Reviews – any opportunities for improvement or corrective actions identified by Management.
- K. Changes that Could Affect the Quality Management System – any items that could affect the system (staffing changes, MOECC revisions, audit suggestions etc.).
- L. Consumer Feedback – a report containing consumer calls/complaints is included. Trends and improvement measures are discussed.
- M. The Resources Needed to Maintain the Quality Management System – any resources required to maintain the current quality level and success of the system are identified.
- N. The Results of Infrastructure Review – results of the annual review are included for consideration.
- O. Operational Plan Currency, Content and Updates – revisions made to the Operational Plan.
- P. Staff suggestions - any suggestions made by staff are included for discussion and consideration presented, discussed and considered.

The specifications for the Top Management Review are described in Element 20 of the DWQMS and a summary of the review is provided to the Owner in Appendix D.

A summary of OCWA's Top Management Review is included in Appendix G (part of their Management Review Report)

Conclusions and Recommendations

Owner commitment is a crucial component of a successful Quality Management System, and without the authority, direction and support of the system(s) owner, a QMS cannot be maintained. Without a successful QMS, an Operating Authority cannot be accredited and without this accreditation, cannot maintain its Municipal Drinking Water License (a mandated requirement to legally produce drinking water). It is therefore recommended that Council accepts and re-endorses the City's and OCWA's Quality Management Systems and to adopt the City's and OCWA's QMS Policy Statements as presented. As well, it is recommended that Council receive the Top Management Reports and QMS updates thereby illustrating their full commitment to the maintenance and continual improvement of QMS.

Currently, both Quality Management Systems are in excellent standing. The City of Kawartha Lakes remains committed to providing safe and reliable drinking water and service to all of our residents, businesses and visitors and continues to meet and surpass applicable legislation and regulations related to the provision of safe drinking water.

The Operational Plan for the Water and Wastewater Division of the City of Kawartha Lakes and for Ontario Clean Water Agency will be made available in their entirety for any member of Council who would like to read them.

Other Alternatives Considered:

No alternatives were considered. The Drinking Water Quality Management Standard as mandated by the *Safe Drinking Water Act, 2002* under the Ministry of Environment and Climate Change requires the endorsement of an Accredited Operating Authority's Quality Management System for the continuation of accreditation. As mentioned, without owner endorsement we cannot attain accreditation and without accreditation, we cannot operate.

Financial/Operation Impacts:

There are no financial considerations related to this report

Relationship of Recommendation(s) To the 2016-2019 Strategic Plan:

This project is consistent with the 2016-2019 Strategic Plan specifically in Goal 2 “An Exceptional Quality of Life” and Goal 3 “A Healthy Environment”. Maintaining a healthy and robust Quality Management System ensures the Water and Wastewater Division of the City of Kawartha Lakes has the ability to provide clean, safe drinking water while ensuring dedication and commitment to the environment via source water protection. Both goals add to the quality of life and health of City residents.

In addition, the recommendations in this report adhere to the City-wide strategic plan, embracing the pursuit of collaboration, continual improvement, excellence, innovation and results throughout the protection and enhancement of water quality.

Consultations:

Director of Public Works
Manager of Environmental Services
Supervisor Water and Wastewater Operations

Attachments:

Department Head E-Mail: brobinson@kawarthalakes.ca

Department Head: Bryan Robinson

Appendix A



DWQMS Standard _
February 2017.pdf

Appendix B



Owner Endorsement
-Quality Management

Appendix C



SAI Global CKL
DWQMS Audit Report

Appendix D



Management Review
Action Items Tracking

Appendix E



OCWA Endorsement
by CKL

Appendix F



OCWA 2017
Surveillance Audit

Appendix G



CKL Management
Review Implementatio

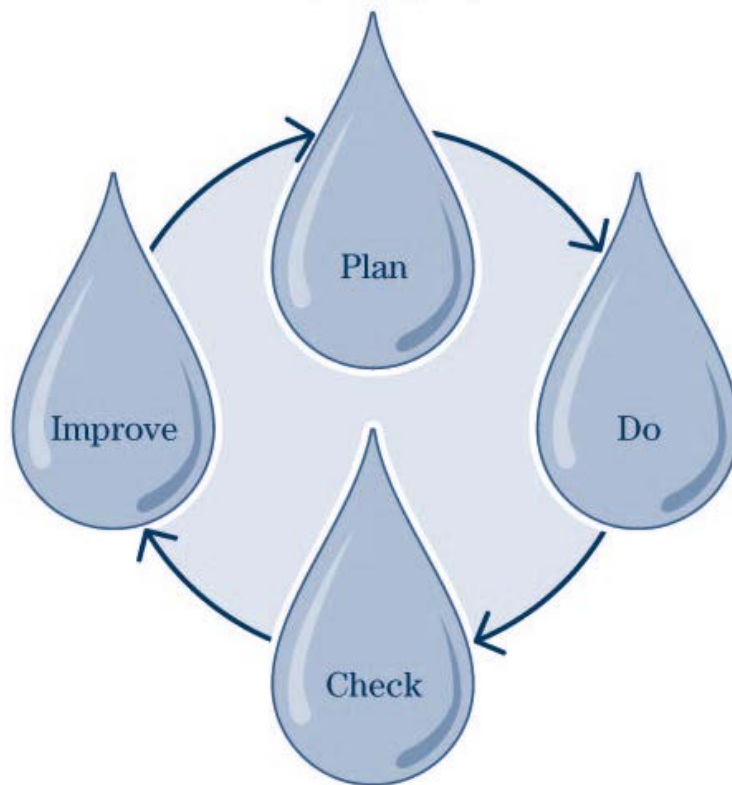
Drinking Water Quality Management Standard

Final – Version 2.0

February 2017

ontario.ca/environment





A copy of this document can be obtained from:

Safe Drinking Water Branch

40 St. Clair Ave W., 2nd Floor

Toronto, ON, M4V 1M2

Email: MDWLP@ontario.ca

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Introduction

Ontario has established a strong regulatory framework for drinking water systems in the province. This framework under the *Safe Drinking Water Act, 2002* (SDWA or Act) and related regulations focuses on compliance-based results which are verified through the Ministry of the Environment and Climate Change's compliance and abatement programs.

The Drinking Water Quality Management Standard (DWQMS or this Standard) is the Quality Management Standard approved under s. 21 of the SDWA, and complements this legislative and regulatory framework by endorsing a proactive and preventive approach to assuring drinking water quality. This approach includes consideration of elements that are fundamental to ensuring the long-term sustainability of a Drinking Water System including: Management processes employed within the system; the maintenance of infrastructure used to supply drinking water; and, identification of potential risks and risk mitigation strategies for items such as system security, water treatment, and the impacts of climate change.

The SDWA requires Owners and Operating Authorities of Municipal Residential Drinking Water Systems to have an accredited Operating Authority. In order to become accredited, an Operating Authority must establish and maintain a Quality Management System (QMS). Minimum requirements for the QMS are specified in this Standard, the DWQMS. Operating Authorities will be accredited by a third party accreditation body against the requirements of this Standard.

Operational Plan

The DWQMS requires an Operating Authority to document a Quality Management System for each Subject System that it operates in an Operational Plan which must be accepted by the Ministry of the Environment and Climate Change. The term Subject System is used in the DWQMS to refer to either a Municipal Residential Drinking Water System or an Operational Subsystem, as applicable in the circumstances.

Where an Operating Authority is operating multiple Subject Systems for a single Owner, the Operating Authority may choose to develop QMS components that are common for

all Drinking Water Systems. The Operational Plan for the Subject System would contain these common components or would reference separate documents that would be available to users of the Operational Plan. The common QMS components would need to be implemented both at the Subject System level and at the corporate level, and corporate roles, responsibilities and authorities would need to be documented for each level.

Roles, Responsibilities and Authorities

The DWQMS requires that roles, responsibilities and authorities be defined. Where the Owner and Operating Authority are the same entity, the Operational Plan should identify a specific person, persons or group of people within the entity and their respective Owner and/or Operating Authority roles, responsibilities and authorities. If the same person, persons or group of people are assigned both Owner and Operating Authority roles, responsibilities and authorities, then the requirement to communicate the QMS between Top Management and the Owner is met by the person, persons or group of people in possession of the information to be communicated.

In cases where the Owner has not assigned Operating Authority roles, responsibilities and authorities to a specific person, persons or group of people within the entity, the Owner will assume all of the roles, responsibilities and authorities of the Operating Authority. If the Owner is not the same entity as the Operating Authority, s.14 of the SDWA specifies that the Owner and the Operating Authority shall enter into an agreement that identifies, among other things, their respective responsibilities. Section 11 of the SDWA provides further information on the duties of Owners and Operating Authorities.

Director's Direction

The Director's Directions: Minimum Requirements for Operational Plans, issued under s.15 of the SDWA (Director's Directions), provides further direction respecting the minimum content of Operational Plans as well as rules respecting document retention, public disclosure of information and other requirements that the Director considers necessary for the purposes of the Act and its regulations. The Director's Directions may be amended, revoked or replaced by the Director under s.15(3) of the Act and the amendment, revocation or replacement is effective when notice is given on the

Environmental Bill of Rights Registry in accordance with s.15(6). The current version of the Director's Directions is available at www.ontario.ca/drinkingwater.

Guidance Document

The Ministry of the Environment and Climate Change has prepared a comprehensive guidance document entitled 'Implementing Quality Management: a Guide for Ontario's Drinking Water Systems' that outlines QMS and DWQMS concepts and provides guidance on the development, implementation, maintenance and continual improvement of a Subject System's Quality Management System. A copy of this document, as it may be amended from time to time, and additional guidance material is available at www.ontario.ca/drinkingwater.

Drinking Water Quality Management Standard

Scope

This Standard specifies minimum requirements for the Quality Management System of an Operating Authority for a Subject System:

- a) to facilitate the Operating Authority's ability to consistently produce and/or deliver drinking water that meets applicable legislative, regulatory and Owner requirements, and
- b) to enhance Consumer protection through the effective application and continual improvement of the Quality Management System.

Terms and Definitions

In the DWQMS these terms have the following meaning:

Audit – a systematic and documented verification process that involves objectively obtaining and evaluating documents and processes to determine whether a Quality Management System conforms to the requirements of this Standard.

Calendar Year – A period of one year beginning and ending with the dates conventionally accepted as marking the beginning and end of a year (January 1st to December 31st).

Consumer – the drinking water end user.

Corrective Action – action to eliminate the cause of a detected nonconformity of the QMS with the requirements of the DWQMS or other undesirable situation.

Critical Control Limit – the point at which a Critical Control Point response procedure is initiated.

Critical Control Point – an essential step or point in the Subject System at which control can be applied by the Operating Authority to prevent or eliminate a Drinking Water Health Hazard or to reduce it to an acceptable level.

Document – has the same meaning as “document” defined in s. 2(1) of the Act.

Director – means the director appointed for the purposes of s.15 of the Act.

Distribution System – has the same meaning as “distribution system” defined in s. 2(1) of the Act.

Drinking Water Health Hazard – has the same meaning as “drinking water health hazard” defined in s. 2(1) of the Act.

Drinking Water Quality Management Standard (DWQMS or this Standard) - has the same meaning as Quality Management Standard for Drinking Water Systems approved under s. 21 of the Act.

Drinking Water System – has the same meaning as “drinking water system” defined in s. 2(1) of the Act.

Environmental Bill of Rights Registry – has the same meaning as “Registry” defined in s.2(1) of the Act.

Municipal Drinking Water System – has the same meaning as “municipal drinking water system” defined in s. 2(1) of the Act.

Municipal Residential Drinking Water System – has the same meaning as “large municipal residential system” or “small municipal residential system” defined in s. 1(1) of O. Reg. 170/03.

Operating Authority – means, in respect of a Subject System, the person or entity that is given responsibility by the Owner for the operation, management, maintenance or alteration of the Subject System.

Operational Plan – means, in respect of a Subject System, the Operational Plan required by the Director's Direction.

Operational Subsystem – means a part of a Municipal Residential Drinking Water System operated by a single Operating Authority and designated by the Owner as being an Operational Subsystem.

Owner – has the same meaning as “owner” defined in s. 2(1) of the Act.

Preventive Action – action to prevent the occurrence of nonconformity of the QMS with the requirements of the DWQMS or other undesirable situation.

Primary Disinfection – has the same meaning as “primary disinfection” defined in s. 1(1) of O. Reg. 170/03.

Public – Subject System Consumers and stakeholders.

Quality Management System (QMS) – a system to:

- a) establish policy and objectives, and to achieve those objectives, and
- b) direct and control an organization with regard to quality.

Quality Management System Policy – means the policy described in Element 2 developed for the Subject System or Subject Systems.

Record – a document stating results achieved or providing proof of activities performed.

Secondary Disinfection – has the same meaning as “secondary disinfection” defined in s. 1(1) of O. Reg. 170/03.

Subject System – means:

- a) a Municipal Residential Drinking Water System where the system is operated by one Operating Authority, or
- b) an Operational Subsystem where two or more parts of a Municipal Residential Drinking Water System are operated by different Operating Authorities.

Supplier – an organization or person that provides a product or service that affects drinking water quality.

Top Management – a person, persons or a group of people at the highest management level within an Operating Authority that makes decisions respecting the QMS and recommendations to the Owner respecting the Subject System or Subject Systems.

Treatment System – has the same meaning as “treatment system” defined in s. 2(1) of the Act.

PLAN and DO Elements of the Quality Management Standard

1. Quality Management System

PLAN – The Operational Plan shall document a Quality Management System that meets the requirements of this Standard.

DO – The Operating Authority shall establish and maintain the Quality Management System in accordance with the requirements of this Standard and the policies and procedures documented in the Operational Plan.

2. Quality Management System Policy

PLAN – The Operational Plan shall document a Quality Management System Policy that provides the foundation for the Quality Management System, and:

- a) includes a commitment to the maintenance and continual improvement of the Quality Management System,
- b) includes a commitment to the Consumer to provide safe drinking water,
- c) includes a commitment to comply with applicable legislation and regulations, and
- d) is in a form that can be communicated to all Operating Authority personnel, the Owner and the Public.

DO – The Operating Authority shall establish and maintain a Quality Management System that is consistent with the Quality Management System Policy.

3. Commitment and Endorsement

PLAN – The Operational Plan shall contain a written endorsement of its contents by Top Management and the Owner.

DO – Top Management shall provide evidence of its commitment to an effective Quality Management System by:

- a) ensuring that a Quality Management System is in place that meets the requirements of this Standard,
- b) ensuring that the Operating Authority is aware of all applicable legislative and regulatory requirements,
- c) communicating the Quality Management System according to the procedure for communications,
- d) determining, obtaining or providing the resources needed to maintain and continually improve the Quality Management System.

4. Quality Management System Representative

PLAN – The Operational Plan shall identify a Quality Management System representative.

DO – Top Management shall appoint and authorize a Quality Management System representative who, irrespective of other responsibilities, shall:

- a) administer the Quality Management System by ensuring that processes and procedures needed for the Quality Management System are established and maintained,
- b) report to Top Management on the performance of the Quality Management System and any need for improvement,
- c) ensure that current versions of documents required by the Quality Management System are being used at all times,
- d) ensure that personnel are aware of all applicable legislative and regulatory requirements that pertain to their duties for the operation of the Subject System, and
- e) promote awareness of the Quality Management System throughout the Operating Authority.

5. Document and Records Control

PLAN – The Operational Plan shall document a procedure for Document and Records control that describes how:

- a) Documents required by the Quality Management System are:
 - i. kept current, legible and readily identifiable
 - ii. retrievable
 - iii. stored, protected, retained and disposed of, and
- b) Records required by the Quality Management System are:
 - i. kept legible, and readily identifiable
 - ii. retrievable
 - iii. stored, protected, retained and disposed of.

DO – The Operating Authority shall implement and conform to the procedure for Document and Records control and shall ensure that the Quality Management System documentation for the Subject System includes:

- a) the Operational Plan and its associated policies and procedures,
- b) Documents and Records determined by the Operating Authority as being needed to ensure the effective planning, operation and control of its operations, and
- c) the results of internal and external Audits and management reviews.

6. Drinking Water System

PLAN – The Operational Plan shall document, as applicable:

- a) for the Subject System:
 - i. the name of the Owner and Operating Authority,
 - ii. if the system includes equipment that provides Primary Disinfection and/or Secondary Disinfection:
 - A. a description of the system including all applicable Treatment System processes and Distribution System components,
 - B. a Treatment System process flow chart,
 - C. a description of the water source, including:
 - I. general characteristics of the raw water supply,
 - II. common event-driven fluctuations, and
 - III. any resulting operational challenges and threats.
 - iii. if the system does not include equipment that provides Primary Disinfection or Secondary Disinfection:
 - A. a description of the system including all Distribution System components, and
 - B. a description of any procedures that are in place to maintain disinfection residuals.
- b) if the Subject System is an Operational Subsystem, a summary description of the Municipal Residential Drinking Water System it is a part of including the name of the Operating Authority(ies) for the other Operational Subsystems.
- c) if the Subject System is connected to one or more other Drinking Water Systems owned by different Owners, a summary description of those systems which:
 - i. indicates whether the Subject System obtains water from or supplies water to those systems,
 - ii. names the Owner and Operating Authority(ies) of those systems, and
 - iii. identifies which, if any, of those systems that the Subject System obtains water from are relied upon to ensure the provision of safe drinking water.

DO – The Operating Authority shall ensure that the description of the Drinking Water System is kept current.

7. Risk Assessment

PLAN – The Operational Plan shall document a risk assessment process that:

- a) Considers potential hazardous events and associated hazards, as identified in the Ministry of the Environment and Climate Change document titled Potential Hazardous Events for Municipal Residential Drinking Water Systems, dated February 2017 as it may be amended. A copy of this document is available at www.ontario.ca/drinkingwater.
- b) identifies additional potential hazardous events and associated hazards,
- c) assesses the risks associated with the occurrence of hazardous events,
- d) ranks the hazardous events according to the associated risk,
- e) identifies control measures to address the potential hazards and hazardous events,
- f) identifies Critical Control Points,
- g) identifies a method to verify, at least once every calendar year, the currency of the information and the validity of the assumptions used in the risk assessment,
- h) ensures that the risks are assessed at least once every thirty-six months, and
- i) considers the reliability and redundancy of equipment.

DO – The Operating Authority shall perform a risk assessment consistent with the documented process.

8. Risk Assessment Outcomes

PLAN – The Operational Plan shall document:

- a) the identified potential hazardous events and associated hazards,
- b) the assessed risks associated with the occurrence of hazardous events,
- c) the ranked hazardous events,
- d) the identified control measures to address the potential hazards and hazardous events,
- e) the identified Critical Control Points and their respective Critical Control Limits,
- f) procedures and/or processes to monitor the Critical Control Limits,
- g) procedures to respond to deviations from the Critical Control Limits, and
- h) procedures for reporting and recording deviations from the Critical Control Limits.

DO – The Operating Authority shall implement and conform to the procedures.

9. Organizational Structure, Roles, Responsibilities and Authorities

PLAN – The Operational Plan shall:

- a) describe the organizational structure of the Operating Authority including respective roles, responsibilities and authorities,
- b) delineate corporate oversight roles, responsibilities and authorities in the case where the Operating Authority operates multiple Subject Systems,
- c) identify the person, persons or group of people within the management structure of the organization responsible for undertaking the Management Review described in Element 20,
- d) identify the person, persons or group of people, having Top Management responsibilities required by this Standard, along with their responsibilities, and
- e) identify the Owner of the Subject System.

DO – The Operating Authority shall keep current the description of the organizational structure including respective roles, responsibilities and authorities, and shall communicate this information to Operating Authority personnel and the Owner.

10. Competencies

PLAN – The Operational Plan shall document:

- a) competencies required for personnel performing duties directly affecting drinking water quality,
- b) activities to develop and/or maintain competencies for personnel performing duties directly affecting drinking water quality, and
- c) activities to ensure that personnel are aware of the relevance of their duties and how they affect safe drinking water.

DO – The Operating Authority shall undertake activities to:

- a) meet and maintain competencies for personnel directly affecting drinking water quality and shall maintain records of these activities, and
- b) ensure that personnel are aware of the relevance of their duties and how they affect safe drinking water, and shall maintain records of these activities.

11. Personnel Coverage

PLAN – The Operational Plan shall document a procedure to ensure that sufficient personnel meeting identified competencies are available for duties that directly affect drinking water quality.

DO – The Operating Authority shall implement and conform to the procedure.

12. Communications

PLAN – The Operational Plan shall document a procedure for communications that describes how the relevant aspects of the Quality Management System are communicated between Top Management and:

- a) the Owner,
- b) Operating Authority personnel,
- c) Suppliers that have been identified as essential under Plan (a) of Element 13 of this Standard, and
- d) the Public.

DO – The Operating Authority shall implement and conform to the procedure.

13. Essential Supplies and Services

PLAN – The Operational Plan shall:

- a) identify all supplies and services essential for the delivery of safe drinking water and shall state, for each supply or service, the means to ensure its procurement, and
- b) include a procedure by which the Operating Authority ensures the quality of essential supplies and services, in as much as they may affect drinking water quality.

DO – The Operating Authority shall implement and conform to the procedure.

14. Review and Provision of Infrastructure

PLAN – The Operational Plan shall document a procedure for reviewing the adequacy of the infrastructure necessary to operate and maintain the Subject System that:

- a) Considers the outcomes of the risk assessment documented under Element 8, and
- b) Ensures that the adequacy of the infrastructure necessary to operate and maintain the Subject System is reviewed at least once every Calendar Year.

DO – The Operating Authority shall implement and conform to the procedure and communicate the findings of the review to the Owner.

15. Infrastructure Maintenance, Rehabilitation and Renewal

PLAN – The Operational Plan shall document:

- a) a summary of the Operating Authority's infrastructure maintenance, rehabilitation and renewal programs for the Subject System, and
- b) a long term forecast of major infrastructure maintenance, rehabilitation and renewal activities.

DO – The Operating Authority shall:

- a) keep the summary of the infrastructure maintenance, rehabilitation and renewal programs current,
- b) ensure that the long term forecast is reviewed at least once every Calendar Year,
- c) communicate the programs to the Owner, and
- d) monitor the effectiveness of the maintenance program.

16. Sampling, Testing and Monitoring

PLAN – The Operational Plan shall document:

- a) a sampling, testing and monitoring procedure for process control and finished drinking water quality including requirements for sampling, testing and monitoring at the conditions most challenging to the Subject System,
- b) a description of relevant sampling, testing or monitoring activities, if any, that take place upstream of the Subject System, and
- c) a procedure that describes how sampling, testing and monitoring results are recorded and shared between the Operating Authority and the Owner, where applicable.

DO – The Operating Authority shall implement and conform to the procedures.

17. Measurement and Recording Equipment Calibration and Maintenance

PLAN – The Operational Plan shall document a procedure for the calibration and maintenance of measurement and recording equipment.

DO – The Operating Authority shall implement and conform to the procedure.

18. Emergency Management

PLAN – The Operational Plan shall document a procedure to maintain a state of emergency preparedness that includes:

- a) a list of potential emergency situations or service interruptions,
- b) processes for emergency response and recovery,
- c) emergency response training and testing requirements,
- d) Owner and Operating Authority responsibilities during emergency situations,
- e) references to municipal emergency planning measures as appropriate, and
- f) an emergency communication protocol and an up-to-date list of emergency contacts.

DO – The Operating Authority shall implement and conform to the procedure.

CHECK Elements of the Quality Management Standard

19. Internal Audits

PLAN – The Operational Plan shall document a procedure for internal Audits that:

- a) evaluates conformity of the Quality Management System with the requirements of this Standard,
- b) identifies internal Audit criteria, frequency, scope, methodology and record-keeping requirements,
- c) considers previous internal and external Audit results, and
- d) describes how Quality Management System Corrective Actions are identified and initiated.

DO – The Operating Authority shall implement and conform to the procedure and shall ensure that internal Audits are conducted at least once every Calendar Year.

20. Management Review

PLAN – The Operational Plan shall document a procedure for management review that evaluates the continuing suitability, adequacy and effectiveness of the Quality Management System and that includes consideration of:

- a) incidents of regulatory non-compliance,
- b) incidents of adverse drinking water tests,
- c) deviations from Critical Control Point limits and response actions,
- d) the effectiveness of the risk assessment process,
- e) internal and third-party Audit results,
- f) results of emergency response testing,
- g) operational performance,
- h) raw water supply and drinking water quality trends,
- i) follow-up on action items from previous management reviews,
- j) the status of management action items identified between reviews,
- k) changes that could affect the Quality Management System,
- l) Consumer feedback,
- m) the resources needed to maintain the Quality Management System,
- n) the results of the infrastructure review,
- o) Operational Plan currency, content and updates, and
- p) staff suggestions.

DO – Top Management shall implement and conform to the procedure and shall:

- a) ensure that a management review is conducted at least once every Calendar Year,
- b) consider the results of the management review and identify deficiencies and actions items to address the deficiencies,
- c) provide a record of any decisions and action items related to the management review including the personnel responsible for delivering the action items and the proposed timelines for their implementation, and
- d) report the results of the management review, the identified deficiencies, decisions and action items to the Owner.


IMPROVE Element of the Quality Management Standard

21. Continual Improvement

PLAN – The Operating Authority shall develop a procedure for tracking and measuring continual improvement of its Quality Management System by:

- a) reviewing and considering applicable best management practices, including any published by the Ministry of the Environment and Climate Change and available on www.ontario.ca/drinkingwater, at least once every thirty-six months;
- b) documenting a process for identification and management of Quality Management System Corrective Actions that includes:
 - i. investigating the cause(s) of an identified non-conformity,
 - ii. documenting the action(s) that will be taken to correct the non-conformity and prevent the non-conformity from re-occurring, and
 - iii. reviewing the action(s) taken to correct the non-conformity, verifying that they are implemented and are effective in correcting and preventing the re-occurrence of the non-conformity.
- c) documenting a process for identifying and implementing Preventive Actions to eliminate the occurrence of potential non-conformities in the Quality Management System that includes:
 - i. reviewing potential non-conformities that are identified to determine if preventive actions may be necessary,
 - ii. documenting the outcome of the review, including the action(s), if any, that will be taken to prevent a non-conformity from occurring, and
 - iii. reviewing the action(s) taken to prevent a non-conformity, verifying that they are implemented and are effective in preventing the occurrence of the non-conformity.

DO – The Operating Authority shall strive to continually improve the effectiveness of its Quality Management System by implementing and conforming to the procedure.

| | | |
|---|---|-------------|
|  | Operational Plan | QMS-02 |
| | Date: November 18, 2016 | Revision: 0 |
| | Approved By: Supervisor, Water and Wastewater Operations | |
| Quality Management System Policy (2017 Endorsement) | | Page 1 of 1 |

The Corporation of the City of Kawartha Lakes owns twenty-one drinking water systems and six wastewater treatment and collection facilities. The Water and Wastewater Division is the operating authority for the Lindsay Water Treatment Plant, all twenty-one drinking water distribution systems and six wastewater collection systems. We are dedicated to developing a high level of trust, commitment and accountability by consistently delivering high quality and safe drinking water to the consumers in the City of Kawartha Lakes.

The Corporation of the City of Kawartha Lakes is committed to:

- Providing safe and reliable drinking water services to our residents and businesses
- Promoting consumer confidence in municipal drinking water;
- Meeting and surpassing applicable legislation and regulations as related to the provision of safe drinking water; and
- Strive to maintain and continually improve the effectiveness of the Quality Management System in a responsible manner through ongoing review, assessment and action.



 Mayor

January 24, 2017

 Date



 CAO

January 24, 2017

 Date

ACCREDITATION PROGRAM FOR OPERATING AUTHORITIES SYSTEMS VERIFICATION AUDIT REPORT – 2017

FILE #: 1631768-01

**The Corporation of the City of Kawartha Lakes
OAP 141 (Distribution)**

Operating Authority for:

Birchpoint Estates Drinking Water System
Bobcaygeon Drinking Water System
Canadiana Shores Drinking Water System
Fenelon Falls Drinking Water System
Janetville Drinking Water System
King's Bay Drinking Water System
Kinmount Drinking Water System
Lindsay Drinking Water System
Manorview Drinking Water System
Mariposa Estates Drinking Water System
Norland Drinking Water System
Omeme (Victoria Glen) Drinking Water System
Pinewood Drinking Water System
Pleasant Point Drinking Water System
Sonya Village Subdivision Drinking Water System
Southview Estates Drinking Water System
Victoria Place Drinking Water System
Western Trent/Palmina Drinking Water System
Woodfield Drinking Water System
Woods of Manilla Drinking Water System
Woodville Drinking Water System

S2 Surveillance Audit

Prepared by: James McLarty

Date: Apr 10, 2017

Audit Objectives

The objective of the audit was to determine whether the drinking water Quality Management System (QMS) of the subject system conforms to the requirements of the Ontario Ministry of the Environment's (MOE) Drinking Water Quality Management Standard (DWQMS) at all of the locations noted in the Applicant Profile Form (AP 602). It was also intended to gather the information necessary for SAI Global to assess whether accreditation can be offered to the operating authority.

Audit Scope

The facilities and processes associated with the operating authority's QMS were objectively evaluated to obtain audit evidence and to determine a) whether the quality management activities and related results conform with DWQMS requirements, and b) if they have been effectively implemented.

Audit Criteria:

- The Drinking Water Quality Management Standard
- Current QMS manuals, procedures and records implemented by the Operating Authority
- SAI Global Accreditation Program Handbook

Auditor:

James McLarty

Audit Report Distribution List:

The Audit Report is distributed as follows:

- Operating Authority
- Owner
- Ministry of the Environment Director

Confidentiality and Documentation Requirements

SAI Global stores their records and reports to ensure their preservation and confidentiality. Unless required by law, SAI Global will not disclose audit records to a third party without prior written consent of the applicant. The only exception will be that SAI Global will provide audit and corrective action reports to the Ontario Ministry of the Environment. For more information, please refer to the SAI Global Accreditation Program Handbook.

PART A. MANAGEMENT SUMMARY

This was an off-site verification audit of the The Corporation of the City of Kawartha Lakes Operational Plan to verify conformance with the requirements of DWQMS: Oct. 2006.

The overall effectiveness of the The Corporation of the City of Kawartha Lakes Quality Management System is considered:

- ☒ **Effective**
☐ **Not effective**

No non-conformities were identified during this assessment, as noted in Part D of this report.

Notes

Copies of this report distributed outside the organization must include all pages.

As part of the SAI Global Terms, it is necessary for you to notify SAI Global of any changes to your Quality Management System that you believe are significant enough to risk non-conformity with DWQMS: Oct. 2006. For more information, please refer to the SAI Global Accreditation Program Handbook.

PART B. GENERAL INFORMATION

Operating Authority:

Legal name and address The Corporation of the City of Kawartha Lakes OAP 141 (Distribution)

Address 12 Peel Street, P.O Box 9000 Lindsay Ontario

Applicant representative Julie Henry

Title Quality Management and Policy Coordinator

Telephone 705-324-9411 2391 Fax (705) 328- 3054

E-mail jhenry@city.kawarthalakes.on.ca

Owner:

Legal name and address

☒ same as above, or:

Applicant representative Julie Henry

Title Quality Management and Policy Coordinator

Telephone 705-324-9411 «2391» Fax (705) 328- 3054

E-mail jhenry@city.kawarthalakes.on.ca

Accreditation Option: Full Scope - Entire DWQMS

Population Served: 29,192

This audit report covers the subject systems listed:

| System | Type of System |
|---|----------------------------|
| Birchpoint Estates Drinking Water System | Distribution only |
| Bobcaygeon Drinking Water System | Distribution only |
| Canadiana Shores Drinking Water System | Distribution only |
| Fenelon Falls Drinking Water System | Distribution only |
| Janetville Drinking Water System | Distribution only |
| King's Bay Drinking Water System | Distribution only |
| Kinmount Drinking Water System | Distribution only |
| Lindsay Drinking Water System | Treatment and Distribution |
| Manorview Drinking Water System | Distribution only |
| Mariposa Estates Drinking Water System | Distribution only |
| Norland Drinking Water System | Distribution only |
| Omemee (Victoria Glen) Drinking Water System | Distribution only |
| Pinewood Drinking Water System | Distribution only |
| Pleasant Point Drinking Water System | Distribution only |
| Sonya Village Subdivision Drinking Water System | Distribution only |
| Southview Estates Drinking Water System | Distribution only |
| Victoria Place Drinking Water System | Distribution only |
| Western Trent/Palmina Drinking Water System | Distribution only |
| Woodfield Drinking Water System | Distribution only |
| Woods of Manilla Drinking Water System | Distribution only |
| Woodville Drinking Water System | Distribution only |

List of Level 1 and Level 2 Documentation Reviewed including reports etc.:

| | | |
|--|---|-------------------------------|
| QMS-01 | Overview of Operational Plan | Revision 6, dated 2016-04-18 |
| QMS-02 | Quality Management System Policy | Revision 0, dated 2016-11-18 |
| QMS-03 | Commitment and Endorsement | Revision 0, dated 2016-11-18 |
| QMS-04 | Quality Management System Representative | Revision 4, dated 2014-08-06 |
| QMS-05 | Document and Records Control | Revision 11, dated 2016-02-24 |
| QMS-06 | Drinking Water System Descriptions | Revision 11, dated 2016-11-21 |
| QMS-07 | Risk Assessment R4 | Revision 8, dated 2016-11-21 |
| QMS-09 | Organizational Structure, Roles, Responsibilities and Authorities | Revision 10, dated 2016-11-21 |
| QMS-10 | Competencies | Revision 11, dated 2016-12-20 |
| QMS-11 | Personnel Coverage | Revision 11, dated 2016-11-07 |
| QMS-12 | Communications | Revision 6, dated 2016-11-21 |
| QMS-13 | Essential Supplies and Services | Revision 10, dated 2016-11-21 |
| QMS-14 | Review and Provision of infrastructure | Revision 8, dated 2017-02-09 |
| QMS-15 | Infrastructure Maintenance, Rehab & Renewal | Revision 10, dated 2017-02-09 |
| QMS-16 | Sampling, Testing and Monitoring | Revision 7, dated 2017-02-09 |
| QMS-17 | Measurement and Recording Equipment Calibration & Maintenance | Revision 10, dated 2016-11-21 |
| QMS-18 | Emergency Management | Revision 9, dated 2016-11-21 |
| QMS-19 | Internal Audits | Revision 6, dated 2016-11-21 |
| QMS-20 | Management Review | Revision 6, dated 2016-11-21 |
| QMS-21 | Continual Improvement | Revision 7, dated 2016-11-21 |
| Table QMS_08_T_01 | Risk Assessment for 2016 | Revision 1, dated 2017-03-02 |
| Table QMS_08_T_-02 | Summary of Critical Control Points | Revision 8, No date |
| Table QMS_09_T_02 | Roles, Responsibilities, Authorities | Revision 9, dated 2017-01-12 |
| QMS_10_T-01 | Competencies Table | Revision 9, dated 2016-11-21 |
| QMS_11_Sched_01 | 2017 On-call and ORO Schedule | dated 2017-01-24 |
| QMS_13_Ap_D | Essential Suppliers and Services Listing | Revision 2, dated 2016-11-21 |
| QMS_18_Plan_04 | Lindsay DWS Contingency Plan | Revision 12, dated 2017-03-10 |
| QMS_18_Ap_A | CKL Emergency Contact List | Revision 10, dated 2016-11-28 |
| QMS_16_01 | Lindsay DWS Sampling Plan | Revision 6, dated 2016-12-05 |
| QMS_19_03 | Internal Audit Report 7A | dated 2016-11-28 |
| QMS_18_Plan_04 | Contingency Plan | Revision 12, dated 2017-03-10 |
| Management Review meeting minutes, from meeting 2016-06-30 | | |

PART C. SUMMARY OF FINDINGS

| SUMMARY OF FINDINGS | | | | | | | |
|--|--|---|---|---------------------------------|---|------------------------------------|---|
| OPERATING AUTHORITY The Corporation of the City of Kawartha Lakes OAP 141 (Distribution) | | | | | | 1631768-01 | |
| ACCREDITATION CYCLE: S2 Surveillance Audit | | | | | | | |
| AUDIT TYPE <input checked="" type="checkbox"/> Systems <input type="checkbox"/> On-Site Verification | | | | AUDITOR James McLarty | | Apr 10, 2017 to Apr 11, 2017 | |
| SUBJECT SYSTEMS AUDITED ① The table includes all drinking water systems identified on page 5 | | | | | | | |
| REQUIREMENT ↓ | SYSTEM → | ① | ② | ③ | ④ | ⑤ | ⑥ |
| 1. Quality Management System | C | | | | | | |
| 2. Quality Management System Policy | C | | | | | | |
| 3. Commitment and Endorsement | C | | | | | | |
| 4. Quality Management System Representative | C | | | | | | |
| 5. Document and Records Control | OFI | | | | | | |
| 6. Drinking-Water System | C | | | | | | |
| 7. Risk Assessment | C | | | | | | |
| 8. Risk Assessment Outcomes | C | | | | | | |
| 9. Organizational Structure, Roles, Responsibilities and Authorities | C | | | | | | |
| 10. Competencies | C | | | | | | |
| 11. Personnel Coverage | C | | | | | | |
| 12. Communications | C | | | | | | |
| 13. Essential Supplies and Services | C | | | | | | |
| 14. Review and Provision of Infrastructure | C | | | | | | |
| 15. Infrastructure Maintenance, Rehabilitation & Renewal | C | | | | | | |
| 16. Sampling, Testing and Monitoring | C | | | | | | |
| 17. Measurement & Recording Equipment Calibration and Maintenance | C | | | | | | |
| 18. Emergency Management | C | | | | | | |
| 19. Internal Audits | C | | | | | | |
| 20. Management Review | C | | | | | | |
| 21. Continual Improvement | C | | | | | | |
| Mj | Major non-conformity. The auditor has determined one of the following: (a) a required element of the DWQMS has not been incorporated into a QMS; (b) a systemic problem with a QMS is evidenced by two or more minor non-conformities; or (c) a minor non-conformity identified in a corrective action request has not been remedied. | | | | | | |
| Mn | Minor non-conformity. In the opinion of the auditor, part of a required element of the DWQMS has not been incorporated satisfactorily into a QMS. | | | | | | |
| OFI | Opportunity for improvement. Conforms to the requirement, but there is an opportunity for improvement. | | | | | | |
| C | Conforms to requirement. | | | | | | |
| | Not applicable to this audit. | | | | | | |
| * | Additional comment added by auditor in the body of the report. | | | | | | |

PART D. FINDINGS/COMMENTS

| | | |
|-------------------|---|---|
| DWQMS Reference: | 1 | Quality Management System |
| Client Reference: | | Quality Management System QMS-01 |
| Results: | | Acceptable |
| Details: | | <i>The documented Operational Plan meets the DWQMS requirements.</i> |
| DWQMS Reference: | 2 | Quality Management System Policy |
| Client Reference: | | Quality Management System QMS-02 |
| Results: | | Acceptable |
| Details: | | <i>The Quality Management System Policy was endorsed on January 24, 2017 by the Owner.</i> |
| DWQMS Reference: | 3 | Commitment and Endorsement |
| Client Reference: | | Quality Management System QMS-03 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan was endorsed on or about January 10, 2017 by Top Management and by city council on Dec. 13, 2016.</i> |
| DWQMS Reference: | 4 | Quality Management System Representative |
| Client Reference: | | Quality Management System QMS-04, Appendix 4A |
| Results: | | Acceptable |
| Details: | | <i>The Management Representative is identified as the Quality Management and Policy Coordinator, Julie Henry, on 2015-06-26.</i> |
| DWQMS Reference: | 5 | Document and Record Control |
| Client Reference: | | Quality Management System QMS-05 |
| Results: | | Opportunity for Improvement |
| Details: | | <i>There is an Opportunity for Improvement of the Operational Plan by ensuring that all system procedures are maintained and updated with sequential on-going updated revision references. The document control procedure describes how documents requiring control are managed and controlled. The records procedures describes how records are managed.</i> |
| DWQMS Reference: | 6 | Drinking Water System |
| Client Reference: | | Quality Management System QMS-06 and drinking water system maps |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes the twenty-one drinking water systems. The Operating Authority is only responsible for the distribution operations of twenty of the drinking water systems. The Operating Authority is responsible for both the operation and distribution of the Lindsay Drinking Water System.</i> |

| | | |
|-------------------|----|--|
| DWQMS Reference: | 7 | Risk Assessment |
| Client Reference: | | Quality Management System QMS-07 |
| Results: | | Acceptable |
| Details: | | <i>The Risk Assessment procedure describes the steps as to how the risk assessment process is to be conducted.</i> |
| DWQMS Reference: | 8 | Risk Assessment Outcomes |
| Client Reference: | | Quality Management System QMS-08 |
| Results: | | Acceptable |
| Details: | | <i>A risk assessment review was concluded on or about March 3, 2017.</i> |
| DWQMS Reference: | 9 | Organizational Structure, Roles, Responsibility and Authorities |
| Client Reference: | | Quality Management System QMS-09 |
| Results: | | Acceptable |
| Details: | | <i>The organizational structure, roles, responsibilities and authorities are described within this section of the Operational Plan.</i> |
| DWQMS Reference: | 10 | Competencies |
| Client Reference: | | Quality Management System QMS-10 |
| Results: | | Acceptable |
| Details: | | <i>Competencies requirements for all employees of the Operating Authority regarding Drinking Water Systems are described in the Operational Plan and associated Competencies Table.</i> |
| DWQMS Reference: | 11 | Personnel Coverage |
| Client Reference: | | Quality Management System QMS-11 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes how personnel coverage is met and managed. An on-call schedule for 2017 was provided for review.</i> |
| DWQMS Reference: | 12 | Communications |
| Client Reference: | | Quality Management System QMS-12 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes the communication processes that should take place between Top Management and the owner, operating personnel, suppliers and the public.</i> |
| DWQMS Reference: | 13 | Essential Supplies and Services |
| Client Reference: | | Quality Management System QMS-13 |
| Results: | | Acceptable |
| Details: | | <i>Essential supplies and services are identified within this section of the Operational Plan. An additional Emergency Contact List is included in the Emergency Response section of the Operational Plan.</i> |

| | | |
|-------------------|----|---|
| DWQMS Reference: | 14 | Review and Provision of Infrastructure |
| Client Reference: | | Quality Management System QMS-14 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes how the Review and Provision of Infrastructure including the review of existing infrastructure and the determination of any new infrastructure is managed.</i> |
| DWQMS Reference: | 15 | Infrastructure Maintenance, Rehabilitation and Renewal |
| Client Reference: | | Quality Management System QMS-15 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes how the infrastructure rehabilitation, renewal and maintenance programs and activities are to be undertaken.</i> |
| DWQMS Reference: | 16 | Sampling, Testing and Monitoring |
| Client Reference: | | Quality Management System QMS-15 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes how the Operating Authority meets all required sampling, testing and monitoring requirements. A sample schedule for 2017 was supplied for review.</i> |
| DWQMS Reference: | 17 | Measurement and Recording Equipment Calibration and Maintenance |
| Client Reference: | | Quality Management System QMS-17 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes how the Operating Authority meets the required calibrations and maintenance activities to ensure that equipment meets calibration and maintenance requirements.</i> |
| DWQMS Reference: | 18 | Emergency Management |
| Client Reference: | | Quality Management System QMS-18 |
| Results: | | Acceptable |
| Details: | | <i>The Operational Plan describes the Emergency Management process to used ensure safe, clean drinking water is provided. The City of Kawartha Lakes has a corporate emergency plan.</i> |
| DWQMS Reference: | 19 | Internal Audits |
| Client Reference: | | Quality Management System QMS-19 |
| Results: | | Acceptable |
| Details: | | <i>The Internal Audit report was dated November 28, 2016. Several opportunities for Improvement were generated as a result of the internal audit.</i> |

DWQMS Reference: 20 Management Review
Client Reference: Quality Management System QMS-20
Results **Acceptable**
Details: *The Management Review with great detail was held on June 29, 2016. All sixteen requirements were included in the review process.*

DWQMS Reference: 21 Continual Improvement
Client Reference: Quality Management System QMS-21
Results: **Acceptable**
Details: *Corrective actions are issued as part of the continual improvement process. Car responses are reviewed, accepted and closed out as required.*

RECOMMENDATION – Systems Audit


The auditor recommends the following:

- ☐ Offer of accreditation
- ☐ Offer of accreditation after response to corrective action requests has been deemed acceptable to the SAI Global
- ☐ On-site verification audit after response to corrective action requests has been deemed acceptable by the SAI Global
- ☐ On-site verification audit as next step in the accreditation process
- ☐ On-site verification of corrective action requests
- ☒ Maintenance of existing accreditation
- ☐ Complete re-assessment

Final comments: None



E-signature of Lead Auditor


| | | |
|--|--|--------------------|
|  | Form | QMS_20_03 |
| | Date: July 24, 2013 | Revision: 1 |
| | Approved By: QMS Representative/QMS Designate | |
| Top Management Review Action Items Tracking | | Page 1 of 5 |

Updated: June 2017

Item Update: November 2017


| Agenda Item | Decision/Action | Responsible | Date Due | Status |
|---|--|--|------------|---|
| a) Incidents of regulatory non-compliance | <p>-Reviewed and discussed. Director, PW requested that Supervisor, WWW Operations contact the Supervisor, Water Inspections, MOECC again regarding the non-compliance (ORO designation) on our inspection report that we do not agree with. (Supervisor, Water Inspections, MOECC and the Inspection Officer had been contacted previously but no answer was received) Director, PW asked Supervisor, WWW Operations to request that the item be reviewed and possibly removed from the inspection record.</p> <p>-Director, Public Works also suggested that in the future, operators be provided the inspection report and asked to read it</p> | -Supervisor, WWW Operations | Not stated | Closed |
| b) Incidents of adverse drinking water tests | <p>-Reviewed and discussed. All AWQI's resolved.</p> <p>-Supervisor, WWW Operations suggested adding Reactivator (Suspended Solids) to DWS Sampling Plan (is currently on the Sampling Schedule as a monthly sample) QMPC will update the plan as requested</p> | <p>-Supervisor, WWW Operations</p> <p>-QMPC/QMS Representative</p> | ASAP | Complete |
| c) Deviations from critical control point limits and response actions | -Reviewed and discussed. No actions items identified. | -Operators responsible for noting all deviations in facility logbook | N/A | N/A |
| d) Efficacy of the risk assessment process | -Reviewed and discussed. No actions items identified. | N/A | N/A | Ongoing process. Next Risk Assessment Nov 2017 |
| e) Results of audits (internal and external) | -Reviewed and discussed. Employees suggested quarterly QMS training to replace annual training. Suggestion accepted and quarterly QMS training is currently in place. | QMPC/QMS Representative | Ongoing | Ongoing process. Next onsite audit is May 2018. Next internal audit Nov |

*Uncontrolled document when printed.
The most recent version is the electronic copy located on SharePoint.*


| | | |
|--|--|--------------------|
|  | Form | QMS_20_03 |
| | Date: July 24, 2013 | Revision: 1 |
| | Approved By: QMS Representative/QMS Designate | |
| Top Management Review Action Items Tracking | | Page 2 of 5 |

| Agenda Item | Decision/Action | Responsible | Date Due | Status |
|---|--|---|----------|---|
| | | | | 2017. Training will continue on a quarterly basis |
| f) Results of relevant emergency response testing | -Last Emergency Testing done March 2017 Process reviewed and discussed. No action items identified/ | -Supervisor, WWW Operations -QMPC/QMS Representative | N/A | Ongoing process. Next testing is Mar 2018. |
| g) Operational performance | -Reviewed, discussed and no action items identified. | N/A | N/A | Ongoing |
| h) Raw water supply and drinking water quality trends | -Reviewed, discussed and no action items identified. | N/A | N/A | N/A |
| i) Follow-up action items from previous management reviews | -All ongoing items identified at 2016 Management Review addressed and discussed. Only remaining item is the MOECC DWQMS revision – awaiting documents regarding Best Management Practices. Upon release of this documentation the QMS will be updated accordingly. | -QMPC/QMS Representative | ASAP | Open |
| j) Status of management action items identified between reviews | -Items discussed and reviewed. No action items identified | -Top Management | N/A | Ongoing process. Action items can be identified at any time |
| k) Changes that could affect the QMS | -MOECC DWQMS revision Climate Control and its effects to be added to the QMS. Most revisions are complete however we are waiting on the Best Management Practices documentation to complete -organizational changes (staff changes) can affect the QMS and vacancies need to be filled as soon as possible. -budget decisions affect the QMS and the | -QMPC/QMS Representative, Supervisor, WWW Operations -Top Management -QMPC/QMS Representative | Ongoing | Ongoing |

*Uncontrolled document when printed.
The most recent version is the electronic copy located on SharePoint.*

| | | |
|--|--|--------------------|
|  | Form | QMS_20_03 |
| | Date: July 24, 2013 | Revision: 1 |
| | Approved By: QMS Representative/QMS Designate | |
| Top Management Review Action Items Tracking | | Page 3 of 5 |

| Agenda Item | Decision/Action | Responsible | Date Due | Status |
|---|--|---|----------|--------|
| | requirements of the system should be taken into consideration when budget decisions are made -Audit results – any OFI's or non-compliances would require addressing -OnWARN Membership – membership was finalized and reference to membership added to QMS documentation -Level of Service Policy – when finalized, may affect QMS documentation -Management Review Directives -Consumer Complaints/Suggestions can be accepted/applied and alter the QMS | -Top Management and QMPC/QMS Representative | | |
| l) Summary of consumer feedback | -Report included in this review and items discussed. Noted that the switch from Cartegraph to JDE may have resulted in incomplete report. A more accurate report will be available at the next Management Review. No action items identified. | N/A | N/A | N/A |
| m) Resources needed to maintain the QMS | -Reviewed and discussed -full staff and budget considerations are all required -training, support, communication and networking are all required -No action items identified | N/A | N/A | N/A |
| n) Results of the infrastructure review | -conducted yearly during the capital and operating budget process. No action items identified. | -Engineering and Assets and PW, WWW | N/A | N/A |

| | | |
|--|--|--------------------|
|  | Form | QMS_20_03 |
| | Date: July 24, 2013 | Revision: 1 |
| | Approved By: QMS Representative/QMS Designate | |
| Top Management Review Action Items Tracking | | Page 5 of 5 |

| Agenda Item | Decision/Action | Responsible | Date Due | Status |
|-------------------------|--|--------------------------|-----------|-----------------|
| | presented as a Council Policy. Remaining Frozen Services information to be presented as a Management Directive | -QMPC | | |
| r) Date of Next Meeting | -June 2018 | -QMPC/QMS Representative | June 2018 | Ongoing process |

Element 3

Commitment & Endorsement of OCWA'S QEMS & Operational Plan

This Operational Plan supports the overall goal of OCWA and the City of Kawartha Lakes to provide safe, cost-effective drinking water through sustained cooperation. OCWA will be responsible for developing, implementing, maintaining and continually improving its QEMS with respect to the operation and maintenance of the drinking water facilities and will do so in a manner that ensures compliance with applicable legislation. Through the endorsement of this Operational Plan, the City of Kawartha Lakes commits to cooperating in any reasonable request of OCWA to facilitate this goal.

Top management of both OCWA and the City of Kawartha Lakes endorses the QEMS for the drinking water facilities as documented in this Operational Plan.

Any major revision of the operational plan will be re-endorsed by Top Management of both OCWA and the City of Kawartha Lakes. Major revisions include:

1. Change of Owner
2. Addition or removal of any treatment process
3. Operation of additional drinking water subsystems owned by the same Owner

The Plan and the Appendices current as of the issue date of this document have been provided to both OCWA and to the Owner, the City of Kawartha Lakes, for endorsement. The written endorsement is presented below.

Operating Authority Endorsement

Owner Endorsement


Geoff Redden
Senior Operations Manager


NOV-1/16
Date


David Kerr
Manager, Environmental Services

NOV 9/2016
Date


Cindy Spencer
Regional Manager

Nov 1 /16
Date


Bryan Robinson
Director, Public Works

NOV 10/16
Date

Revision History

| Date | Revision # | Reason for Revision |
|-----------|------------|---|
| 08-Mar-16 | 0 | <p>The signed endorsement was moved from page 9 of the Operational Plan to Appendix N. Removed the word approval from endorsement signatures. The past endorsement history is as follows:</p> <p>Original endorsement:</p> <p>April 23, 2009 – Don Ross (OCWA – Operations Manager)</p> <p>April 24, 2009 – Ilmari Komulainen (OCWA – Regional Manager)</p> <p>August 28, 2009 - David Kerr (Owner – Manager, Environmental Services)</p> <p>August 31, 2009 – Ken Becking (Owner – Director, Public Works)</p> <p>Name and title changes:</p> <p>May 1, 2013 – Don Ross (OCWA – Operations Manager), Ilmari Komulainen (OCWA – Regional Manager)</p> <p>October 17, 2013 - David Kerr (Owner – Manager, Environmental Services), Michelle Hendry (Owner – Director, Public Works)</p> <p>Additional drinking water systems:</p> <p>November 21, 2014 – Don Ross (OCWA – Operations Manager), Ilmari Komulainen (OCWA – Regional Manager)</p> <p>January 7, 2015 - David Kerr (Owner – Manager, Environmental Services), Michelle Hendry (Owner – Director, Public Works)</p> |
| 01-Nov-16 | 1 | <p>OCWA: Geoff Redden, Senior Operations Manager & Cindy Spencer, Regional Manager</p> <p>Owner: David Kerr Manager, Environmental Services & Bryan Robinson, Director, Public Works</p> |

**ACCREDITATION PROGRAM FOR OPERATING AUTHORITIES
ON-SITE/SYSTEMS VERIFICATION AUDIT REPORT – 2017****FILE #: 1634181-01****Ontario Clean Water Agency****Operating Authority for:****City of Kawartha Lakes****S2 Surveillance Audit****Prepared by: Paul Cartlidge****Date: March 27, 2017**

Audit Objectives

The objective of the audit was to determine whether the drinking water Quality Management System (QMS) of the subject system conforms to the requirements of the Ontario Ministry of the Environment's (MOE) Drinking Water Quality Management Standard (DWQMS) at all of the locations noted in the Applicant Profile Form (AP 602). It was also intended to gather the information necessary for SAI Global to assess whether accreditation can be offered to the operating authority.

Audit Scope

The facilities and processes associated with the operating authority's QMS were objectively evaluated to obtain audit evidence and to determine a) whether the quality management activities and related results conform with DWQMS requirements, and b) if they have been effectively implemented.

Audit Criteria:

- The Drinking Water Quality Management Standard
- Current QMS manuals, procedures and records implemented by the Operating Authority
- SAI Global Accreditation Program Handbook

Auditor:

Paul Cartlidge

Audit Report Distribution List:

The Audit Report is distributed as follows:

- Operating Authority
- Owner
- Ministry of the Environment Director

Confidentiality and Documentation Requirements

The SAI Global stores their records and reports to ensure their preservation and confidentiality. Unless required by law, the SAI Global will not disclose audit records to a third party without prior written consent of the applicant. The only exception will be that the SAI Global will provide audit and corrective action reports to the Ontario Ministry of the Environment. For more information, please refer to the SAI Global Accreditation Program Handbook.

PART A. MANAGEMENT SUMMARY

This was an off site system audit of the Ontario Clean Water Agency for the City of Kawartha Lakes for conformance with the requirements of DWQMS: Oct. 2006.

The overall effectiveness of the Ontario Clean Water Agency for the City of Kawartha Lakes Quality Management System is considered:

- ☒ **Effective**
☐ **Not effective**

No non-conformities were identified during this assessment, as noted in Part D of this report.

The audit objectives have been accomplished within the audit scope in accordance with the audit plan and the time allocation.

Notes

Copies of this report distributed outside the organization must include all pages.

As part of the SAI Global Terms, it is necessary for you to notify the SAI Global of any changes to your Quality Management System that you believe are significant enough to risk non-conformity with DWQMS: Oct. 2006. For more information, please refer to the SAI Global Accreditation Program Handbook.

PART B. GENERAL INFORMATION

Operating Authority:

Legal name and address Ontario Clean Water Agency – Kawartha Hub

Address 123 East St South Bobcaygeon, Ontario

Applicant representative Geoff Redden

Title Senior Operations Manager

Telephone 705-738-9734 Fax

E-mail gredden@ocwa.com

Owner:

Legal name and address City of Kawartha Lakes
☐ same as above, or: 12 Peel St., Box 9000 Lindsay Ontario

Applicant representative Geoff Redden

Title Senior Operations Manager

Telephone 705-738-9734 Fax

E-mail gredden@ocwa.com

Accreditation Option: Full Scope - Entire DWQMS

Population Served: 11665

This audit report covers the subject systems listed:

Bobcaygeon Drinking Water System
Canadiana Shores Drinking Water System
Fenelon Falls Drinking Water System
Janetville Drinking Water System
Kings Bay Drinking Water System
Kinmount Drinking Water System
Manilla Drinking Water System
Manorview Drinking Water System
Mariposa Estates Drinking Water System
Norland Drinking Water System
Omeme Drinking Water System
Pinewood Drinking Water System
Pleasant Point Drinking Water System
Southview Drinking Water System
Victoria Place Drinking Water System
Woodfield Drinking Water System
Woodville Drinking Water System
Sonya Village Subdivision Drinking Water System
Western Trent/Palmina Drinking Water System
Birchpoint Estates Drinking Water System

PART C. SUMMARY OF FINDINGS

| SUMMARY OF FINDINGS | | | | | | | |
|---|--|---|---|---------------------------|---|------------------------------------|---|
| OPERATING AUTHORITY Ontario Clean Water Agency for the City of Kawartha Lakes | | | | | | 1634181-01 | |
| ACCREDITATION CYCLE: S2 Surveillance Audit | | | | | | | |
| AUDIT TYPE <input checked="" type="checkbox"/> Systems <input type="checkbox"/> On-Site Verification | | | | AUDITOR Paul Cartlidge | | Mar 27, 2017 to Mar 28, 2017 | |
| SUBJECT SYSTEM(S) AUDITED ① Operational Plan and Supporting procedures/records for City of Kawartha Lakes drinking water systems | | | | | | | |
| REQUIREMENT ↓ | SYSTEM → | ① | ② | ③ | ④ | ⑤ | ⑥ |
| 1. Quality Management System | C | | | | | | |
| 2. Quality Management System Policy | C | | | | | | |
| 3. Commitment and Endorsement | C | | | | | | |
| 4. Quality Management System Representative | C | | | | | | |
| 5. Document and Records Control | C | | | | | | |
| 6. Drinking-Water System | C | | | | | | |
| 7. Risk Assessment | C | | | | | | |
| 8. Risk Assessment Outcomes | C | | | | | | |
| 9. Organizational Structure, Roles, Responsibilities and Authorities | C | | | | | | |
| 10. Competencies | C | | | | | | |
| 11. Personnel Coverage | C | | | | | | |
| 12. Communications | | | | | | | |
| 13. Essential Supplies and Services | C | | | | | | |
| 14. Review and Provision of Infrastructure | | | | | | | |
| 15. Infrastructure Maintenance, Rehabilitation & Renewal | C | | | | | | |
| 16. Sampling, Testing and Monitoring | C | | | | | | |
| 17. Measurement & Recording Equipment Calibration and Maintenance | | | | | | | |
| 18. Emergency Management | C | | | | | | |
| 19. Internal Audits | C | | | | | | |
| 20. Management Review | C | | | | | | |
| 21. Continual Improvement | C | | | | | | |
| Mj | Major non-conformity. The auditor has determined one of the following: (a) a required element of the DWQMS has not been incorporated into a QMS; (b) a systemic problem with a QMS is evidenced by two or more minor non-conformities; or (c) a minor non-conformity identified in a corrective action request has not been remedied. | | | | | | |
| Mn | Minor non-conformity. In the opinion of the auditor, part of a required element of the DWQMS has not been incorporated satisfactorily into a QMS. | | | | | | |
| OFl | Opportunity for improvement. Conforms to the requirement, but there is an opportunity for improvement. | | | | | | |
| C | Conforms to requirement. | | | | | | |
| | Not applicable to this audit. | | | | | | |
| * | Additional comment added by auditor in the body of the report. | | | | | | |

PART D. FINDINGS/COMMENTS

| | | |
|-------------------|---|--|
| DWQMS Reference: | 1 | Quality Management System |
| Client Reference: | | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016 |
| Results: | | Conforms |
| Details: | | <i>Documented Quality Management System described in the Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016</i> |
| DWQMS Reference: | 2 | Quality Management System Policy |
| Client Reference: | | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 2 – Quality & Environmental Management System Policy |
| Results: | | Conforms |
| Details: | | <i>Policy Statement describes the Quality Management System – reviewed and accepted. Policy statement was revised and approved by OCWA Board of Directors on April 6, 2016.</i> |
| DWQMS Reference: | 3 | Commitment and Endorsement |
| Client Reference: | | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 3 - Commitment & Endorsement of OCWA'S QEMS & Operational Plan and Appendix N – signed Commitment and Endorsement Sheet. |
| Results: | | Conforms |
| Details: | | <i>Appendix N contains written endorsement of Operational Plan signed by OCWA representatives on November 1, 2016 and City of Kawartha Lakes Director of Public Works on November 10, 2016.</i> |
| DWQMS Reference: | 4 | Quality Management System Representative |
| Client Reference: | | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 4 - Quality & Environmental Management System Representative |
| Results: | | Conforms |
| Details: | | <i>The role of QEMS Representative is shared between the Senior Operations Manager, Operations Manager and Process and Compliance Technician (PCT).</i> |
| DWQMS Reference: | 5 | Document and Record Control |
| Client Reference: | | QEMS Procedure QP-01 Document and Records Control Procedure. |
| Results: | | Conforms |
| Details: | | <i>QEMS Procedure QP-01 Document and Records Control Procedure revision 11, 31-Oct-2016 reviewed and contains instructions for documents and records control.</i> |

DWQMS Reference:
Client Reference:

6 Drinking Water System
Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 6 and Appendix B-1 to B-20 for Drinking Water System Descriptions of the facilities.

Results:
Details:

Conforms
Contents of Drinking Water System Descriptions reviewed and accepted for all systems including:

- B-1 Bobcaygeon WTF, revision 9, 31-Oct-2016
- B-2 Canadiana Shores WTF, revision 5, 31-Oct-2016
- B-3 Fenelon Falls WTF, revision 7, 31-Oct-2016
- B-4 Janetville WTF, revision 4, 31-Oct-2016
- B-5 Kings Bay WTF, revision 5, 31-Oct-2016
- B-6 Kinmount WTF, revision 5, 31-Oct-2016
- B-7 Manilla WTF, revision 7, 31-Oct-2016
- B-8 Manorview WTF, revision 6, 31-Oct-2016
- B-9 Mariposa Estates WTF, revision 5, 31-Oct-2016
- B-10 Norland WTF, revision 4, 31-Oct-2016
- B-11 Omemee WTF, revision 5, 31-Oct-2016
- B-12 Pinewood WTF, revision 6, 31-Oct-2016
- B-13 Pleasant Point WTF, revision 7, 31-Oct-2016
- B-14 Southview WTF, revision 6, 31-Oct-2016
- B-15 Victoria Place WTF, revision 5, 31-Oct-2016
- B-16 Woodfield WTF, revision 4, 31-Oct-2016
- B-17 Woodville WTF, revision 5, 31-Oct-2016
- B-18 Sonya Village Subdivision Drinking Water System, revision 2, 31-Oct-2016
- B-19 Western Trent/Palmina Drinking Water System, revision 4, 31-Oct-2016
- B-20 Birchpoint Estates Drinking Water System, revision 4, 31-Oct-2016

DWQMS Reference
Client Reference:

7 Risk Assessment
QEMS Procedure QP-02 Risk Assessment and Risk Assessment Outcomes

Results:
Details:

Conforms
QEMS Procedure QP-02 Risk Assessment and Risk Assessment Outcomes, revision 7, 31-Oct-2016 reviewed and accepted.

DWQMS Reference:
Client Reference:

8 Risk Assessment Outcomes
Risk Assessment Outcomes for each Drinking Water System (see below)

Results:
Details:

Conforms
Summary of Risk Assessment Outcomes reviewed and accepted for all systems including:

- C-1 Bobcaygeon WTF, revision 9, 25-Sep-15
- C-2 Canadiana Shores WTF, revision 8, 09-Mar-15
- C-3 Fenelon Falls WTF, revision 7, 11-Mar-15
- C-4 Janetville WTF, revision 5, 09-Mar-15
- C-5 Kings Bay WTF, revision 7, 09-Mar-15
- C-6 Kinmount WTF, revision 7, 09-Mar-15

- C-7 Manilla WTF, revision 6, 10-Mar-15
- C-8 Manorview WTF, revision 7, 09-Mar-15
- C-9 Mariposa Estates WTF, revision 7, 09-Mar-15
- C-10 Norland WTF, revision 7, 09-Mar-15
- C-11 Omemee WTF, revision 6, 11-Mar-15
- C-12 Pinewood WTF, revision 6, 09-Mar-15
- C-13 Pleasant Point WTF, revision 7, 09-Mar-15
- C-14 Southview WTF, revision 6, 11-Mar-15
- C-15 Victoria Place WTF, revision 6, 09-Mar-15
- C-16 Woodfield WTF, revision 4, 09-Mar-15
- C-17 Woodville WTF, revision 7, 11-Mar-15
- C-18 Sonya Village Subdivision Drinking Water System, revision 3, 09-Mar-15
- C-19 Western Trent/Palmina Drinking Water System, revision 2, 09-Mar-15
- C-20 Birchpoint Estates Drinking Water System, revision 3, 09-Mar-15

Currency of the information and validity of assumptions used in Risk Assessments are reviewed as part of the Management Review process (see element 20).

| | |
|-------------------|---|
| DWQMS Reference: | 9 Organizational Structure, Roles, Responsibility and Authorities |
| Client Reference: | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 9 - Organizational Structure, Roles, Responsibilities and Authorities and Appendix D - QEMS Organizational Structure for the City of Kawartha Lakes Water Treatment Facilities, Revision 3, 30-Sep-15 |
| Results: | Conforms |
| Details: | <i>Organizational Structure, Roles, Responsibility and Authorities reviewed are adequately described in the Operational Plan. Reviewed and accepted.</i> |
| DWQMS Reference: | 10 Competencies |
| Client Reference: | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 10 - Competencies |
| Results: | Conforms |
| Details: | <i>Competencies by position for all personnel reviewed and are adequately described in the Operational Plan. Process in place for initial and ongoing training for personnel performing duties affecting drinking water quality. Reviewed and accepted.</i> |
| DWQMS Reference: | 11 Personnel Coverage |
| Client Reference: | QEMS Procedure QP-03 Personnel Coverage, Revision 8, 31-Oct-16 |
| Results: | Conforms |
| Details: | <i>Personnel Coverage is ensured through a scheduling system as described in QEMS Procedure QP-03 Personnel Coverage, Revision 8, 31-Oct-16 reviewed and accepted.</i> |

| | | |
|-------------------|--|--|
| DWQMS Reference: | 13 | Essential Supplies and Services |
| Client Reference: | QEMS Procedure QP-05 Essential Supplies and Services, revision 6, 31-Oct-16 | |
| Results: | Conforms | |
| Details: | <i>QEMS Procedure QP-05 Essential Supplies and Services describes the requirements for contractors, water testing services, calibration services, chemical supplies and process components and the controls placed on these companies. Essential Supplies and Services List, Sept 22, 2016 contains a list of all companies. Reviewed and accepted.</i> | |
| DWQMS Reference: | 15 | Infrastructure Maintenance, Rehabilitation and Renewal |
| Client Reference: | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 15 - Infrastructure Maintenance, Rehabilitation and Renewal | |
| Results: | Conforms | |
| Details: | <i>Operational Plan includes a process for review of Infrastructure and includes a requirement to review with the System Owner. Reviewed and accepted.</i> | |
| DWQMS Reference: | 16 | Sampling, Testing and Monitoring |
| Client Reference: | QEMS Procedure QP-07 Sampling, Testing and Monitoring, revision 5, 31-Oct-16 Kawartha Hub Sampling Calendars for 2017 for all drinking water systems | |
| Results: | Conforms | |
| Details: | <i>QEMS Procedure QP-07 Sampling, Testing and Monitoring includes the requirement that all sampling, monitoring and testing is conducted at a minimum in accordance with SDWA O. Reg. 170/03, in addition to the requirements by the Owner. Sampling calendars have been generated for all 20 sites covered by the Ontario Clean Water Agency for the City of Kawartha Lakes. The owner is provided with an annual summary of sampling, testing and monitoring results. Procedures and Sampling Calendars reviewed and accepted.</i> | |
| DWQMS Reference: | 18 | Emergency Management |
| Client Reference: | QEMS Procedure QP-09 Emergency Management, revision 5, 31-Oct-16 | |
| Results: | Conforms | |
| Details: | <i>General requirements are described in procedure QP-09 and the OCWA Emergency Response Plan. The following specific contingency plans have been established:</i> | |
| | <ul style="list-style-type: none"> • CP-01 Spill Response, Revision 1, 30-Jun-14 • CP-02 Critical Injury, Revision 2, 30-Jun-14 • CP-03 Critical Shortage of Staff, Revision 2, 30-Jun-14 • CP-04 Loss of Service, Revision 0, 30-Jun-14 • CP-05 Unsafe Water, Revision 2, 30-Jun-14 • CP-06 Security Breach, Revision 0, 30-Jun-14 | |
| | <i>Procedures reviewed and accepted.</i> | |

| | |
|-------------------|--|
| DWQMS Reference: | 19 Internal Audits |
| Client Reference: | QEMS Procedure QP-10 Internal QEMS Audits, Revision 3, 31-Oct-16 |
| Results: | Conforms |
| Details: | <i>Procedure QP-10 meets the requirements of section 19 of the DWQMS. Internal Audits are performed annually. Most recent internal audit for City of Kawartha Lakes Systems was performed on July 26, 2016 and findings are described in the Internal QEMS Audit Report. No non-Conformities were identified and Opportunities for Improvement were identified on 16 elements of the DWQMS. Internal Audit Procedure and Report reviewed and accepted.</i> |
| DWQMS Reference: | 20 Management Review |
| Client Reference: | QEMS Procedure QP-11 Management Review, revision 4, 31-Oct-2016 |
| Results: | Conforms |
| Details: | <i>Procedure QP-11 captures all PLAN requirements from section 20 of the DWQMS. Management Reviews are conducted a minimum of once every 12 months. Most recent Management Review Meeting was held October 5, 2016. Meeting minutes reviewed and contained comments and action items based on the PLAN requirements of the DWQMS. Previous Management Review Implementation Action Plan as of 05-Oct-2016 reviewed. Action Plan is reviewed quarterly to monitor progress on Action Items. The Management Review summary was provided to the Owner on November 10, 2016. Minutes and Action Plans reviewed and accepted.</i> |
| DWQMS Reference: | 21 Continual Improvement |
| Client Reference: | Multi Facility Operational Plan for the City of Kawartha Lakes Drinking Water Systems, Revision 9, 31-Oct-2016, section 21 – Continual Improvement |
| Results: | Conforms |
| Details: | <i>Opportunities for Improvement were identified on 16 elements of the DWQMS were identified on the most recent Internal Audit and are listed on the Management Review Implementation Action Plan, which is a living document containing the status of all action items from the Management Review Process. Many of the action items from the most recent internal audit were noted to be complete as of October 31, 2016. Reviewed and accepted.</i> |

RECOMMENDATION – Systems Audit

The auditor recommends the following:

- ☐ Offer of accreditation
- ☐ Offer of accreditation after response to corrective action requests has been deemed acceptable to the SAI Global
- ☐ On-site verification audit after response to corrective action requests has been deemed acceptable by the SAI Global
- ☐ On-site verification audit as next step in the accreditation process
- ☐ On-site verification of corrective action requests
- ☒ Maintenance of existing accreditation
- ☐ Complete re-assessment

Final comments: Well implemented and maintained Quality Management System for the City of Kawartha Lakes. Internal Audit was well performed and Management Review contained detailed information on the performance of the QMS. Opportunities for Improvement identified during the internal audit were addressed and action items were promptly completed.



E-signature of Lead Auditor / Auditor

The following table is an optional tool to assist with tracking action items that are identified in the Management Review meeting as requiring follow-up.

| Action Required | Assigned To | Target Date | Comments/Status |
|---|-----------------|--------------|---|
| 1 Incidents of regulatory non-compliance | | | |
| | | | |
| 2 Incidents of adverse drinking water tests | | | |
| Review proper sample collection, storage and transportation with staff at operations meetings. | Ops Mgrs & PCTs | Oct 31, 2017 | Complete. Training was provided to staff at cluster meetings on Oct 26, Nov 2 and 16, 2017. |
| 3 Deviations from critical control limits and response action | | | |
| Add check box to alarm records for "No alarms". | PCTs | Dec 31, 2017 | |
| 4 Effectiveness of the risk assessment process | | | |
| | | | |
| 5 Internal and third-party audit results | | | |
| Internal Audit Element 5 – Documents and Records Control <i>The hard copies of laboratory analysis for facilities contained in the City of Kawartha Lakes Operational Plan were not available in the Hub Office. Consider removing hard copies from table 1 of QP-01.</i> | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 Remove hard copies of laboratory analysis are kept at the Hub Office from QP-01 Table 1. |

| Action Required | Assigned To | Target Date | Comments/Status |
|--|-------------|--------------|---|
| Revise QP-01 to clearly identify who is responsible for creating and/or updating QEMS documents. | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 Updates QP-01 to identify that the QEMS Rep creates and/or updates QEMS documents |
| Element 8 – Risk Assessment Outcomes Ensure all SOPs for Manorview WTF are in the site's Facility Emergency Binder. | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 Hard copies of SOPs are in the site's Facility Emergency Binder. |
| Element 11 – Personnel Coverage Remove compliance on call from procedure 5.5 of QP-03. | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 Compliance on call removed from Procedure 5.5 and replaced with oncall operator is to contact operations manager. |
| Element 16 - Sampling, Testing and Monitoring Revise MOE to MOECC in Section 5.1 of Element 16 | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 Section 5.1 revised from MOE to MOECC. |
| Element 19 – Internal Audit Future internal audits will include a summary table at the beginning of the internal audit report to identify the results of the internal audit. | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 The Internal Audit Report template was updated to include a summary table identifying the audit results of each element. |
| Schedule C Director's Update Schedule C of Director's Direction for all facilities to reflect current Management. | PCTs | Oct 31, 2017 | Complete Oct 31, 2017 Schedule C of Director's Direction was updated to reflect current |

| Action Required | Assigned To | Target Date | Comments/Status |
|--|-----------------------------|--|-----------------|
| | | | Management. |
| 6 Follow-up on action items from previous Management Reviews | | | |
| The Ops Plan does not indicate how electronic records are protected against loss/damage/back up. Follow up with IT | Sr. Ops Manager | Dec 31, 2017 | |
| Consideration of an SOP for situations when alarm setpoints are temporarily altered for maintenance, etc. Discuss with other hubs and review their procedures. | PCTs | Dec 31, 2017 | |
| Develop SOP for alarm bypassing. | Sr. Ops Mgr & South Ops Mgr | Dec 31, 2017 | |
| 7 Operational Performance | | | |
| Fenelon Falls WT THMs continue to be a challenge. CT being reviewed by consultants to determine the best method to achieve disinfection. Continue to work with owner towards solution. | North Ops Mgr | Report may be completed by end of 2017. Possible implementation in 2018. | |
| Kinmount, Norland & Southview Upgrades to filter PLC and valving. Include in 2018 Capital | North Ops Mgr. | 2018 | |
| Pinewood Replacement of two production wells. Request for proposal. | South Ops. Mgr. | June 2018 | |

| Action Required | Assigned To | Target Date | Comments/Status |
|--|-----------------------------|--------------|-----------------|
| Bobcaygeon Generator transfer switch faulting. Replace. | North Ops Mgr. | Dec 31, 2017 | |
| Victoria Place Well level loggers required replacement. Level loggers will be tied into SCADA. | North Ops Mgr | Dec 31, 2017 | |
| 8 Changes that could affect the QEMS | | | |
| DWQMS 2.0 – Ops Plan to be revised in 2018. Corporate developing revised Ops Plan templates. Upon completion revise Ops Plan | PCTs | Dec 31, 2018 | |
| 36 month risk assessment to include reference to the Ministry's "Potential Hazardous Events for Municipal Drinking Water Systems" (i.e. climate change). | Sr. Ops Mgr, Ops Mgrs, PCTs | Feb 28, 2018 | |
| 9 Consumer Feedback | | | |
| | | | |
| 10 Resources needed to maintain the QEMS | | | |
| Maintain adequate staffing levels. Organizational Design Improvements. | Sr Ops Mgr | Ongoing | |
| Increase operational staff's use and knowledge of PDM and Wonderware. | Ops Mgrs & PCTs | Jan 1, 2018 | |
| 11 Results of Infrastructure Review | | | |
| An infrastructure review is conducted monthly via | Sr Ops Mgr, | Ongoing | |

| Action Required | Assigned To | Target Date | Comments/Status |
|---|-------------|--------------|---|
| meetings with CKL and adjusted accordingly. Meet monthly with CKL. | Ops Mgrs | | |
| 12 Operational Plan currency, content, updates | | | |
| Reviewed OFIs from External and Internal Audits. Implement OFIs from Internal and External Audits. | PCTs | 31-Oct-17 | Complete Oct 31, 2017 OFIs from the Internal and External Audits were implemented. |
| 13 Staff Suggestions | | | |
| Operators encouraged to achieve higher level licences - need opportunities to gain experience in higher class facilities. Inform staff to contact management regarding opportunities to work in higher class facilities within Hub. | Ops Mgrs. | Dec 31, 2017 | Complete Nov 2, 2017 Operators were informed either at Custer Meetings or through email that they are to notify their manager if they are interested in working at higher class facilities within the Hub. |
| 14 New item | | | |
| | | | |
| | | | |

NOTES:

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-law to Adopt a Municipal Election Recount Policy for the City of Kawartha Lakes

Recitals

1. Sections 56, 57, and 58 of the Municipal Elections Act, 1996 provide legislation for recounts of a Municipal Election result.
2. Section 56 (3) of the Municipal Elections Act, 1996 provides authority for a municipality to adopt a Municipal Election Recount Policy by by-law.
3. This by-law authorizes that a policy to be adopted by the City in the event of a close Municipal Election vote.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

- 1.01 **Definitions:** In this by-law,

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

“City Clerk” means the person appointed by Council to carry out the duties of the clerk described in section 228 of the Municipal Act, 2001, S.O.2001, c.25;

“Council” or “City Council” means the municipal council for the City;

- 1.02 **Interpretation Rules:**

- (a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.
- (b) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

- 1.03 **Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

- 1.04 **Severability:** If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Approval

- 2.01 **Adoption:** The Municipal Election Recount Policy appended to this By-law as Schedule “A” is adopted.


- 2.02 **Policy Manual:** The Municipal Election Recount Policy is to be placed in the Corporate Policy and Procedure Manual.

Section 3.00: Administration and Effective Date

- 3.01 **Administration of the By-law:** The City Clerk is responsible for the administration of this by-law.

- 3.03 **Effective Date:** This by-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.


Municipal Election
Recount Policy.docx



Council Policy

Schedule A to By-law 2017-_____

| | |
|---|-----------------------------------|
| Council Policy No.: | |
| Council Policy Name: | Municipal Election Recount Policy |
| Date Approved by Council: | |
| Date revision approved by Council: | |
| Related SOP, Management Directive, Council Policy, Form | |

Policy Statement and Rationale:

The Municipal Elections Act, 1996, as amended, allows a Municipal Election Recount Policy be adopted by Council to give direction to the Returning Officer/City Clerk in Section 56(3).

Scope:

The Municipal Elections Act, 1996, as amended, provides for an automatic recount if the election results in a tie. The Act does not include provisions for a close vote election. The Municipal Election Recount Policy provides a transparent and consistent process for dealing with recounts pertaining to a close vote.

This policy does not apply to candidates for school board trustee positions or for a question on the ballot at the request of another level of government. A request for a recount in these situations would be determined by the applicable school board or the applicable level of government.

Policy:

The Returning Officer/City Clerk shall conduct recounts in accordance with the provisions of the Municipal Act, 1996, as amended.

A close vote is defined as being the difference between the number of votes separating a candidate who was not declared elected and a candidate who was declared elected which is less than the greater of,

- 1) 10 votes; or
- 2) 0.25 per cent of the total number of votes cast for that office (rounded up or down to the nearest whole number).



Council Policy

If the difference between the number of votes separating a candidate who was not declared elected and a candidate who was declared elected meets the close vote criteria and upon receipt of a written request from the second-place candidate for a close vote recount, the Returning Officer/City Clerk shall automatically conduct a recount as soon as practical.

For any vote differences outside of a close vote it requires a written request to Council. The request will be presented to Council for direction to the Returning Officer/City Clerk.

The Returning Officer/City Clerk shall prescribe in a procedure the process and timeframes to hold a recount required by this policy and shall ensure the procedures comply with all requirements set out in legislation.

Revision History:

Proposed Date of Review:

| Revision | Date | Description of changes | Requested By |
|----------|--------|------------------------|--------------|
| 0.0 | [Date] | Initial Release | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-law to Amend By-law 2016-240, being A By-law to Appoint an Acting Head of Council for the City of Kawartha Lakes

Recitals

- 1. Council adopted Resolution CR2017-____ on December 12, 2017 directing amendments to By-law 2016-240, being a by-law to appoint an acting head of Council for the City of Kawartha Lakes.
- 2. An amendment is required to identify an Acting Head of Council for the period of December 2017 to February 2018 as Councillor John Pollard is currently unable to fulfill this role.
- 3. These changes require an amendment to the original by-law.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

Definitions:

All defined terms in the amending By-law take their meaning from By-law 2016-240 of the City of Kawartha Lakes.

Section 2.00: Amendment Details

2.01 Amendment: Section 2.01 to By-law 2016-240 is amended by removing:

| Year | Months | Councillor |
|------|----------------------|--------------|
| 2017 | December | John Pollard |
| 2018 | January and February | John Pollard |

and replacing it with:

| Year | Months | Councillor |
|------|----------------------|----------------|
| 2017 | December | Robert Macklem |
| 2018 | January and February | Robert Macklem |

removing:

| Year | Months | Councillor |
|------|---------------------------------|----------------|
| 2018 | September, October and November | Robert Macklem |

and replacing with:

| Year | Months | Councillor |
|------|---------------------------------|--------------|
| 2018 | September, October and November | John Pollard |

2.03 Amendment: Adding Section 2.03

Should further adjustments be required to the schedule, changes may be made by mutual consent of the affected Councillors and the Mayor.

Section 3.00: Administration and Effective Date

3.01 **Effective Date:** This By-law shall come into force on the 1st day of December, 2017.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-Law To Deem Part of a Plan of Subdivision, Previously Registered For Lands Within Kawartha Lakes, Not To Be A Registered Plan Of Subdivision In Accordance With The Planning Act Pins # 63275-0345(LT) and #63275-0346(LT), Described As Lots 1 and 2, Plan 144, Geographic Township of Fenelon, Now City of Kawartha Lakes

File D30-17-009, Report PLAN2017-068, respecting 37 Elder Street and the vacant adjacent parcel to the east – McConomy and Selby.

Recitals:

1. Section 50(4) of the Planning Act, R.S.O. 1990, c.P.13 authorizes Council to deem any plan of subdivision, or part of a plan of subdivision, that has been registered for eight years or more, not to be a registered plan of subdivision for the purposes of Subsection 50(3) of the Planning Act, R.S.O. 1990, c.P.13.
2. The Director of Development Services has required that the land described in Section 1 of this By-law be the subject of a deeming by-law.
3. A duplicate of this By-law shall be registered in the Land Registry Office in accordance with the Planning Act, R.S.O. 1990, c.P.13.
4. Notice of the passing of this By-law shall be mailed to the owners of the land described in Section 1 of this By-law.
5. Council considers it appropriate to enact the requested By-law.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1:00 Details

- 1.01 **Property Affected**: Pins #63275-0345(LT) and #63275-0346(LT). The Property affected by this By-law is described as Lots 1 and 2, Registered Plan 144, geographic Township of Fenelon, City of Kawartha Lakes.
- 1.02 **Deeming Provision**: The Property is deemed not to be part of a Registered Plan of Subdivision of the purposes of Subsection 50(3) of the Planning Act, R.S.O. 1990, c.P.13.

Section 2:00 General Terms

- 2.01 **Force and Effect**: This By-law shall come into force on the date it is finally passed, subject to the provisions of Sections 50(26), 50(28), and 50(29) of the Planning Act, R.S.O. 1990, c.P.13.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-law to Authorize the Execution of an Agreement Between Lakeridge Health and the Corporation of the City of Kawartha Lakes

Recitals

1. Council approved entering into an agreement with Lakeridge Health to provide medical oversight to the City of Kawartha Lakes by Resolution Number _____.
2. This by-law authorizes the execution of that agreement by by-law.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

- 1.01 **Definitions:** In this by-law,

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the Municipal Act, 2001;

“Council” or “City Council” means the municipal council for the City;

“Paramedic Chief” means the person who holds that position and his or her delegate(s) or, in the event of organizational changes, another person designated by Council.

- 1.02 **Interpretation Rules:**

- (a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.
- (b) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

- 1.03 **Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

- 1.04 **Severability:** If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Approval

- 2.01 **Approvals:** The agreement appended to this By-law as Schedule “A” is approved.
- 2.02 **Authorization:** The Mayor and City Clerk are authorized to sign the Agreement appended to this By-Law as Schedule “A”, and to affix the City’s corporate seal to them.

Section 3.00: Administration and Effective Date

- 3.01 **Administration of the By-law:** The Paramedic Chief is responsible for the administration of this by-law.

3.02 **Effective Date:** This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

Base Hospital – Ambulance Service Provider

Performance Agreement

Between:

**The Corporation of the City of Kawartha Lakes
(hereinafter the “Ambulance Service”)**

-and-

**Lakeridge Health
(hereinafter the “Base Hospital” or “CEPCP”)**

1. BACKGROUND

- 1.1. The performance of Controlled Acts described under Section 27 of the *Regulated Health Professions Act* 1991, S.O. 1991 c. 18, as amended may be delegated in accordance with Section 28 of the Act to a person who provides health care services to individuals by a person who is a member authorized by a health profession statute to perform the Controlled Act.
- 1.2. Lakeridge Health operates a Base Hospital Program for Paramedics for an area which includes that served by the Ambulance Service.
- 1.3. The Ambulance Service’s ability to meet its legislatively required obligations is in part dependent upon the performance and service provided by the Base Hospital in areas of training quality, capacity and responsiveness.
- 1.4. The Base Hospital’s ability to meet its legislatively required obligations is in part dependent upon the performance and service provided by the Ambulance Service in areas of training quality, capacity and responsiveness.

2. DEFINITIONS

- 2.1. “**ACR**” means Ambulance Call Report as defined by the Ambulance Call Report Completion Manual April 17, 2017 Version 3.0,1 Emergency Health Services Branch Ministry of Health and Long Term Care.
- 2.2. “**Act**” means the *Ambulance Act*, 1990, c. A. 19 and Ontario Regulation 257/00 passed thereunder, as amended;
- 2.3. “**Base Hospital**” means Lakeridge Health, being a base hospital as defined in the Act;

- 2.4. The “**CEPCP**” means the Central East Prehospital Care Program hosted by Lakeridge Health, being a base hospital program as defined in the Act;
- 2.5. The “**Chair**” means the physician appointed by Lakeridge Health through CEPCP as the chair of the CEPCP Medical Advisory Board, being the medical director as defined in the Act;
- 2.6. “**CPSO**” means The College of Physicians and Surgeons of Ontario;
- 2.7. “**CPSO Policy**” means CPSO’s Policy and Guidelines for the Delegation of Controlled Acts and Guidelines for teaching Controlled Acts under Section 28 of the *Regulated Health Professions Act, 1991*, S.O. 1991, c. 18 and under the *Medicine Act, 1991*, S.O. 1991, c. 30, as either of those Acts may be amended from time to time, or any successor legislation. The Policy and Guidelines are set out in the CPSO document entitled “The Delegation of Controlled Acts” as that document may be amended or replaced from time to time by CPSO;
- 2.8. “**CQI**” Continuous Quality Improvement, means a program to monitor, evaluate and improve the provision of emergency patient care provided by Emergency Medical Attendants and Paramedics covered by this Agreement;
- 2.9. The “**Medical Advisory Board**” (**MAB**) of CEPCP means the physicians appointed by Lakeridge Health as the physician members of CEPCP;
- 2.10. “**Paramedic**” means an individual employed by the Ambulance Service as a paramedic as defined in the Act;
- 2.11. “**Research**” means any method of evaluating a question involving patients and/or providers. This includes qualitative and quantitative measurements;
- 2.12. “**Ambulance Service**” means the Kawartha Lakes Paramedic Service as operated by City of Kawartha Lakes Paramedic Service; and
- 2.13. All other terms and phrases in the agreement shall be interpreted consistent with their meaning under the Act.

3. PURPOSE

The purpose of this document is to establish a foundation of clear understanding between the CEPCP and the Ambulance Service regarding the delegation of Controlled Acts (as per CPSO Policy) to:

- 3.1. Ensure and improve the delivery of safe and effective patient care by Paramedics;

- 3.2. Provide an environment of collaborative and cooperative communication between CEPCP and the Ambulance Service;
- 3.3. Ensure that advances in paramedicine take place in the context of continuous quality improvement and evidence-based practice;
- 3.4. Ensure that this agreement is reviewed and ratified by both parties annually; and,
- 3.5. Establish the roles and responsibilities of the parties in order to meet legislated requirements under the governing Acts and regulations.

4. DELEGATION OF CONTROLLED ACTS

- 4.1. CEPCP, at Lakeridge Health, through its MAB and the Chair of the MAB, shall establish Base Hospital Programs in accordance with CPSO Policy and provincial guidelines, as may be amended from time to time, to provide for the delegation of Controlled Acts to Paramedics of various levels of the Ambulance Service.
- 4.2. These Base Hospital Programs shall be updated as necessary, but in the same manner as provided for the establishment of the original Base Hospital Program, in order to reflect changes in CPSO policy and provincial guidelines, with appropriate notification to the Ambulance Service.
- 4.3. CEPCP agrees that the physicians appointed as MAB members and Chair of the MAB shall be persons authorized by the Regulated Health Professions Act to perform the delegated Controlled Acts and have the necessary qualifications to be the responsible physicians under the CPSO Policy and the Provincial Base Hospital Roles and Responsibilities document.
- 4.4. The MAB will be responsible for delegating Controlled Acts to Paramedics authorized to perform those acts by the MAB.
- 4.5. The MAB and Ambulance Service will collaboratively determine the Controlled Acts performed by Paramedics employed by the Ambulance Service, based upon medical research, current clinically acceptable standards of medical practice, community needs and financial viability, all of which shall be in accordance with the Act and other applicable laws.
- 4.6. CEPCP will ensure, in cooperation with the Ambulance Service, that an objective training, evaluation, and maintenance of certification and authorization process is provided for each Paramedic.

- 4.7. CEPCP will review compliance to medical directives and medical oversight for the delivery of delegated Controlled Acts and medically directed patient care on a regular basis.
- 4.8. CEPCP will immediately notify the Ambulance Service when the delegation of one or more Controlled Acts has been rescinded by the MAB.

5. MEDICAL ADVICE RELATING TO PREHOSPITAL PATIENT CARE AND TRANSPORTATION

- 5.1. CEPCP will make recommendations to the Ambulance Service with respect to patient care and will assist in the review and validation of patient care elements of the Ambulance Service's policies and procedures as requested by the Ambulance Service.
- 5.2. CEPCP will establish a Program Advisory Committee and other related Committees including a Quality of Care Committee to provide for discussion and resolution of issues regarding patient care.
- 5.3. Where the patient care provided by a Paramedic does not meet a medically acceptable level of safety or medically acceptable level of competence and requires remediation from CEPCP, CEPCP will provide the Ambulance Service and the Paramedic with qualitative and quantitative feedback regarding the nature and type of patient care provided by the Paramedic and the nature of the identified patient care deficiency.
- 5.4. CEPCP will participate in disaster planning and management in cooperation with the Ambulance Service, the Province, local hospitals and other key stakeholders when requested.
- 5.5. The CEPCP MAB or designate(s) will provide advice and review of destination agreements when requested.
- 5.6. The CEPCP MAB or their designate(s) will provide advice and review of tiered response agreements when requested.

6. TRAINING

- 6.1. Lakeridge Health will assist the Ambulance Service in the selection of Paramedics for training to become Advanced Care Paramedics when requested.
- 6.2. Lakeridge Health will be responsible for ensuring that the training of paramedics by CEPCP for receiving the delegation of Controlled Acts is in accordance with provincial standards and the CPSO Policy.

- 6.3. The CEPCP MAB will be responsible for approving the training curricula of Paramedics in CEPCP training programs for the delegation of Controlled Acts in accordance with provincial standards and for ensuring that Paramedics trained at other locations or institutions are evaluated and able to demonstrate the level of competency required by CEPCP.
- 6.4. Lakeridge Health will develop and provide reports to the Ambulance Service about the training activities they provide for the Paramedics.

7. MAINTENANCE OF CERTIFICATION AND AUTHORIZATION TO PERFORM DELEGATED ACTS

- 7.1. CEPCP will ensure that an objective candidate training evaluation and maintenance of certification and authorization process is provided for each Paramedic candidate.
- 7.2. The Ambulance Service will advise CEPCP of any changes in the employment status of a Paramedic that may affect his/her certification.
- 7.3. The Ambulance Service will facilitate remedial training required by CEPCP for the continued certification and authorization of a Paramedic for the delivery of Controlled Acts.
- 7.4. CEPCP will deliver, in collaboration with the Ambulance Service, continuing education as required by the provincially approved standards, to all Paramedics.
- 7.5. The Ambulance Service will facilitate the CEPCP continuing medical education programs by providing administrative support for scheduling.
- 7.6. The Ambulance Service may provide assistance by mutual agreement to CEPCP in its delivery of continuing education, maintenance of certification and authorization processes.
- 7.7. CEPCP will specify a remedial plan within a 2 week period of identifying clinical deficiencies or deactivation of a paramedic.
- 7.8. The remedial plan should not take longer than 30 calendar days to complete unless extenuating circumstances exist.
- 7.9. CEPCP will make all reasonable efforts to provide remediation activities local to the Ambulance Service when requested.

8. CONTINUOUS QUALITY IMPROVEMENT

- 8.1. The Ambulance Service will make available electronic copies and raw data, as it exists, of all Ambulance Call Reports (ACRs) for the purposes described in

section 10. Where otherwise agreed, appropriate and in use, and at **no cost** to the Ambulance Service, electronic copies of ACRs will be provided to CEPCP.

- 8.2. CEPCP will develop and implement a continuous quality improvement program to monitor and evaluate paramedic activities related to the performance of Controlled Acts and other patient care activities, that is consistent with recognized industry standards for Quality Management Systems: (for example the principles of ISO 9001:2000 registered programs and/or ASQI) through the following activities:
 - 8.2.1. Monitoring the delivery of Controlled Acts and other patient care activities through statistical process control, chart audits, observation rideouts, outcome studies, and error and “near-miss” reporting; and,
 - 8.2.2. Providing recommendations to the Ambulance Service with respect to medical equipment, pharmaceuticals, and supplies that are required for the performance of Controlled Acts in accordance with applicable standards when requested.
- 8.3. The Ambulance Service will notify CEPCP of deficiencies in ACR completion, medical equipment, pharmaceuticals, and supplies required for the performance of Controlled Acts of a systemic nature.
- 8.4. CEPCP will provide a monthly summary ACR Audit Report to the Ambulance Service within 2 weeks of the end of each month.

9. AMBULANCE SERVICE/CEPCP LIASION

- 9.1. CEPCP and the Ambulance Service will collaboratively schedule liaison meetings to ensure timely formal communication about Base Hospital and Ambulance Service initiatives. These topics and initiatives may include medical directive reviews, local initiatives, education activities and schedules, CQI reporting, and any concerns or questions identified by either party. The meeting frequency will be scheduled on a biannual basis and shall be held at the Ambulance Service. It is also understood and agreed by both parties that in addition to these meetings that inquiries of or communications to each other are expected to occur on an as needed basis via the most expedient and effective means. The goal of the liaison process is open and clear communication.
- 9.2. CEPCP and the Ambulance Service agree that there will be two regional Program Advisory Committee meetings, hosted by Lakeridge Health, scheduled each year.

10. INFORMATION SHARING

10.1. Issues Resulting in Information Sharing

- 10.1.1. Complaints received by the Ambulance Service or clinical deficiencies identified by the Ambulance Service pertaining to medical delegation issues will be forwarded to CEPCCP for their investigation and action. CEPCCP shall liaise with the Ambulance Service with respect to its investigation and action.
- 10.1.2. CEPCCP will investigate complaints it receives pertaining to medical delegation issues. CEPCCP will notify the Ambulance Service of the receipt of the complaint/concern and provide the Ambulance Service with a summary of the outcome of the investigation.
- 10.1.3. All other issues received by CEPCCP will be forwarded to the Ambulance Service for their review and action.
- 10.1.4. CEPCCP will contact the Ambulance Service immediately when a major or critical error is identified.
- 10.1.5. CEPCCP will contact the Ambulance Service within 24 hours when a major or critical error is confirmed.

10.2. Lead Investigative Organization

- 10.2.1. The Ambulance Service will be the lead investigative organization regarding all operational issues regardless of the origin of the complaint/concern.
- 10.2.2. CEPCCP will be the lead investigation organization regarding all clinical issues involving medical delegation and medical oversight regardless of the origin of the complaint/concern.

10.3. Responsibility of Lead Investigative Organization

- 10.3.1. The lead investigation organization is assigned the authority and responsibility to co-ordinate and/or investigate a complaint or identified issue.
- 10.3.2. The lead investigation organization is responsible for completion of the investigation report.
- 10.3.3. If CEPCCP is the lead agency, the final concluding report will be copied to the Ambulance Service.
- 10.3.4. If the Ambulance Service is the lead agency, clinical aspects of the report must be copied to CEPCCP.

10.4. Information To Be Shared

10.4.1. Subject to applicable privacy law as described below, the following information may be shared between the organizations:

10.4.1.1. Written/typed incident reports completed as a result of an investigation under section 10.1;

10.4.1.2. ACRs for the purposes of quality assurance or pertaining to an investigation. See Appendix A relating to local data sharing agreement;

10.4.1.3. Final report of concluding actions; and

10.4.1.4. Other details as deemed appropriate by the lead agency.

11. FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY

11.1. **PHIPA.** The Ambulance Service acknowledges that the CEPCP is a health information custodian bound by the *Personal Health Information Protection Act, 2004*, S.O. 2004 c. 3, Sched. A (PHIPA) and that any personal health information provided to Lakeridge Health in connection with the Agreement may be subject to that Act. The Ambulance Service further acknowledges that CEPCP is subject to the *Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. F.31 and that this Agreement shall be interpreted in accordance with that Act.

11.2. **MFIPPA and PHIPA.** Lakeridge Health acknowledges that the Ambulance Service is bound by the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990 c. M.56 (MFIPPA) and is a health information custodian bound by PHIPA and that any information provided to the Ambulance Service in connection with the Agreement may be subject to disclosure in accordance with MFIPPA or PHIPA.

11.3. **Confidentiality of records.** Each Party shall ensure that all personal information or personal health information (data) in its custody or under its control is managed in accordance with the provisions PHIPA and any other applicable legislation, including MFIPPA and the Quality of Care Information Protection Act (QCIPA) and applicable internal policies. At all times this data when stored or transmitted electronically will be protected using utilizing industry standard encryption methods, where the encryption method utilized will be no less than AES128. Each party will ensure both electronic and physical safeguards are in place granting only authorized parties access to this data. These safeguards will include: complex passwords that are changed every 120 days, utilizing a password change history of 12 entries, electronically locking equipment when not in use, not sharing credentials between staff and physically locking areas containing equipment that houses this data.

12. RESEARCH

Agreement between LH-CEPCP and Kawartha Lakes Paramedic Service

Dated November 29, 2017

Page 8 of 16

- 12.1. The parties acknowledge that Lakeridge Health is required to obtain the approval of the Director of the Emergency Health Services Branch of the Ministry of Health and Long-Term Care for interventional studies or other studies involving Lakeridge Health's resources and that any such studies are subject to the approval referred to herein.
- 12.2. Subject to the approval referred to above, CEPCP, where funded, will collaborate with the Ambulance Service for all clinical research protocols, and where funded to do so, collaborate with the budget for those activities.
- 12.3. The Ambulance Service, at its discretion, may agree to support research conducted by CEPCP with in-kind or financial resources; any such support jointly agreed to by the Ambulance Service and CEPCP shall be included in the budget of each study protocol.
- 12.4. CEPCP and the Ambulance Service will seek advice and input from each other for all publications at least 90 days prior to submission for publication without peer review or, when applicable, submission of the manuscript for peer review. CEPCP and the Ambulance Service each agree to keep confidential prior to publication all information contained in a publication or manuscript that has been submitted by the other for advice and input.
- 12.5. Authorship on any document submitted for publication will be granted in accordance with the guidelines outlined in the Uniform Requirements for manuscripts submitted to biomedical journals (NEJM Vol. 336 (4); 1997: pp309-315) as regularly updated and published.
- 12.6. CEPCP and the Ambulance Service will acknowledge the other party's contributions to the study and/or publication, which do not meet the Uniform Requirements for authorship, in any publication or presentation derived from the study.

13. HOLD HARMLESS CLAUSE

- 13.1. Each Party shall defend, indemnify and hold harmless the other, its elected officials, officers, employees and agents from and against all claims, actions, losses, expenses, costs or damages caused by the Party's negligence or wilful misconduct in relation to the subject matter of this Agreement or any other cause, save and except that which is caused by the negligence, errors or omissions of the Party or those for whom it is in law responsible. Notwithstanding anything contained herein, neither party shall be liable to the other party for any special or indirect damages, however caused.

14. TERM AND ANNUAL REVIEW

- 14.1. The Parties agree that this Agreement shall continue to be in force until it is terminated by either party by providing at least 30 days' written notice to the other party. The parties agree that they will meet on an annual basis to review this Agreement and that such review shall occur more than 30 days in advance of the anniversary of the execution of this Agreement. The review shall be conducted by the senior management staff of the Ambulance Service and CEPCP's manager(s) responsible for the CEPCP program.
- 14.2. In the event that there is a dispute with respect to this Agreement, the parties agree to refer the matter to the next level of management for further discussion and consideration. With respect to CEPCP, the matter shall be referred to the President and CEO. With respect to the Ambulance Service, the matter shall be referred to the Chief Administrative Officer.

IN WITNESS WHEREOF the Parties hereto have duly executed this Agreement.

The Corporation of the City of Kawartha Lakes

Per:

Cathie Ritchie
Clerk

Date

Andy Letham
Mayor

Date

Lakeridge Health

Per:

Name
President & Chief Executive Officer

Date

Appendix A - Disclosure of Patient Safety Incidents and Harm

Introduction

The purpose of this Addendum is to:

1. Affirm that patients, their Substitute Decision Maker (SDM) or legal representative are entitled to be informed of all aspects of their care including the right to disclosure of harm that may have occurred during the course of receiving pre-hospital health care.
2. Create a standardized mechanism to disclose patient safety incidents without the attribution of blame.
3. Ensure patients, their SDM or legal representative will receive prompt and thorough interventions for any harm suffered or anticipated, during pre-hospital health care.
4. Ensure Patients, their SDM or legal representative receive the required information as soon as practical.
5. Affirm that disclosure is a process that includes the initial disclosure and post analysis disclosure. Disclosure is an ongoing process that begins when harm is identified and continues through to subsequent discussions depending on the nature of the event.

Definitions

“Apology” – A genuine expression that one is sorry for what has happened. Includes a statement of responsibility if such is determined after analysis (CPSI, 2011).

“Harm” – Impairment of structure or function of the body and/or any deleterious effect arising there from. Harm includes disease, injury, suffering, disability and death (CPSI, 2011).

“Disclosure” – the process led by the Ambulance Service in cooperation with the Base Hospital by which a Patient Safety Incident is communicated to the patient or substitute decision maker by the Ambulance Service (CPSI, 2011) and for the purpose of the policy means:

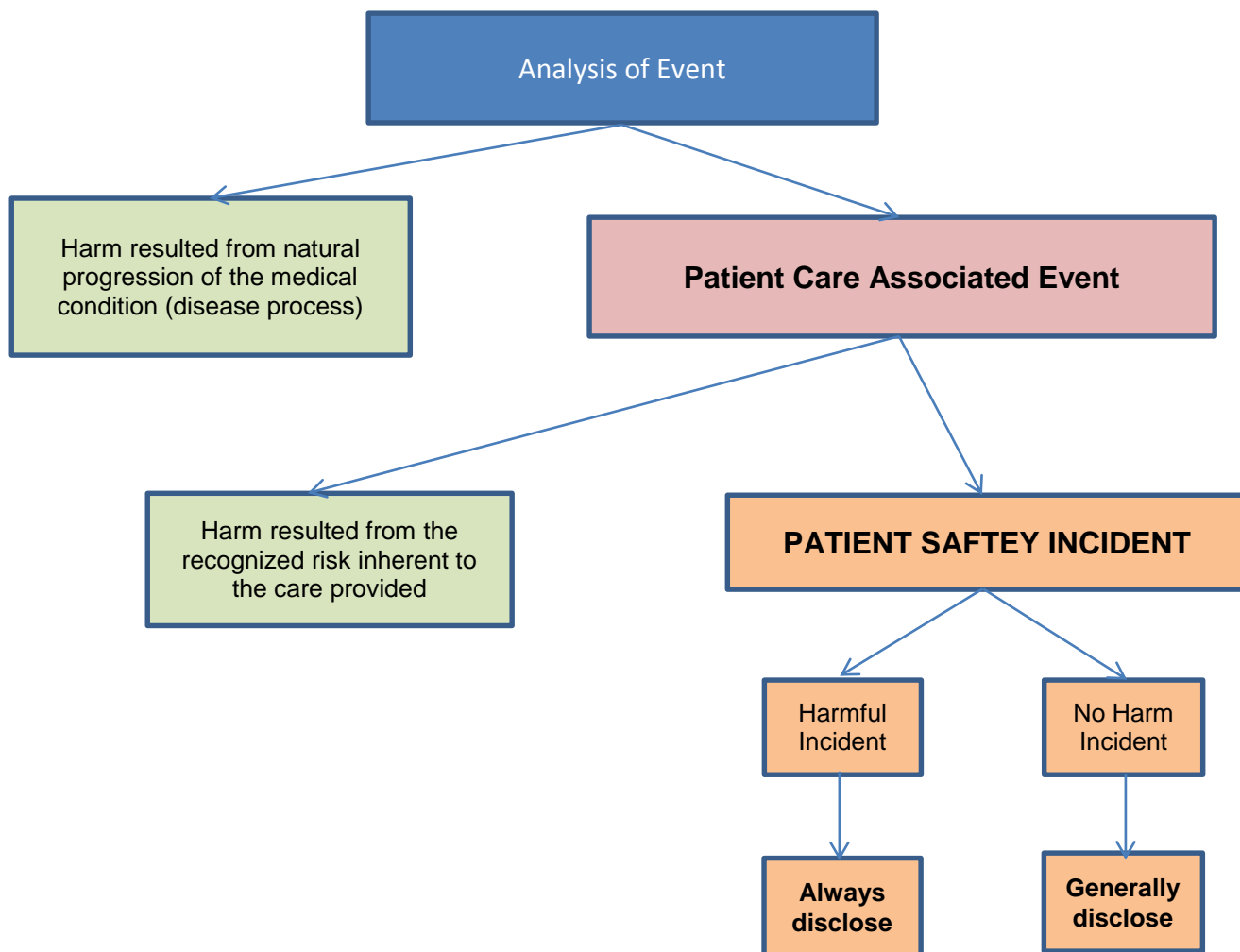
- Initial Disclosure – the discussion led by the Ambulance Service that occurs with the patient or substitute decision maker as soon as reasonably possible after a patient safety event has been reviewed by the programs.
- Post Analysis Disclosure – this second stage of disclosure by the Ambulance Service occurs after an analysis of a patient safety event identifies contributing factors to the event. The patient or substitute decision maker should be updated on this information through continued discussions by the Ambulance Service.

“Patient Safety Incident” – An event or circumstance which could have resulted, or did result, in unnecessary harm to a patient (CPSI, 2011). Includes:

- Harmful incident – a Patient Safety Incident that resulted in harm to the patient.
- No Harm incident – a Patient Safety incident which reached the patient but no discernible harm resulted.

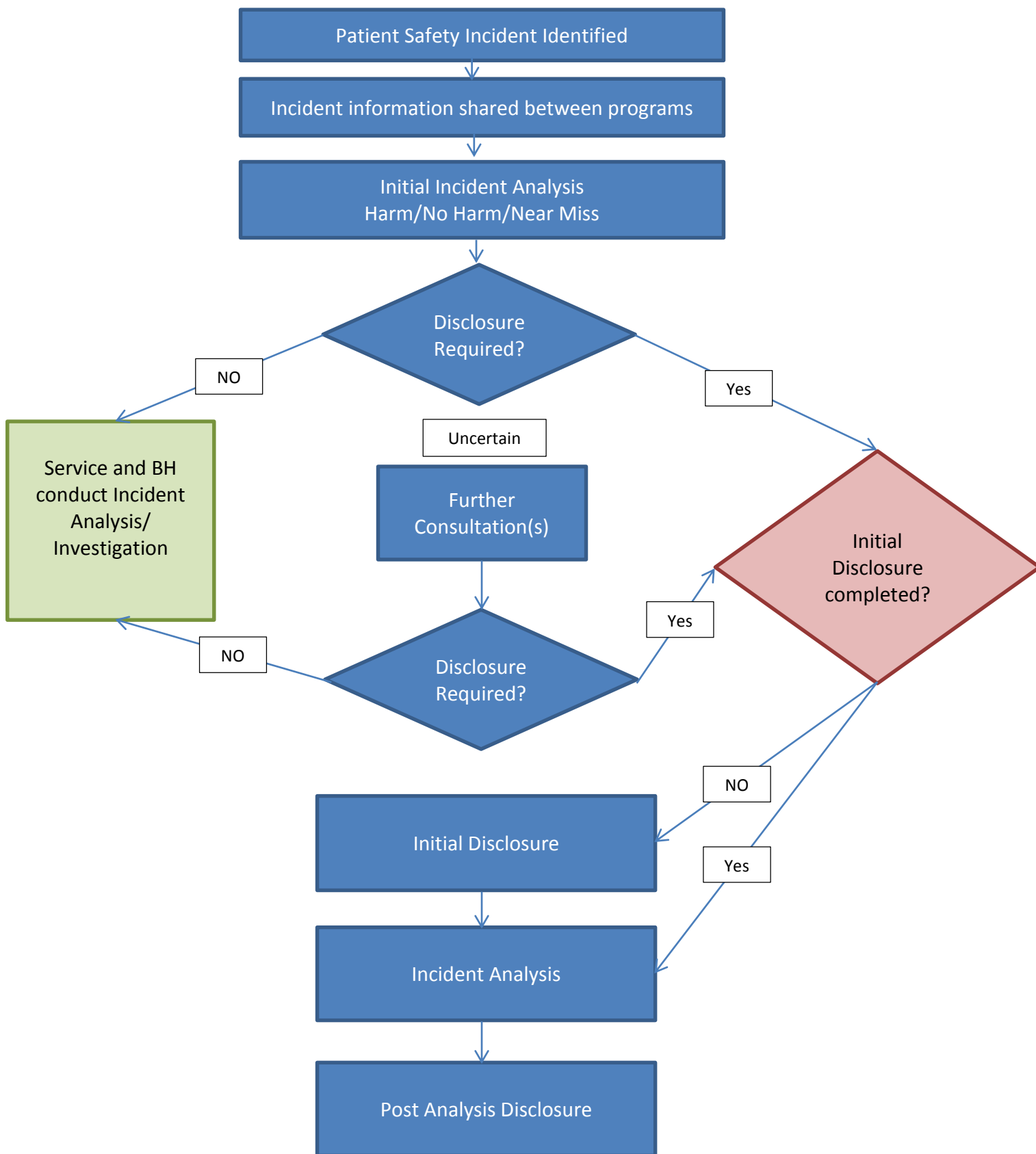
Indications for Disclosure

Even with the best of care and skill, almost all medical investigations or treatments may result in harm. This holds true in the pre-hospital care environment as well. Whenever a patient suffers harm, whatever the reason, the healthcare provider or organization has an obligation to communicate to the patient about that harm and, if applicable, the event that led to that harm. (CPSI, 2011).



Disclosure is indicated if there has been any harm related to a patient safety incident, or if there is a risk of potential future harm. When uncertain about whether harm has occurred, further consultation may be required including, if appropriate, consulting legal counsel.

In deciding whether to disclose a no-harm incident the Ambulance Service and Base Hospital should consider whether a reasonable person would want to know about the event in the circumstances. Disclosures for “no-harm” events are to follow the same process as when a patient suffers harm.



Disclosure Process

The Ambulance Service and the Base Hospital will work cooperatively on all steps of the disclosure process once a Patient Safety Incident has been identified.

- The Patient Safety Incident will be discussed by both programs to determine if harm occurred and if a Disclosure is required.
- Disclosure should occur as soon as reasonably possible after an incident. However consultation with legal counsel or risk management may be required by either the Ambulance Service or Base Hospital. A period of up to five common working days may be required for a consultation period. In cases where information is required for ongoing patient care, Disclosure may occur immediately.
- In circumstances where Disclosure is not required, each program will conduct an Incident Analysis/Investigation following their own internal processes.
- Where it has been determined that a Disclosure is required the programs will plan and execute the initial Disclosure which shall be delivered by the Ambulance Service, the Incident Analysis and Post Analysis Disclosure
- Paramedics are required to report circumstances where they have identified a Patient Safety Incident to the staff at the receiving facility. In some cases staff at the receiving facility may complete an initial disclosure without notification of the Ambulance Service or Base Hospital. In these circumstances the Ambulance Service and Base Hospital will complete the Incident Analysis and Post Analysis Disclosure.

How to Make Disclosure

Disclosure should occur over two stages: an “initial Disclosure” and a “post-analysis Disclosure”. Initial Disclosure should be provided to the Patient by the Ambulance Service on a prompt basis, and should reflect known facts and immediate next steps in providing health care. Post-analysis Disclosure should be provided by the Ambulance Service once the Patient Safety Incident has been investigated, and the facts relating to that event have been determined. Post-analysis Disclosure generally consists of an update to the initial Disclosure.

The following guidelines should inform how Disclosure is made (whether initial Disclosure or post-analysis Disclosure):

- avoid using the term “error” because it often misrepresents the reasons for an Patient Safety Incident – it also carries with it a sense of blame that is often inappropriate, especially before all the facts are known;
- ask the Patient if he/she would like another person present (e.g. spouse);
- use plain language and avoid medical terminology;
- do not speculate or blame others;
- impress on the Patient how seriously both programs are taking the situation;
- summarize and test for the Patient’s understanding of the facts;
- allow the Patient time to express his or her feelings; and
- allow time for questions.

Disclosure Team

The choice of who will participate/lead in the disclosure meetings is informed by: setting, type of Patient Safety Incident, the severity of the incident and Ambulance Service or Base Hospital Policy.

Consideration for team members:

- Base Hospital Medical Director or designate.
- Ambulance Service Paramedic Chief or designate.
- Base Hospital Clinical lead (Clinical Manager or Coordinator).
- Ambulance Service Professional Standards lead or equivalent.
- The most responsible paramedic provider.

Disclosure Location

The choice of setting and location for Disclosure meetings is important. Meetings should be, to the extent possible:

- In person.
- At a location and time of the patient's preference.
- In a private area to maintain confidentiality.
- In a space that is free from interruptions.

What to Disclose at the Initial Disclosure Meeting

At the initial Disclosure meeting the following information should be provided:

- A description of the Patient's clinical condition as it now exists.
- A description of the facts of the Patient Safety Incident and its outcome, as known at the time.
- An Apology.
- An outline of the steps taken, and the recommended options and decisions, in the care of the Patient.
- The investigative process for the Patient Safety Incident, and what the Patient can expect to learn from the investigation, including appropriate timelines.
- An offer of future meetings, including contact information for relevant individuals.
- An offer of practical and emotional support.

Documenting the Initial Disclosure Meeting

The following information should be documented in respect of the initial Disclosure meeting:

- Time, location and date of meeting.
- Name and roles of those present.
- Facts presented.
- Participants' reactions and responses.

- Questions raised by Patient (and anyone accompanying the Patient) and answers given.
- Agreed-upon next steps.

What to Disclose at a Post-Analysis Disclosure Meeting

At the post-analysis Disclosure meeting with the Patient, the following information should be provided as part of the Disclosure:

- A description and discussion of newly uncovered facts relating to the Patient Safety Incident, if any, including what steps have been taken to prevent similar harm to others.
- An Apology.
- Any appropriate emotional support for all those involved.

Documenting the Post-Analysis Disclosure Meeting

The following information should be documented in respect of the post-analysis Disclosure meeting:

- Time, location and date of meeting.
- Name and roles of those present.
- Facts presented.
- Whether an Apology was provided and what was said in respect of the Apology.
- Participants' reactions and responses.
- Questions raised by Patient (and anyone accompanying the Patient) and answers given.
- Plan for any further follow-up, as necessary.

References;

The Apology Act, 2009, S.O. 2009, c. 3.

Canadian Disclosure Guidelines: Being open and honest with patients and families.
Edmonton AB: Canadian Patient Safety Institute: 2011

Communicating with your patient about harm. Disclosure of Adverse Events, The Canadian Protective Association, 2009

The Corporation of the City of Kawartha Lakes

BY-LAW 2017-____

A By-Law to Authorize the Sale Of Municipally Owned Property Legally Described as Lots 1, 2, 3, 6 and 7, Block 12, Registered Plan No. 109, in the Geographic Village of Omemee, City of Kawartha Lakes Designated as Part 1 on Plan 57R-10576 Being PIN: 63255-0263 (LT)

Recitals

1. The subject land was declared to be surplus to municipal needs by City Council on the 30th day of October, 2016 by the adoption of Report RS2016-001 by CR2016-755.
2. A map of the Subject Land can be found at Schedule "A".
3. Notice of the intention of City Council to pass this by-law was given by notice duly published in the Kawartha Lakes This Week newspaper in the City of Kawartha Lakes on the 3rd, 10th, and 17rd days of November, 2016, in accordance with the provisions of the *Municipal Act* and By-law 2010-118, as amended.
4. The proposed by-law came before Council for consideration at its regular meeting on the 12th day of December, 2017 at 2:00 p.m. and at that time no person objected to the proposed by-law nor claimed that his land would be prejudicially affected.
5. The sale of this land was approved by the City Council on the 30th day of October, 2016 by the adoption of Report RS2016-001 by CR2016-755.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

1.01 Definitions: In this by-law,

"City", "City of Kawartha Lakes" or "Kawartha Lakes" means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the *Municipal Act*, 2001;

"Council" or "City Council" means the municipal council for the City;

"Mayor" means the Chief Executive Officer of the City.

1.02 Interpretation Rules:

(a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.

(b) The words "include" and "including" are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

1.03 Statutes: References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

1.04 Severability: If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Sale of Surplus Property

2.01 **Sale:** Lots 1, 2, 3, 6 and 7, Block 12, Registered Plan No. 109, in the Geographic Village of Omemee, City of Kawartha Lakes Designated as Part 1 on Plan 57R-10576 Being PIN: 63255-0263 (LT) is hereby authorized to be sold to Andrew Christopher Ryan and Stephanie Aurelia Ryan for Seventy-Four Thousand Five Hundred Dollars (\$74,500.00), plus HST, if applicable, inclusive of all additional costs associated with this transaction.

Section 3.00: Effective Date

3.01 **Effective Date:** This By-law shall come into force and take effect when it has been finally passed by Council.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

SCHEDULE A



The Corporation of the City of Kawartha Lakes

BY-LAW 2017-____

A By-law to Authorize the Conveyance of Municipally Owned Property Known as Mariposa Community Hall (Building Only)

Recitals

1. The subject building was declared to be surplus to municipal needs by City Council on the 24th day of October, 2017 by the passing of Council Resolution CR2017-928.
2. A map of the Subject Building can be found at Schedule "A".
3. Notice of the intention of City Council to pass this by-law was given by notice duly published in the Kawartha Lakes This Week newspaper in the City of Kawartha Lakes on the 23rd and 30th days of November and 7th day of December, 2017, in accordance with the provisions of the *Municipal Act* and By-law 2010-118, as amended.
4. The proposed by-law came before Council for consideration at its regular meeting on the 12th day of December, 2017 at 2:00 p.m. and at that time no person objected to the proposed by-law nor claimed that his land would be prejudicially affected.
5. The sale of this building was approved by the City Council on the 24th day of October, 2017 by the passing of Council Resolution CR2017-928.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

1.01 Definitions: In this by-law,

"City", "City of Kawartha Lakes" or "Kawartha Lakes" means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the Municipal Act, 2001;

"Council" or "City Council" means the municipal council for the City;

"Mayor" means the Chief Executive Officer of the City.

1.02 Interpretation Rules:

(a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.

(b) The words "include" and "including" are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

1.03 Statutes: References to laws in this by-law are meant to refer to the statutes, as amended from time to time, that are applicable within the Province of Ontario.

1.04 Severability: If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Conveyance of Surplus Property

2.01 **Sale:** Mariposa Community Hall (Building Only) is hereby authorized to be sold to the Oakwood and District Lions Club for nominal consideration, plus all additional costs associated with this transaction.

Section 3.00: Effective Date

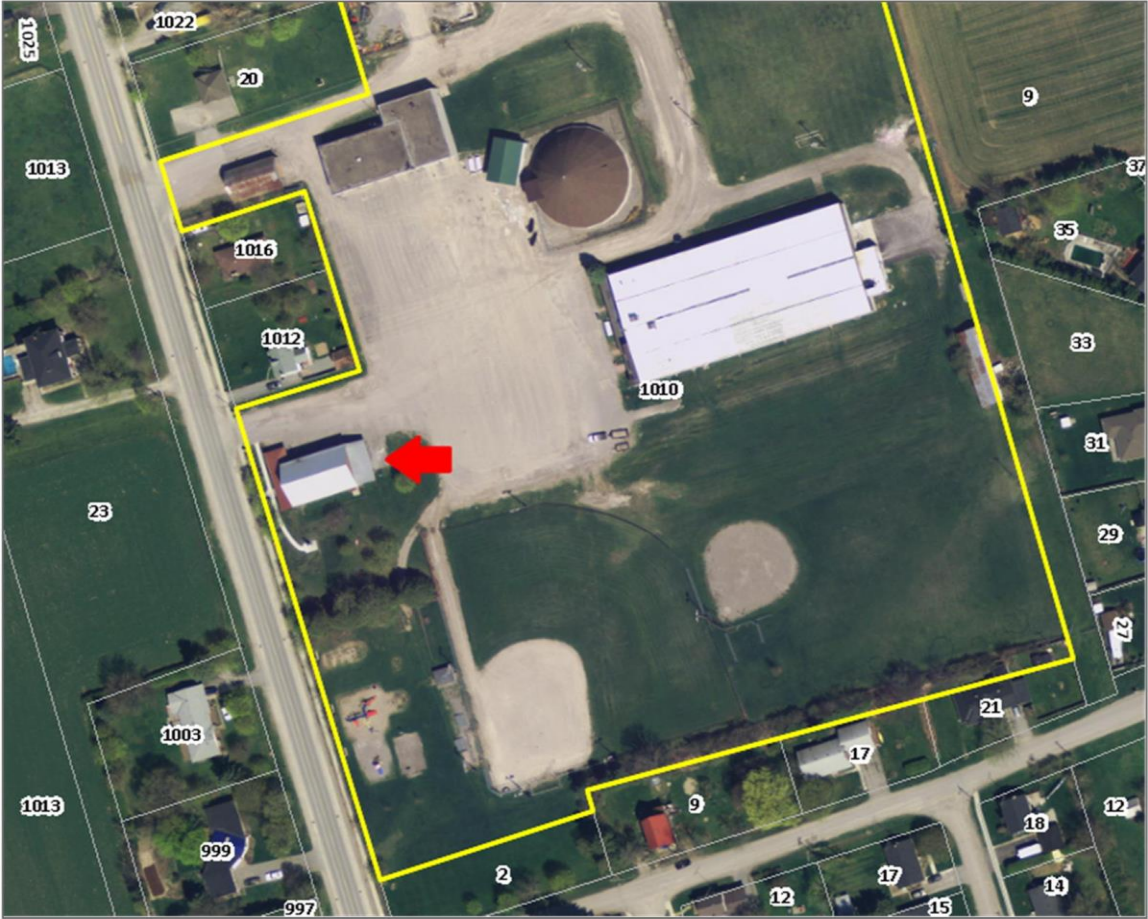
3.01 **Effective Date:** This By-law shall come into force and take effect when it has been finally passed by Council.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

SCHEDULE A



The Corporation of the City of Kawartha Lakes

BY-LAW 2017-____

A By-Law to Establish and Assume a Parcel of Land Legally Described as Part Lots 8 and 9, Concession 12 and 13, further described as Parts 1, 3 and 4 on Plan 57R3091; in the Township of Mariposa, City of Kawartha Lakes, being Part of PIN: 63181-0181(LT) as Part of Black School Road

Recitals

1. Section 31 of the *Municipal Act, 2001* authorizes Council to establish and assume a highway by by-law.
2. Pursuant to City of Kawartha Lakes By-law 2016-059, authority has been given to the Director of Engineering and Corporate Assets to present highway dedication by-laws directly to Council without separately reporting on the history of the individual parcel of land.
3. The Director of Engineering and Corporate Assets has reviewed the parcel of land acquired for road purposes, as referenced in this by-law, and approves it for assumption as a public highway.
4. That Part of Lot 8, Concession 13, designated as Part 1 on Plan 57R3091 was transferred to the Corporation of the Township of Mariposa, now the Corporation of the City of Kawartha Lakes for highway purposes. The transfer/deed of land conveying the lands to the Corporation of the Township of Mariposa, now the Corporation of the City of Kawartha Lakes was registered on January 15, 1981 as R161007.
5. That Part of Lot 8, Concession 12, designated as Part 3 on Plan 57R3091 was transferred to the Corporation of the Township of Mariposa, now the Corporation of the City of Kawartha Lakes for highway purposes. The transfer/deed of land conveying the lands to the Corporation of the Township of Mariposa, now the Corporation of the City of Kawartha Lakes was registered on May 1, 1981 as R162768.
6. That Part of Lot 9, Concession 12, designated as Part 4 on Plan 57R3091 was transferred to the Corporation of the Township of Mariposa, now the Corporation of the City of Kawartha Lakes for highway purposes. The transfer/deed of land conveying the lands to the Corporation of the Township of Mariposa, now the Corporation of the City of Kawartha Lakes was registered on April 7, 1981 as R162253.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

1.01 Definitions: In this by-law,

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the *Municipal Act, 2001*;

“Council” or “City Council” means the municipal council for the City;

“Director of Engineering and Corporate Assets” means the person who holds that position and his or her delegate(s) or, in the event of organizational changes, another person designated by Council.

1.02 **Interpretation Rules:**

- (a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.
- (b) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

1.03 **Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, which are applicable within the Province of Ontario.

1.04 **Severability:** If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Highway Assumption

2.01 **Assumption:** The parcel of land acquired for highway purposes, more particularly described as Part Lots 8 and 9, Concession 12 and 13, further described as Parts 1, 3 and 4 on Plan 57R3091; being Part of PIN: 63181-0181(LT), is hereby established and assumed as a public highway and part of Black School Road, in the Geographic Township of Mariposa, City of Kawartha Lakes.

Section 3.00: Effective Date

3.01 **Effective Date:** This By-law shall come into force and take effect when it has been finally passed by Council and has been deposited on title in the Registry Office for the Registry Division of Victoria (No. 57).

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-law to Levy Interim Taxes for 2018 in the City of Kawartha Lakes

Recitals

1. Subsection 317 (1) of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides that the Council may, prior to the adoption of the estimates for the year under Section 290, pass a by-law levying amounts on the assessment of property in the municipality rateable for the municipality's purposes.
2. Subsection 317 (2) provides that the by-law may be passed in November or December of the previous year if it provides that it does not come into force until a specified day in the following year.
3. Subsection 317 (3) provides that the amount levied on a property shall not exceed the prescribed percentage, or fifty per cent (50%) if no percentage is prescribed, of the total amount of taxes for municipal and school purposes levied on the property for the previous year.
4. Paragraph 317(3) 3 provides that if any taxes for municipal and school purposes were levied on a property for only part of the previous year because assessment was added to the tax roll during the year, an amount shall be added equal to the additional taxes that would have been levied on the property if the taxes for municipal and school purposes had been levied for the entire year.
5. Council requires a by-law for the interim tax levy for 2018, for the issuance of interim tax bills in January.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

1.01 Definitions: In this by-law,

"City", "City of Kawartha Lakes" or "Kawartha Lakes" means The Corporation of the City of Kawartha Lakes and includes its entire geographic area;

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the *Municipal Act, 2001*;

"Council" or "City Council" means the municipal council for the City;

"Director of Corporate Services" means the person who holds that position and his or her delegate(s) or, in the event of organizational changes, another person designated by Council.

1.02 Interpretation Rules:

(a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.

(b) The words "include" and "including" are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

1.03 Statutes: References to laws in this by-law are meant to refer to the statutes, as amended from time to time, which are applicable within the Province of Ontario.

1.04 Severability: If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Levy

- 2.01 Percentage:** The amount to be levied on each rateable property within the City of Kawartha Lakes shall be fifty per cent (50%) of the annualized amount of taxes for municipal and school purposes in 2017.
- 2.02 Due Dates:** Taxes levied under this By-law are payable in two installments. The first installment shall be payable on February 27, 2018, and the second installment shall be payable on April 27, 2018.
- 2.03 Notices:** The Director of Corporate Services is authorized and directed to cause to be mailed or delivered, the notice of taxes due under this By-law to the address of the residence or place of business of the person to whom such notice is required to be given according to the last assessment roll for the City as amended by the Municipal Property Assessment Corporation.

Section 3.00: Payments

- 3.01 Payments:** All taxes payable pursuant to this By-law are payable to the City. All taxes, including local improvement assessments, water and wastewater rates and other rents, rates or charges payable or collected as taxes, can be paid as follows:
- (a) at City Hall, at 26 Francis Street, Lindsay;
 - (b) at any City office or service center;
 - (c) by mail addressed to City of Kawartha Lakes, P.O. Box 696, Lindsay, Ontario, K9V 4W9; or
 - (d) provided they are paid on or before the due dates as specified in Article 2.00 of this By-law, taxes may be paid into any Chartered Bank of Canada, Trust Company, Province of Ontario Savings Office, Credit Union or Caisse Populaire Incorporated subject to *The Credit Unions and Caisses Populaires Act*, to the credit of the City.
- 3.02 Partial Payment:** The Director of Corporate Services is authorized and directed to accept part payment from time to time on account of any taxes due, and to give a receipt for the payment. Acceptance of any payment shall not affect the collection of any percentage charge imposed and collectable under any applicable legislation, common law or City by-law in respect of non-payment of any taxes or any class of taxes or of any installment of taxes.

Section 4.00: Administration and Effective Date

- 4.01 Administration of the By-law:** The Director of Corporate Services is responsible for the administration of this by-law.
- 4.02 Effective Date:** This By-law shall come into force on January 1, 2018.

By-law read a first, second and third time, and finally passed, this 12 day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes

By-Law 2017-____

A By-Law To Amend The Town of Lindsay Zoning By-Law No. 2000-75
To Rezone Land Within The City Of Kawartha Lakes

[File D06-17-025, Report PLAN2017-053 and PLAN2017-067, respecting Plan 8P Pt Park Lot K, 57R-7336, Part of Part 1, former Town of Lindsay, identified as 84 Adelaide Street South – Lindsay Retirement Home GP Ltd.]

Recitals:

- 1. Sections 34 and 36 of the Planning Act, R.S.O. 1990, c.P.13 authorizes Council to determine the appropriate zoning categories and provisions assigned to land.
- 2. Council has received an application to amend the categories and provisions relating to a specific parcel of land to permit the construction of an independent seniors’ apartment building and to amend the development standards on the subject land.
- 3. A public meeting to solicit public input has been held.
- 4. Council deems it appropriate to rezone the Property.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1:00 Zoning Details

- 1.01 **Property Affected:** The Property affected by this by-law is described as Plan 8P Pt Park Lot K, 57R-7336, Part of Part 1, former Town of Lindsay, City of Kawartha Lakes.
- 1.02 **Textual Amendment:** By-law No. 2000-75 of the Town of Lindsay is further amended by deleting Section 11.3.11 and replacing it with the following:

“11.3.11 RH1-S9 Zone

Notwithstanding the permitted uses in Section 11.1, zone requirements in Section 11.2, the definition of “LOT LINE, FRONT” in Section 4.115, the “MULTIPLE USES AND ZONES ON ONE LOT” provisions of Section 2.8, and the parking provisions of Section 5.12 j) x. and Section 5.12 k) i., on lands zoned RH1-S9, only a Senior Citizens’ Home and an accessory convenience retail and/or personal service establishment shall be permitted subject to the following requirements:

- a. Minimum front yard setback 9.5 m
- b. Minimum south (exterior) side yard setback 20.0 m
- c. Minimum north (interior) side yard setback 8.0 m
- d. Minimum rear yard setback for main building 12.0 m
- e. Minimum rear yard setback for 1 storey link 0.0 m
- f. Maximum building height 14.0 m
- g. Maximum lot coverage 25%
- h. Minimum lot area 11,600 sq. m.
- i. Section 11.2 k. shall not apply to the one (1) storey link between two buildings on the same lot
- j. One (1) parking space shall be required for every two rooms of lodging
- k. A maximum of six (6) parking spaces shall be permitted in the front yard
- l. Within the RH1-S9 and RH1-S13 zones, the combined parking and loading space requirements of the two zones shall comply with the parking and loading requirements of the By-law. For this provision, Section 2.8 shall not apply

- m. Section 2.8 shall not apply to require the most restrictive or stringent requirement for lot area, coverage, and minimum yard requirements
- n. The minimum distance between a Senior Citizens' Home and a single, semi-detached, duplex or triplex dwelling unit on an adjacent lot shall be equal to the height of the building.
- o. Maximum density 125 senior citizen home units
- p. Adelaide Street South shall be deemed to be the front lot line for the lands zoned RH1-S9."

1.03 **Textual Amendment:** By-law No. 2000-75 of the Town of Lindsay is further amended to add the following section to Section 11.3:

“11.3.16 RH1-S13(H) Zone

Notwithstanding the permitted uses in Section 11.1, zone requirements in Section 11.2, the definition of “LOT LINE, FRONT” in Section 4.115, the “MULTIPLE USES AND ZONES ON ONE LOT” provisions of Section 2.8, and the parking provisions of Section 5.12 j) x. and Section 5.12 k) i., on lands zoned RH1-S13, only an Independent Seniors' Apartment Building and an accessory convenience retail and/or personal service establishment shall be permitted subject to the following requirements:

- a. Minimum front yard setback 20.0 m
- b. Minimum north (interior) side yard setback 38.0 m
- c. Minimum south (exterior) side yard setback 8.0 m
- d. Minimum rear yard setback for main building 12.0 m
- e. Minimum rear yard setback for 1 storey link 0.0 m
- f. Maximum building height for main building 18.5 m
- g. Maximum building height for mechanical 20.5 m
- h. Maximum lot coverage 31.0%
- i. Minimum lot area 12,800 sq. m.
- j. Section 11.2 k. shall not apply to the one (1) storey link between two buildings on the same lot
- k. A maximum of twenty (20) parking spaces shall be permitted in the front yard
- l. Within the RH1-S9 and RH1-S13 zones, the combined parking and loading space requirements of the two zones shall comply with the parking and loading requirements of the By-law. For this provision, Section 2.8 shall not apply
- m. Section 2.8 shall not apply to require the most restrictive or stringent requirement for lot area, coverage, and minimum yard requirements
- n. Maximum density 90 units
- o. The minimum distance between an Independent Seniors' Apartment Building and a single, semi-detached, duplex or triplex dwelling unit on an adjacent lot shall be equal to the height of the building.
- p. Albert Street South shall be deemed to be the front lot line for the lands zoned RH1-S13.

On land zoned “RH1-S13(H)”, the removal of the (H) holding symbol shall be in accordance with the following:

- The owner shall enter into a Site Plan Agreement with the City;
- Council allocates an adequate supply of municipal water and sewer servicing to the proposed development; and
- The removal of the capacity restriction on the Colborne Street Sanitary Sewer.”

1.04 **Textual Amendment:** By-law No. 2000-75 of the Town of Lindsay is further amended by adding the following definition and renumbering Section 4 accordingly:

“**INDEPENDENT SENIORS' APARTMENT BUILDING** means a building in which ten or more apartments are provided for rent on a monthly or yearly basis, where apartment suites have full kitchens, and where common

amenity space and areas are provided and may also include common areas where meals are provided for seniors who reside therein.”

1.05 **Textual Amendment:** By-law No. 2000-75 of the Town of Lindsay is further amended to add the following section to Section 5.4:

“d) Notwithstanding Section 5.4 a), the Daylighting Triangle provisions for the north-east intersection of Adelaide Street South and the unopened George Street right-of-way; and the north-west intersection of Albert Street South and the unopened George Street right-of way shall not apply.

1.06 **Schedule Amendment:** Schedule ‘A’ to By-law No. 2000-75 of the Town of Lindsay is further amended to change the zone category from the “Future Residential (FR) Zone” to the “Residential High Rise One Special Thirteen Holding [RH1-S13(H)] Zone” for the land referred to as ‘RH1-S13(H)’, as shown on Schedule ‘A’ attached to this By-law.

Section 2:00 Effective Date

2.01 **Effective Date:** This By-law shall come into force and take effect on the date it is finally passed, subject to the provisions of Sections 34 and 36 of the Planning Act R.S.O. 1990, c.P.13.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

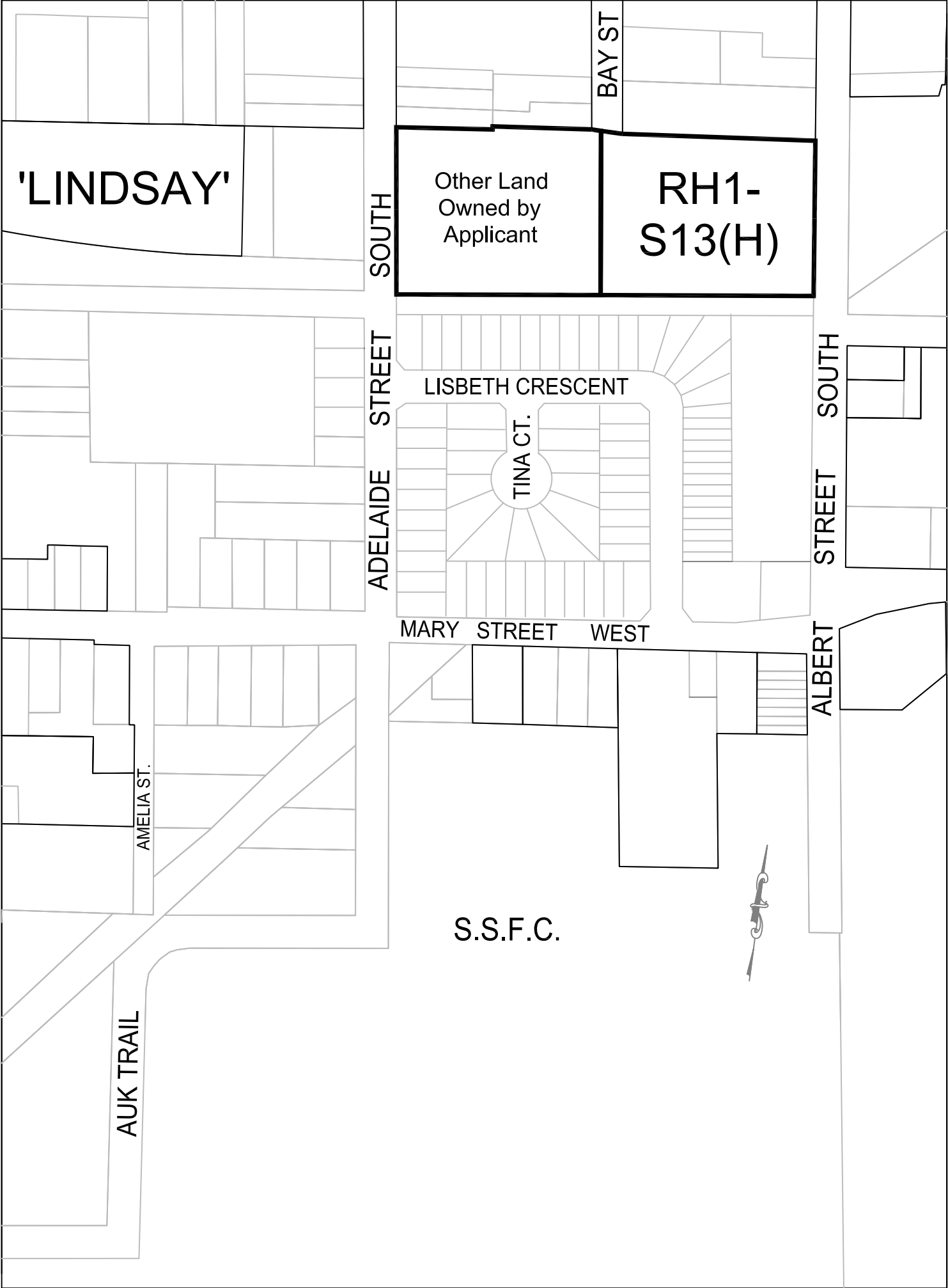
Cathie Ritchie, City Clerk

THE CORPORATION OF THE CITY OF

KAWARTHA LAKES

THIS IS SCHEDULE 'A' TO BY-LAW _____ PASSED
THIS _____ DAY OF _____ 2017.

MAYOR _____ CITY CLERK _____



The Corporation of the City of Kawartha Lakes

By-law 2017-____

A By-law to Assume Cook Street, Plan 57M-779 (PIN: 63237-1285(LT)) and Plan 57M-793 (PIN: 63237-1614(LT)), Power Court, Plan 57M-779 (PIN: 63237-1287(LT)), and McQuarrie Road, Plan 57M-779 (PINs: 63237-1288(LT) and 63237-1289(LT)) and Trail Blocks 52 to 55, both inclusive, Plan 57M-779, (PINs: 63237-1274(LT), 63237-1275(LT), 63237-1276(LT), and 63237-1277(LT)), and Corresponding 0.3 Metre Reserves, Blocks 56 to 62, both inclusive, Plan 57M-779, (PINs: 63237-1278(LT), 63237-1279(LT), 63237-1280(LT), 63237-1281(LT), 63237-1282(LT), 63237-1283(LT), 63237-1284(LT)) and Trail Blocks 16 and 17, Plan 57M-793m (PINs: 63237-1610(LT) and 63237-1611(LT)), and Corresponding 0.3 Metre Reserves (PINs: 63237-1612(LT) and 63237-1613(LT)), Plan 57M-793, Geographic Township of Ops, The Corporation of the City of Kawartha Lakes

Recitals

1. Subsection 31(4) of the *Municipal Act, 2001* authorizes Council to assume unopened road allowances or road allowances shown on registered plans of subdivision for public use, by by-law.
2. Council now deems it desirable to assume Cook Street, Power Court, and McQuarrie Road, Plan 57M-779, and Cook Street, Plan 57M-793, Geographic Township of Ops, the Corporation of the City of Kawartha Lakes as public highways in the City of Kawartha Lakes.
3. Council now deems it desirable to assume the Trail and corresponding 0.3 metre reserves, Blocks 52 to 55, both inclusive, and Blocks 56 to 62, both inclusive, Plan 57M-779 and Blocks 16 and 17 and Blocks 18 and 19, Plan 57M-793, in the City of Kawartha Lakes.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-____.

Section 1.00: Definitions and Interpretation

- 1.01 **Definitions:** In this by-law,

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes.

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the *Municipal Act, 2001*;

“Council” or “City Council” means the municipal council for the City.

- 1.02 **Interpretation Rules:**

(a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.

(b) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

- 1.03 **Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, which are applicable within the Province of Ontario.

- 1.04 **Severability**: If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Assumption of Services

- 2.01 **Assumption**: The following highways and trail are assumed by the City:
- a) The roads known as Cook Street, Power Court, and McQuarrie Road, Plan 57M-779, and Cook Street, Plan 57M-793, Geographic Township of Ops, City of Kawartha Lakes.
 - b) The Trail, Blocks 52 to 55, both inclusive, and corresponding 0.3 metre reserves Blocks 56 to 62, both inclusive, Plan 57M-779, and Blocks 16 and 17, and corresponding 0.3 metre reserves, Blocks 18 and 19, Plan 57M-793, Geographic Township of Ops, City of Kawartha Lakes.

Section 3.00: Effective Date

- 3.01 **Effective Date**: This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk

The Corporation of the City of Kawartha Lakes

By-law 2017-_____

A By-law to Assume Green Arbour Way, Plan 57M-788 (PINs: 63236-0119(LT), 63236-0197(LT), and 63236-0120(LT)) Geographic Town of Lindsay, The Corporation of the City of Kawartha Lakes

Recitals

1. Subsection 31(4) of the *Municipal Act, 2001* authorizes Council to assume unopened road allowances or road allowances shown on registered plans of subdivision for public use, by by-law.
2. Council now deems it desirable to assume Green Arbour Way, Plan 57M-788, Geographic Town of Lindsay, the Corporation of the City of Kawartha Lakes as public highways in the City of Kawartha Lakes.

Accordingly, the Council of The Corporation of the City of Kawartha Lakes enacts this By-law 2017-_____.

Section 1.00: Definitions and Interpretation

1.01 Definitions: In this by-law,

“City”, “City of Kawartha Lakes” or “Kawartha Lakes” means The Corporation of the City of Kawartha Lakes.

"City Clerk" means the person appointed by Council to carry out the duties of the clerk described in section 228 of the *Municipal Act, 2001*;

“Council” or “City Council” means the municipal council for the City.

1.02 Interpretation Rules:

(a) The Schedules attached to this by-law form part of the by-law, and are enforceable as such.

(b) The words “include” and “including” are not to be read as limiting the meaning of a word or term to the phrases or descriptions that follow.

1.03 **Statutes:** References to laws in this by-law are meant to refer to the statutes, as amended from time to time, which are applicable within the Province of Ontario.

1.04 **Severability:** If a court or tribunal of competent jurisdiction declares any portion of this by-law to be illegal or unenforceable, that portion of this by-law shall be considered to be severed from the balance of the by-law, which shall continue to operate in full force and effect.

Section 2.00: Assumption of Services

2.01 Assumption: The following highway is assumed by the City:

- a) The road known as Green Arbour Way, Plan 57M-788, Geographic Town of Lindsay, City of Kawartha Lakes.

Section 3.00: Effective Date

3.01 **Effective Date:** This By-law shall come into force on the date it is finally passed.

By-law read a first, second and third time, and finally passed, this 12th day of December, 2017.

Andy Letham, Mayor

Cathie Ritchie, City Clerk