1. CALL TO ORDER

2. CONFIRMATION OF THE AGENDA
   THAT the Council of the Township of North Huron; accept the Agenda for the March 2, 2020 Council Meeting; as presented.

3. DISCLOSURE OF PECUNIARY INTEREST

4. PUBLIC COMMENT (Opportunity for members of the public to speak to an item of business on the agenda, two minutes per person)

5. CONSENT AGENDA
   THAT the Council of the Township of North Huron hereby adopts Consent Items 5.1.1. to 5.1.2.;
   AND FURTHER, THAT the Council of the Township of North Huron hereby receives Consent Items 5.1.3. to 5.3.1. for information.

5.1 Minutes

5.1.1 Minutes of the Regular Meeting of Council held February 18, 2020 6

5.1.2 Minutes of the Budget Meeting held February 20, 2020 21

5.1.3 Minutes of the Howson Bridge/Dam Committee Meeting held January 22, 2020 27

5.1.4 Minutes of the County of Huron Council Meeting held February 5, 2020 32

5.2 Reports

5.2.1 Bills and Accounts 38

5.2.2 CL-2020-07 Clerk’s Department Activity Report – March 2020 52

5.2.3 RC-2020-07-Recreation and Community Services Quarterly Activity Report – October – December 2019 56

5.3 Correspondence

5.3.1 AMDSB Board Highlights - February 25, 2020 69
6. **PUBLIC MEETINGS/HEARINGS AND DELEGATIONS**

6.1 David Sparling, Chair Blyth BIA RE: Blyth Parking Initiative

6.2 Christine Hoffman, Housing Service Manager; Chris Watson, Economic Development Officer; Monica Walker-Bolton, Planner RE: County of Huron Status and Initiatives of Housing

7. **REPORTS**

7.1 Clerks Department - No Reports

7.2 Finance Department - No Reports

7.3 Recreation and Community Services

7.3.1 RC-2020-06 Canada Parks & Recreation Association – Funding Approval

THAT the Council of the Township of North Huron hereby receives the report prepared by the Director of Recreation & Community Services, dated March 2, 2020, regarding Canada Parks and Recreation Association’s Gender Equity in Recreational Sport Community Grants Initiative for information purposes.

7.4 Public Works and Facilities

7.4.1 FA-2020-03 Blyth Public Works Sand Shed - Single Source and Pre-Budget Approval Request

THAT the Council of the Township of North Huron hereby receives the report of the Director of Public Works, dated March 2\textsuperscript{nd}, 2020 regarding construction of the Blyth Public Works Sand Shed for information;

AND FURTHER, THAT Council authorizes staff to submit a minor variance application for the purposes of seeking relief to allow the construction of a Sand Shed which exceeds the height restrictions for accessory buildings in North Huron’s Zoning By-law.

AND FURTHER, THAT Council grants pre-budget approval for the design, engineering and construction of the Blyth Public Works Sand Shed with an upset limit of $251,500.\textsuperscript{rd} plus applicable taxes, subject to the minor variance application coming into effect and force;

AND FURTHER, THAT the project be awarded to Domm Construction Ltd. under the Single Source Provisions of the North Huron Procurement Policy.

7.5 Fire Department - No Reports

7.6 Building Department - No Reports
7.7 Childcare Department

7.7.1 CC-2020-01 Position Profiles and Hiring

THAT the Council of the Township of North Huron hereby receives the report of the Manager of the Children’s Services, dated March 2, 2020, regarding a new Supervisor/Early Childhood Educator position profile and a revised Manager of Children’s Services position profile;

AND FURTHER, THAT Council approves the Supervisor/Early Childhood Educator position profile and the revised Manager of Children’s Services position profile, as attached;

AND FURTHER, THAT Council approves the placement of the Supervisor/Early Childhood Educator position profile in Band 6 of the pay grid;

AND FURTHER, THAT Council grants pre-budget approval and authorizes staff to proceed with advertising and hiring two Supervisor/Early Childhood Educators;

AND FURTHER, THAT Council authorizes staff to advertise and hire any vacated positions due to the new positions.

7.8 CAO

7.8.1 CAO-2020-06 Hutton Heights Next Steps

THAT the Council of the Township of North Huron hereby receive the report of the CAO, dated March 2, 2020 regarding next steps for the Hutton Heights development;

AND FURTHER, THAT Council authorizes staff to retain BM Ross & Associates to commission block subdivision designs and phasing options for Council’s consideration;

AND FURTHER, THAT Council authorizes staff to retain an Ontario Land Surveyor to prepare a land survey for the purposes of delineating the boundaries of the subject lands;

AND FURTHER, THAT Council authorizes staff to commission a traffic impact study and a stormwater management report in support of a potential plan of subdivision application;

AND FURTHER, THAT Council authorizes pre-budget approval for the work regarding subdivision designs, phasing options, land survey, traffic impact study and stormwater management to be completed.

8. CORRESPONDENCE - None

9. COUNCIL REPORTS

9.1 REEVE ACTIVITY REPORT

9.2 COUNCIL MEMBER REPORTS (Verbal or written updates from members who sit on boards/committees)

9.3 COMMENTS BY MEMBERS

10. NOTICE OF MOTION - None
11. OTHER BUSINESS

11.1 Motion - Reeve Bailey

THAT the Council of the Township of North Huron hereby agrees that there is insufficient labour and affordable/sustainable housing to meet local needs;

AND FURTHER, THAT Council agrees that the lack of available labour and affordable housing is having a negative economic impact on the Township of North Huron;

AND FURTHER, THAT Council is aware of and supports the efforts of all levels of government working together to address the regional labour and affordable/sustainable housing shortage;

AND FURTHER, THAT the Council of the Township of North Huron hereby supports the use of North Huron’s resources to address the labour and affordable/sustainable housing shortage.

12. BY-LAWS

12.1 By-law No. 25-2020

A by-law to establish a policy and procedures for the sale and disposition of land owned by the Township of North Huron.

By-law No. 25-2020; Being a by-law to establish a policy and procedures for the sale and disposition of land owned by the Township of North Huron; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk, and be engrossed in the By-law book.

13. ANNOUNCEMENTS

The next North Huron Economic Development Committee Meeting will be held on Thursday, March 12, 2020 at 8:00 a.m. at the Blyth Community Centre.

The next Budget Meeting will be held on Friday, March 13, 2020 at 9:00 a.m. in the North Huron Council Chambers.

The next Regular Council Meeting will be held on Monday, March 16, 2020 at 6:00 p.m. in the North Huron Council Chambers.

The next North Huron Police Services Board Meeting will be held on Tuesday, March 17, 2020 at 7:00 p.m. in the North Huron Council Chambers.

The Court of Revision for the Rintoul Municipal Drain will be held on Thursday, March 19, 2020 at 10:00 a.m. in the North Huron Council Chambers.

The next Museum Committee Meeting will be held on Thursday, March 19, 2020 at 2:00 p.m. in the North Huron Council Chambers.

The next Howson Bridge/Dam Committee Meeting will be held on Wednesday, March 25, 2020 at 4:00 p.m. in the North Huron Council Chambers.

14. CLOSED SESSION AND REPORTING OUT - None
15. CONFIRMATORY BY-LAW

15.1 By-law No. 26-2020, being a By-law of the Township of North Huron to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron.

THAT By-law 26-2020; being a by-law to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron at the March 2, 2020 meeting; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk and be engrossed in the By-law book.

16. ADJOURNMENT

THAT the Council of the Township of North Huron agree that there being no further business before Council; the meeting be hereby adjourned at .... p.m.
MINUTES OF THE TOWNSHIP OF NORTH HURON
REGULAR COUNCIL MEETING

Date: Tuesday, February 18, 2020
Time: 6:00 p.m.
Location: HELD IN THE TOWNSHIP COUNCIL CHAMBERS

MEMBERS PRESENT: Reeve Bernie Bailey
Deputy Reeve Trevor Seip
Councillor Kevin Falconer
Councillor Paul Heffer
Councillor Ric McBurney
Councillor Chris Palmer
Councillor Anita van Hittersum

STAFF PRESENT: Dwayne Evans, CAO/Deputy Clerk
Carson Lamb, Clerk
Donna White, Director of Finance
Sean McGhee, Director of Public Works
Vicky Luttenberger, Director of Recreation and Community Services

OTHERS PRESENT: Denise Van Amersfoort, Huron County Senior Planner
Brian Rintoul, Jake Miller, Jake Hertzler, William Miller,
Helen Rintoul, Wayne Forster, Gerrit Groen, Maria Groen,
Nic Beyersbergen, Jeff Winzenried, Bill Dietrich

1. CALL TO ORDER
Reeve Bailey called the meeting to order at 6:00 p.m.

2. CONFIRMATION OF THE AGENDA

M60/20
MOVED BY: A. van Hittersum
SECONDED BY: P. Heffer

THAT the Council of the Township of North Huron; accept the Agenda for the February 18, 2020 Council Meeting; as presented.

CARRIED

3. DISCLOSURE OF PECUNIARY INTEREST

None noted.
4. **PUBLIC COMMENT** (Opportunity for members of the public to speak to an item of business on the agenda, two minutes per person)

No comments.

5. **CONSENT AGENDA**

Reeve Bailey noted that for agenda item 5.3.4 two Council members are required to attend the Huron County Federation of Agriculture Politicians Forum. Councillor van Hittersum and Councillor Palmer agreed to attend on behalf of North Huron.

Councillor Palmer inquired into the nature of the modular homes discussion that has occurred at the Economic Development Committee.

**M61/20**

**MOVED BY:** A. van Hittersum  
**SECONDED BY:** K. Falconer

*THAT the Council of the Township of North Huron hereby adopts Consent Item 5.1.1.;*

*AND FURTHER, THAT the Council of the Township of North Huron hereby receives Consent Items 5.1.2. to 5.3.4. for information.*

**CARRIED**

5.1 **Minutes**

5.1.1 Minutes of the Regular Council Meeting held February 3, 2020

5.1.2 Minutes of the Economic Development Committee Meeting held December 12, 2019

5.1.3 Minutes of the Blyth BIA Meeting held November 28, 2019

5.1.4 Minutes of the Wingham BIA General Meeting held January 9, 2020

5.1.5 Minutes of the County of Huron Council Meeting held January 22, 2020

5.1.6 Minutes of the County of Huron Special Council Budget Meeting held January 23, 2020

5.2 **Reports**

5.2.1 Bills and Accounts

5.2.2 PW-2020-04 Public Works Activity Report - January 2020

5.2.3 CC-2020-02 Children’s Services Update - February 2020

5.3 **Correspondence**

5.3.1 Maitland Valley Conservation Authority RE: 2020 Priorities and Draft Budget
5.3.2 Drinking Water Source Protection RE: Meeting Notes - Source Water Protection Update, ABMV

5.3.3 Community Safety and Well-Being Plan Community Survey

5.3.4 Huron County Federation of Agriculture RE: 2020 MP, MPP, and Local Politicians Forum Invitation

6. PUBLIC MEETINGS/HEARINGS AND DELEGATIONS

6.1 Steven Jackson, Maitland Valley Conservation Authority RE: Updated Floodplain Mapping

Jeff Winzenried, Water Resources Technician for MVCA attended the meeting as a delegation on behalf of Steve Jackson. Winzenried noted that the purpose of the delegation presentation is to provide Council with an update on the Wingham region floodplain mapping.

Winzenried explained that the mapping has been updated and that there are proposed changes. Winzenried noted that MVCA will be sending out maps and letters to all the impacted landowners. Winzenried commented that a public information meeting will be held on March 24th from 3:00 p.m. to 6:00 p.m. at the Knights of Columbus Centre.

Winzenried provided the background of the project. Winzenried updated Council on the network of benchmark elevations that has occurred.

Winzenried discussed the LIDAR survey that was conducted and provided Council with the terrain map that was developed from the LIDAR survey.

Winzenried outlined the process used to develop the flood plain mapping, including defining the flood fringe and floodway.

Councillor Falconer inquired into whether there is updated mapping as to where the total flooded area would be based on the new data collected.

A discussion occurred regarding how the data would be impacted based on whether the Howson dam remains or not.

A discussion occurred regarding the squeeze points that could potentially backlog flow if a large flooding event occurred.

Deputy Reeve Seip inquired into whether the Township would have access to the full extent of the data to know where the water would go during a major flood event.

6.2 Dietrich Engineering - Presentation of Engineer’s Report for the Rintoul Municipal Drain 2020

Bill Dietrich, Dietrich Engineering noted that the purpose of this meeting is to consider the final report for drainage improvements under section 78 of the Drainage Act.
Dietrich provided the details of the drain’s construction and the work that was previously undertaken to the drain.

Dietrich explained that a request for drainage improvements was received by the Township for drainage improvements to the Rintoul Municipal Drain.

Dietrich summarized the work being proposed for the entire project and noted that drainage improvements are user pay. Dietrich provided the estimated costs for the drainage works to be undertaken.

Dietrich explained that an on-site meeting was held to determine which sections of the drain required improvements, and that from the on-site meeting the field surveys were conducted and a drainage report was prepared. Dietrich noted that an information meeting has also been held with the landowners to review the findings.

Dietrich summarized the proposed work that would be undertaken in this drainage improvements project. It was noted that the purpose of this meeting is to address any questions related to the proposed work of the project.

A discussion occurred regarding the condition of the drain beyond the main drain.

Dietrich provided the next steps in the drainage project process for both Council and the landowner’s information.

M62/20
MOVED BY: A. van Hittersum
SECONDED BY: R. McBurney

THAT the Council of the Township of North Huron hereby adopt the Engineer’s Report for the Rintoul Municipal Drain 2020 as presented by Dietrich Engineering Limited;

AND FURTHER, THAT Council provisionally adopt the first and second reading of By-law No. 19-2020.

CARRIED

7. REPORTS

7.1 Clerks Department

7.1.1 CL-2020-05 Taxi Rate for Long Distance Trips

Carson Lamb, Clerk noted that in December of 2019, Council had previously adopted an updated taxi by-law. Lamb explained that this by-law has now been in effect for two months, and that North Huron’s taxi companies have both provided positive feedback.
Lamb explained that the only concern being expressed is related to long distance trips. Lamb explained that both taxi companies are in favour of a reduced rate per kilometre being incorporated into the Tariff of Charges for long distance trips.

Lamb outlined the proposed recommendations that were provided by the two taxi companies and also provided municipal comparator data.

**M63/20**

**MOVED BY:** P. Heffer  
**SECONDED BY:** C. Palmer

That the Council of the Township of North Huron hereby receives the report of the Clerk, dated February 18, 2020 regarding the Taxi Rate for Long Distance Trips for information purposes;

AND FURTHER, THAT Council approves of the implementation of a taxi rate of $1.70 for long distance trips of 30 kilometres or more;

AND FURTHER, THAT Council deems the adoption of By-law No. 20-2020, being an updated Taxi By-law, to be a time sensitive matter and approves an exception to Section 19.1 of the Procedure By-law to allow By-law No. 20-2020 to be passed at the February 18, 2020 Regular Council meeting.

**CARRIED**

7.1.2 **CL-2020-06 Sale and Disposition of Land Policy Update**

Carson Lamb, Clerk provided background on the current policy that North Huron has in place regarding the disposition of municipally owned lands.

Lamb noted that an update is required to be complaint with legislation, and to ensure that the Township's procedures are efficient and transparent.

Lamb explained that the proposed policy would accomplish the following: greater clarity regarding the processes, exemptions for increased flexibility and efficiency, and updated definitions and technical changes.

**M64/20**

**MOVED BY:** A. van Hittersum  
**SECONDED BY:** T. Seip

That the Council of the Township of North Huron hereby receives the report of the Clerk, dated February 18, 2020 regarding a Sale and Disposition of Land Policy update for information purposes;

AND FURTHER, THAT Council directs the Clerk to finalize and bring forward a By-law to repeal and replace the Sale and Disposition of Land Policy for Council’s consideration at the March 2, 2020 Regular Council meeting.

**CARRIED**
7.2 Finance Department

7.2.1 FIN-2020-03 2019 Transfers to Reserves

White outlined the additional revenues received during 2019 that need to be transferred to reserves. White noted the specific uses that the money to be transferred to reserves is proposed to be allocated for in the 2020 fiscal year.

White noted that in addition to the list of additional revenues attached to the report, an additional $5,000 of unexpected revenue was received for the daycare as well and needs to also be transferred to reserves.

White provided the list of expenses that were underspent in 2019 and the total funds to be carried forward. White outlined the specific uses that the money is proposed to be allocated for in the 2020 fiscal year.

Councillor van Hittersum inquired into whether the funds could be moved around once the money is transferred into reserves.

Reeve Bailey inquired into whether the Westario funds need to be separated out specifically for Wingham now that the Wingham Police Service has ended.

White noted that as part of the year end process, Council will be provided with a report with a list of all the reserves of the Township. Seip explained that the sooner Council could receive that report the better, so that Council can make decisions on where to put those funds.

M65/20
MOVED BY: T. Seip
SECONDED BY: P. Heffer

THAT the Council of the Township of North Huron hereby receives the report from the Director of Finance, dated February 18, 2020 for information purposes;

AND FURTHER, THAT Council authorizes the Director of Finance to proceed with the 2019 Transfers to Reserves as per the attached listing;

AND FURTHER, THAT Council authorizes the Director of Finance to proceed to transfer $5,000 to Daycare Reserves for additional funding received in 2019.

CARRIED

7.3 Recreation and Community Services

7.3.1 RC-2020-05 Wingham Trailer Park

Vicky Luttenberger, Director of Recreation and Community Services provided the previous direction received by Council regarding the
Investigation of the available options related to the Wingham Trailer Park. Luttenberger provided the various options that were previously discussed.

Luttenberger explained that staff were directed to investigate the sale and development options further and explained that a one-year contract extension was also entered into with the Wingham Legion for the operation of the Trailer Park to allow for more time for further research.

Luttenberger noted that Denise Van Amersfoort from Huron County Planning and Development is also in attendance to present a site assessment report that was prepared for the property.

Luttenberger provided the additional research collected and recommended that the property be developed for permanent all-year-round housing. Luttenberger noted that this would help address the housing issue in North Huron, as well as support the employers in the Township. Luttenberger noted that development of the property would also generate additional tax revenue for the property.

Van Amersfoort provided Council with the historical background on the property. Van Amersfoort explained that an environmental site assessment would help reveal the condition of the land before any future work could be undertaken on the property.

Van Amersfoort noted that if the property was to be developed, Council would want to retain the north-west corner of the lands to control both the flood plain and the trail connection to the municipal road.

Van Amersfoort provided various concept designs and discussed the pros and cons of each design. It was noted that any design requiring a through road would take up a significant portion of the development area. Van Amersfoort provided various multi-residential development options including stacked townhouses, and apartments.

Van Amersfoort recommended that the first steps should be to pursue the phase 1 and phase 2 environmental assessments as a starting point.

A discussion occurred regarding whether an additional entrance could be added on the side of the Legion.

A discussion occurred regarding how stacked townhouses would accommodate seniors.

A discussion occurred regarding the definitions of affordable, attainable, and market housing.

Councillor Palmer inquired into whether the Township would have any control in the development if it was sold to a developer. Van Amersfoort noted that there are mechanisms the Township can put in place that
guarantee the property is used for certain purposes in the purchase and sale agreement.

Deputy Reeve Seip explained that the information gathered is excellent, and that ultimately a decision on the property should be made based on the additional information obtained from the environmental assessment.

Councillor Heffer inquired into the approximate timeline for a phase 1 and phase 2 environmental assessment.

M66/20
MOVED BY: P. Heffer
SECONDED BY: T. Seip

THAT the Council of the Township of North Huron hereby receives the report prepared by the Director of Recreation & Community Services dated February 18, 2020 regarding the future of the Wingham Trailer Park;

AND FURTHER, THAT Council authorizes staff to undertake a Phase I and II Site Condition Assessment with an upset limit of $35,000;

AND FURTHER, THAT the Director of Finance be directed to amend the draft 2020 budget to include $35,000 for a Phase I and II Site Condition Assessment;

AND FURTHER, THAT staff be directed to notify the Wingham Legion and the interested purchaser of Council’s direction to staff.

CARRIED

7.4 Public Works and Facilities

7.4.1 FA-2020-02 Surplus and Sale of the Wingham Armories Building

Sean McGhee, Director of Public Works noted that at the February 3, 2020 meeting, Council expressed desire to sell the Wingham Armories building.

McGhee explained that there are a number of requirements that must be undertaken to complete a sale. This included: declaring the property surplus, advertising, and obtaining a written appraisal on the property.

McGhee noted that Council has already gone through the procurement process of an appraiser from the sale of the ESTC building and based on this procurement, staff recommend that McIver Group be awarded the appraisal work.

McGhee explained that this appraisal would allow Council to assess any offers received on the property.

Deputy Reeve Seip inquired into whether this assessment would take into consideration the heritage status of this building.
M67/20
MOVED BY: P. Heffer
SECONDED BY: R. McBurney

THAT the Council of the Township of North Huron hereby receives the report of the Director of Public Works, dated February 18th, 2020 regarding the surplus and sale of the Wingham Armories building, for information;

AND FURTHER THAT, Council declares the Wingham Armories Building surplus to the needs of the municipality;

AND FURTHER, THAT Council direct staff to advertise the Wingham Armories property and receive written offers until May 1st, 2020 at 4:30pm;

AND FURTHER, THAT staff be authorized to secure the services of McIver Group to complete an appraisal of the property;

AND FURTHER, THAT the funds to an upset limit of $2,000.00 plus applicable taxes be incorporated into the facilities budget and given pre-budget approval.

CARRIED

7.5 Fire Department - No Reports
7.6 Building Department - No Reports
7.7 Childcare Department - No Reports
7.8 CAO - No Reports

8. CORRESPONDENCE

8.1 Wingham Ward - Police Services Board O.P.P. Detachment Commander Report - January

Deputy Reeve Seip explained that the processes of the Police Services Board have changed due to their reduced role now that the Wingham Ward is under a contract with the O.P.P. Seip explained that because of this, the Board has decided to only meet quarterly.

It was noted that the monthly detachment commander reports will appear on the agenda for Council to review so that any comments can be taken to the Board for discussion at the quarterly meetings.

Seip updated Council that two Provincial appointees have been appointed to the Board and will be sworn in at a future meeting.

M68/20
MOVED BY: C. Palmer
SECONDED BY: P. Heffer
THAT the Council of the Township of North Huron hereby accepts the O.P.P. Detachment Commander Report - Wingham Ward, for the month of January, for information purposes.

CARRIED

8.2 Brian Hilt RE: Proposal for Office Space at Airport

Reeve Bailey noted that the request is from an accountant who wants to locate his accounting firm in the office at the Wingham Airport.

A discussion occurred regarding the future of the airport, as well as whether the business would be a good fit to operate out of a municipal airport.

Deputy Reeve Seip commented that it should be communicated with the requestor that there is an abundance of office space available in the downtown core of Wingham which would be a better fit.

M69/20

MOVED BY: T. Seip
SECONDED BY: P. Heffer

THAT the Council of the Township of North Huron hereby deny the request and communicate to the requestor that there is available office space in the downtown core of Wingham.

CARRIED

9. COUNCIL REPORTS

9.1 REEVE ACTIVITY REPORT

Reeve Bailey commented that SZAM is having a public open house for the Maitland Estates development at the Hot Stove Lounge on Saturday February 22nd.

Bailey discussed the expansion of the work undertaken by the Acute Labour and Housing Shortage Committee.

Bailey noted the success of the Winter Palooza and thanked the staff and volunteers.

9.2 COUNCIL MEMBER REPORTS (Verbal or written updates from members who sit on boards/committees)

Councillor McBurney noted that CHIP is in the early stages of setting up an additional group regarding Vision Zero. McBurney noted that this is a pilot project group with the vision of seeing zero fatalities or serious injuries on all roads within Huron County.

Councillor Heffer explained that the Town Hall Theatre Committee had a recent meeting and will be providing an update to Council on the project’s
status in the near future. Heffer also noted that the planning for the Alice Munroe Festival is progressing well and that all the events will be occurring in North Huron this year.

9.3 COMMENTS BY MEMBERS

10. NOTICE OF MOTION

10.1 Reeve Bailey - Notice of Motion

THAT the Council of the Township of North Huron hereby agrees that there is insufficient labour and affordable/sustainable housing to meet local needs;

AND FURTHER, THAT Council agrees that the lack of available labour and affordable/sustainable housing is having a negative economic impact on the Township of North Huron;

AND FURTHER, THAT Council is aware of and supports the efforts of all levels of government working together to address the regional labour and affordable/sustainable housing shortage;

AND FURTHER, THAT the Council of the Township of North Huron hereby supports the use of North Huron’s resources to address the labour and affordable/sustainable housing shortage.

11. BY-LAWS

11.1 By-law No. 12-2020

A by-law to amend Schedule "C" (Building Classes and Fees) to By-law No. 117-2019, being a by-law to establish fees and charges for the Township of North Huron.

M70/20

MOVED BY: A. van Hittersum
SECONDED BY: K. Falconer

By-law No. 12-2020; Being a by-law to amend Schedule "C" (Building Classes and Fees) to By-law No. 117-2019, being a by-law to establish fees and charges for the Township of North Huron; be read a third and final time, signed by the Reeve and Clerk, and be engrossed in the By-law book.

CARRIED

11.2 By-law No. 18-2020

A by-law to authorize Cost Recovery (Fees) with respect to Fire Department Specific Response.

M71/20

MOVED BY: P. Heffer
SECONDED BY: K. Falconer
By-law No. 18-2020; Being a by-law to authorize Cost Recovery (Fees) with respect to Fire Department Specific Response; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk, and be engrossed in the By-law book.

CARRIED

11.3 By-law No. 19-2020

A by-law to provide for drainage works in the Township of North Huron and Ashfield-Colborne-Wawanosh, in the County of Huron; Rintoul Municipal Drains 2020.

M72/20
MOVED BY: A. van Hittersum
SECONDED BY: C. Palmer

By-law No. 19-2020; Being a by-law to provide for drainage works in the Township of North Huron and Ashfield-Colborne-Wawanosh, in the County of Huron; Rintoul Municipal Drains 2020; be introduced, read a first and second time and provisionally adopted this 18th day of February, 2020.

CARRIED

11.4 By-law No. 20-2020

A by-law to license, regulate and govern the owners and drivers of taxicabs, accessible taxicabs, group transportation vehicles and limousines used for hire for the transportation of passengers in the Township of North Huron.

M73/20
MOVED BY: K. Falconer
SECONDED BY: T. Seip

By-law No. 20-2020; Being a by-law to license, regulate and govern the owners and drivers of taxicabs, accessible taxicabs, group transportation vehicles and limousines used for hire for the transportation of passengers in the Township of North Huron; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk, and be engrossed in the By-law book.

CARRIED

11.5 By-law No. 21-2020

A by-law to amend the North Huron Human Resources Policy Manual to reflect Remembrance Day as a Statutory Holiday for the Township of North Huron

M74/20
MOVED BY: A. van Hittersum
SECONDED BY: R. McBurney
11.6 By-law No. 22-2020

A by-law to adopt a Commemorative Tree and Bench Policy for the Township of North Huron.

M75/20
MOVED BY: C. Palmer
SECONDED BY: R. McBurney

By-law No. 22-2010; Being a by-law to adopt a Commemorative Tree and Bench Policy for the Township of North Huron; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk, and be engrossed in the By-law book.

CARRIED

12. ANNOUNCEMENTS

The next Regular Council Meeting will be held on Monday, March 2, 2020, at 6:00 p.m. in the North Huron Council Chambers.

The next Howson Bridge/Dam Committee Meeting will be held on Wednesday, February 19, 2020 at 4:00 p.m. in the North Huron Council Chambers.

The next Budget Meeting will be held on Thursday, February 20, 2020 at 9:00 a.m. in the North Huron Council Chambers.

The next North Huron Museum Committee Meeting will be held on Monday, March 2, 2020, at 1:00 p.m. in the North Huron Council Chambers.

The Annual General Meeting of the Wingham BIA will be held on Thursday, February 20, 2020 at 7:00 p.m. in the Knights Lounge of the North Huron Wescast Community Complex.

13. OTHER BUSINESS

13.1 Court of Revision - Rintoul Municipal Drain 2020

13.1.1 Date of Court of Revision and Instruction to Tender

M76/20
MOVED BY: A. van Hittersum
SECONDED BY: C. Palmer
THAT the Court of Revision for the Rintoul Municipal Drains 2020 be set for March 20, 2020 at 10:00 a.m. and that the project be tendered with results to be collected on the same date and presented subject to any appeals;

AND FURTHER, THAT any appeals must be received in writing 10 days prior to the Court of Revision in accordance with Section 52(2) of the Drainage Act; R.S.O. 1990, Chapter D17, Amended by 2010, C.16, Sched. 1, s.(21).

CARRIED

13.1.2 Members for the Court of Revision

Carson Lamb, Clerk outlined the roles and responsibilities of members of the Court of Revision.

M77/20
MOVED BY: K. Falconer
SECONDED BY: P. Heffer

THAT the Members for the Court of Revision for the Rintoul Municipal Drains 2020 consist of three members: two members from the Township of North Huron - Councillor Palmer and Councillor van Hittersum; and one member from the Township of Ashfield-Colborne-Wawanosh.

CARRIED

14. CLOSED SESSION AND REPORTING OUT - None

15. CONFIRMATORY BY-LAW

15.1 By-law No. 23-2020, being a By-law of the Township of North Huron to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron.

M78/20
MOVED BY: K. Falconer
SECONDED BY: P. Heffer

By-law No. 23-2020, being a By-law of the Township of North Huron to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron at the February 18, 2020 meeting; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk and be engrossed in the By-law book.

CARRIED

16. ADJOURNMENT

M79/20
MOVED BY: R. McBurney
SECONDED BY: K. Falconer
THAT the Council of the Township of North Huron agree that there being no further business before Council; the meeting be hereby adjourned at 8:00 p.m.

CARRIED

_________________________
Bernie Bailey, Reeve

_________________________
Carson Lamb, Clerk
MINUTES OF THE TOWNSHIP OF NORTH HURON
BUDGET MEETING

Date: Thursday, February 20, 2020
Time: 9:00 a.m.
Location: HELD IN THE TOWNSHIP COUNCIL CHAMBERS

MEMBERS PRESENT: Reeve Bernie Bailey
Deputy Reeve Trevor Seip
Councillor Kevin Falconer
Councillor Paul Heffer
Councillor Ric McBurney
Councillor Chris Palmer
Councillor Anita van Hittersum

STAFF PRESENT: Dwayne Evans, CAO/Deputy Clerk
Carson Lamb, Clerk
Donna White, Director of Finance
Sean McGhee, Director of Public Works
Marty Bedard, Fire Chief
Valerie Watson, Manager of Childcare Services
Vicky Luttenberger, Director of Recreation and Community Services
Stu Moffat, Operations Supervisor

1. Call to Order
Reeve Bailey called the Budget Meeting to order at 9:00 a.m.

2. Confirmation of Agenda

M80/20
MOVED BY: K. Falconer
SECONDED BY: A. van Hittersum

THAT the Council of the Township of North Huron hereby accepts the Agenda for the February 20, 2020 Budget Meeting; as presented.

CARRIED

3. Disclosure of Pecuniary Interest
None noted.
4. **2020 Draft Budget - Part 2**

Vicky Luttenberger, Director of Recreation and Community Services provided the budget for the Blyth Campground and noted the total revenues and expenditures. A discussion occurred regarding the decrease in revenue.

Luttenberger provided the Recreation Program budget and noted the increase in expenses due to staffing. Luttenberger explained that the programs are all provided on a cost recovery basis, so the revenues will align with the expenses.

Luttenberger outlined the following budgets: the Aquatic Program budget, the Pool Building budget, the Fitness Program budget, the Fitness building budget, and the Recreation Admin budget. A discussion occurred regarding the 2019 revenue actuals. Deputy Reeve Seip inquired into how the funds received for memberships purchased are split in their allocation between fitness and aquatics. Councillor Falconer inquired into what the 25 percent increase to the fitness program budget is attributed to.

Luttenberger provided the budgets for the Wingham arena, the Wingham arena concessions, and the Knights of Columbus Hall. Luttenberger noted that the largest change to expenses in the Wingham arena budget is the transfer to reserves to deal with the humidity issue. Reeve Bailey inquired into what is causing the humidity issue. It was noted that there is an inadequate vapour barrier between the differing temperatures, and that is causing the moisture.

A discussion occurred regarding the separation of hydro costs between the Knights of Columbus Hall and the rest of the building. Deputy Reeve Seip noted that the LAS report from 2008 should be reviewed.

Luttenberger provided the budgets for the Blyth arena, the Blyth arena concession, and the Blyth arena hall. A discussion occurred regarding the scheduling and usage of ice in the Township near the end of hockey seasons. Council directed staff to reach out to the organizations using the ice to see if better scheduling options are available in order to make use of North Huron’s facilities in an efficient way.

Councillor Falconer inquired into the increase in materials and supplies for the Blyth arena concession.

A discussion occurred regarding how the Blyth arena hall would be compensated for the fitness programs occurring in the facility.

Luttenberger provided the budget for the East Wawanosh arena and noted the increased expenses attributed to the insurance increase.

Valerie Watson, Manager of Child Care Services provided the Child Care budget, the Early Learning Site budget, the EarlyON budget, and the Before
and After Care budgets for both Sacred Heart and the Maitland Campus. Watson noted the changes in the budgets attributed to the restructuring of staffing that is occurring for the Child Care department. Watson explained that the revenues have been increased through fee changes in order to offset the staff restructuring.

Reeve Bailey inquired into how staff plan to proceed with a potential expansion for daycare in Blyth. A discussion occurred regarding a public consultation component to determine what the needs of the Blyth residents are.

White provided the Police budget for 2020. White noted that North Huron received a Community Safety and Policing grant, and discussed the changes in expenses to the Wingham ward. White noted that until a decision is made with the Wingham Armories building, there will still be minimal heat and hydro expenses that need to occur. A discussion occurred regarding the level of service being received in the Wingham ward compared to the Blyth and East Wawanosh wards. A discussion occurred regarding the current contract held with the O.P.P. in the Wingham ward.

White noted that the MVCA budget has been received since the publishing of the first draft of the budget and that an amendment will be made to version two of the budget to reflect what was provided to the Township. Councillor van Hittersum noted that the primary reason for the increase in the MVCA budget is due to the reduced funding that Conservation Authorities are receiving from the Province.

Dwayne Evans, CAO provided the Economic Development budget and outlined the items that were required to be transferred into reserves to allow for their continuation in 2020. Evans provided the revenues in the budget and also the expenses related to the various economic development projects. White noted that the Economic Development budget has increased approximately $58,000 from the previous year. Reeve Bailey inquired into whether the installation of water and sanitary for Hutton Heights is reflected in the budget.

White provided the planning and development budget and noted that the LIDAR mapping was undertaken in 2019.

White outlined the loans payments of the Township. This included payments for: the grader, the RINC grant, the 2009 roads project, and the fire payouts.

5. Reports

5.1 FIN-2020-04 Modernization Funding Allocation
White noted that Council is required to transfer the remaining amount of the Modernization Funds that were unspent in 2019 into reserves so that they can be allocated for 2020.

The Department Heads outlined the various projects that the Modernization Funds could be used for. This included: a new payroll package, a records management contract scanner position, municipal site security, a stuffing machine, TOMRMS training, a livestreaming camera, the basement renovation in Town Hall, building condition assessments, Town Hall Accessibility renovations/office space investigations, and Hutton Heights facilitation/consultation. The Department Heads outlined the costs and the benefits for each of the projects.

A discussion occurred regarding the parameters provided by the Province for the use of the Modernization Funds.

Reeve Bailey noted that all buildings should subject to a building condition assessment to inform the asset management plan.

A discussion occurred regarding the transfer to reserves and allocating it for future modernization projects.

Council directed staff to proceed with the allocation of the Modernization Funds for the 2020 budget as set out in the staff report, subject to the change that the remaining $318,508.49 be transferred into a Modernization Reserves account instead of a reserve account solely for Hutton Heights.

Reeve Bailey suggested that the two projects in the future considerations section of the staff report should also be allocated as part this allocation of the Modernization Funds. Council directed staff to allocate the required funds for the eSCRIBE Laserfiche connector bundle and the additional Laserfiche licenses from the $318,508.49 being transferred into the Modernization Reserves.

M81/20
MOVED BY: T. Seip
SECONDED BY: C. Palmer

THAT the Council of the Township of North Huron hereby receives the joint report from the Director of Finance, Clerk and CAO, dated February 20, 2020 regarding the Modernization Funding Allocation for information purposes;

AND FURTHER, THAT Council approves of the allocation of the Modernization Funds as set out in this report with the balance of the funds being transferred to a Modernization Reserves;
AND FURTHER, THAT the Director of Finance be authorized to transfer the Modernization Funds to Reserves in 2019 to allow for their allocation in 2020;

AND FURTHER, THAT the Laserfiche eSCRIBE Connect Bundle and the additional Laserfiche Licenses be allocated as future projects to be included as part of the Modernization Reserves.

CARRIED

5.2 FIN-2020–05 Morris-Turnberry Contingency Payment

White explained that as part of the Cross Border Services Agreement, Morris-Turnberry provides North Huron with a contingency fund under Schedule F to be used to offset the costs for providing soft services.

White commented that staff are recommending that the funds be used to offset Daycare program expenses.

White suggested that the funds be transferred to reserves for future Daycare initiatives.

M82/20
MOVED BY: A. van Hittersum
SECONDED BY: R. McBurney

THAT the Council of the Township of North Huron hereby receives the report from the Director of Finance, dated February 20, 2020 regarding the $10,000.00 contingency funds contained in Schedule F of the Cross Border Agreement with Morris-Turnberry for information purposes;

AND FURTHER, THAT Council authorizes the Director of Finance to allocate the $10,000.00 contingency funds from Morris-Turnberry towards 2019 Daycare program expenses.

CARRIED

M83/20
MOVED BY: T. Seip
SECONDED BY: P. Heffer

THAT the contingency funds be transferred to reserves for future Daycare initiatives.

CARRIED
6. **Next Meeting**

   The next Budget Meeting is scheduled for Friday, March 13, 2020 at 9:00 a.m. in the North Huron Council Chambers.

7. **Confirmatory By-law**

   By-law No. 24-2020, being a By-law of the Township of North Huron to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron.

   **M84/20**
   **MOVED BY:** K. Falconer  
   **SECONDED BY:** T. Seip  

   *By-law No. 24-2020; being a By-law of the Township of North Huron to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron at the February 20, 2020 meeting; be introduced, read a first, second, third and final time, signed by the Reeve and Clerk and be engrossed in the By-law book.*

   **CARRIED**

8. **Adjournment**

   **M85/20**
   **MOVED BY:** T. Seip  
   **SECONDED BY:** K. Falconer  

   *THAT the Council of the Township of North Huron agree that there being no further business before Council; the meeting be hereby adjourned at 12:04 p.m.*

   **CARRIED**

   ____________________________  
   Bernie Bailey, Reeve

   ____________________________  
   Carson Lamb, Clerk
MINUTES OF THE TOWNSHIP OF NORTH HURON
HOWSON BRIDGE DAM COMMITTEE

Date:       Wednesday, January 22, 2020
Time:       4:00 pm
Location:   HELD IN THE TOWNSHIP COUNCIL CHAMBERS

MEMBERS PRESENT:  Andrew McBride
                  Kevin Falconer, Chair
                  Cedric Walsh
                  Mitch Wright
                  Ralph Metcalfe
                  Robert Hutchison

MEMBERS ABSENT:   Bernie Bailey, Reeve, Ex-Officio
                  Mike Martin

STAFF PRESENT:    Mackenzie Nesbitt, Recording Secretary
                  Sean McGhee, Director of Public Works

OTHERS PRESENT:   E. Carter
                  Tim Willis
                  Alex Strong
                  Greg Buchanan
                  Peter White
                  Gary and Pat Jackson
                  Lorraine Poulin
                  Gary Dixon
                  Marybeth Dixon
                  Peter Dixon
                  Dave Tiffin
                  Mike Rintoul
                  Cathy Picou
                  Ken Mathers
                  Rennie Alexander
                  David Shaw
                  Norm Anger
                  Bruce Robertson
                  George and Barb Marklevitz
                  Aantje Robinson
                  Doug Kuyvenhoven
                  Bill Trick
1. CALL TO ORDER
Co-Chair Kevin Falconer called the meeting to order at 4:00 P.M.

2. CONFIRMATION OF THE AGENDA
HBD01/2020
Moved By Mitch Wright
Seconded By Robert Hutchison

THAT the North Huron Howson Bridge Dam Committee hereby accept the Agenda for the January 22nd, 2020 Committee Meeting; as presented.

CARRIED

3. DECLARATION OF PECUNIARY INTEREST
None noted.

4. MINUTES OF PREVIOUS MEETING
HBD02/2020
Moved By Ralph Metcalfe
Seconded By Cedric Walsh

THAT the North Huron Howson Bridge Dam Committee hereby adopt the Meeting Minutes held December 18th, 2019; as presented.

CARRIED

5. DELEGATIONS
Members of the Howson Bridge and Dam Committee heard from the following four (4) delegations;
Richard Hall and Greg Buchanan, Lions Club of Wingham
Doug Kuyvenhoven, Wingham BIA
Bill Trick, RE: Small Power Generation
Peter White, RE: Rehabilitation of the Existing Asset

5.1 Richard Hall and Greg Buchanan, Lions Club of Wingham
Richard Hall, President, and Greg Buchanan, Lion, provided comment on behalf of the Lion’s Club of Wingham. Comment was made regarding the benefits that come with a scenic waterfront, and how recreation is an asset to a community like Wingham. Buchanan spoke towards personal memories surrounding the bridge and pond. Hall spoke towards the asset providing more fundraising options for the Lion’s Club if it is restored, as it
would increase the number of people visiting Wingham, and increase the possibilities of special events.

5.2 Doug Kuyvenhoven, Chair of Wingham BIA

Doug Kuyvenhoven, Chair, provided the committee with comment on behalf of the Wingham Business Improvement Association, hereby referred to as BIA. The Wingham BIA position is that the dam should be decommissioned due to many factors, including cost and environmental implications.

5.3 Bill Trick Re: Small Power Generation

Bill Trick provided the committee with background information surrounding his career and experience. Trick has experience in small hydro power generation projects, and provided the committee with his experiences relating to small hydro power generation projects that were installed in waterways.

5.4 Peter White Re: Rehabilitation of Existing Asset

Peter White discussed the Bridge and Dam asset as a whole, and shared his experience in working alongside KGS and B.M. Ross and Associates during the studies that have been completed. White broke down each section of the asset and explained them in further detail, with respect to the information provided in the KGS report. White went into further detail surrounding flow capacity and the potential foreseeable risks that could arise should the bridge or dam collapse, or fail. White provided the committee with "options for the Howson Dam and Bridge" which included dollar values for replacement or restoration of certain portions of the asset. It was noted that discharge capacity will be impaired significantly during construction.

6. CORRESPONDENCE

6.1 Letters from North Huron Residents and Stakeholders

All letters received from the public and stakeholders were provided to the Committee for information.

7. OTHER BUSINESS

7.1 Vacant Seat on Committee

CL-2020-01 Howson Bridge/Dam Committee Seat Vacancy

M07/20
MOVED BY: A. van Hittersum
SECONDED BY: C. Palmer
THAT the Council of the Township of North Huron hereby receives the report of the Clerk, dated January 13, 2020 regarding a potential Howson Bridge/Dam Committee Seat Vacancy for information purposes;

AND FURTHER, THAT Council authorizes a leave of absence for Howson Bridge/Dam Committee member Mike Martin until March 29, 2020.

CARRIED

Council of the Township of North Huron passed a resolution at the January 13th, 2020 Regular Meeting of Council authorizing a leave of absence for committee member Mike Martin until March 29th, 2020.

M07/20
MOVED BY: A. van Hittersum
SECONDED BY: C. Palmer

THAT the Council of the Township of North Huron hereby receives the report of the Clerk, dated January 13, 2020 regarding a potential Howson Bridge/Dam Committee Seat Vacancy for information purposes;

AND FURTHER, THAT Council authorizes a leave of absence for Howson Bridge/Dam Committee member Mike Martin until March 29, 2020.

CARRIED

7.2 Power Generation Video
7.3 General Workplan Review

8. REPORTS

None noted.

9. ROUND TABLE DISCUSSION

Committee member Andy McBride requested the committee have more time to digest all the information received to date, before further discussion takes place.

Discussion took place regarding fundraising for the asset, dependent on the recommendation from the committee. Members questioned whether the community would fundraise if the removal option was recommended to Council.

9.1 Review of Options

Discussion surrounding the remaining identified options of Rehabilitate, Remove, and Replace.

Mitch Wright requested to see the dollar amount for cost per KW hour North Huron pays in hydro to further investigate the option for small hydro generation.
10. **NEXT STEPS**

Chair, Kevin Falconer, suggested committee members prepare for the February committee meeting by creating a list of Pros and Cons for each option; Removal, Repair and Replacement, as well as any additional thoughts or comments to share. Response(s) from the committee members are to be submitted no later than February 12th 2020 and will be included on the February 19th, 2020 agenda package for discussion.

12. **ADJOURNMENT**

THAT the North Huron Howson Bridge Dam Committee agree that there being no further business before the Committee; the meeting be hereby adjourned at 5:58 P.M.

[Signature]

Kevin Falconer, Chair
The Council of the County of Huron met in the Council Chambers on Wednesday, February 5, 2020. All members of Council were present.

1. **Warden Jim Ginn called the meeting to order at 9:00 AM.**

2. **Warden’s Remarks:**

Warden Ginn informed members that he attended the Rural Ontario Municipal Association Conference. He also stated that he has been appointed as Chair and CAO Wark has been appointed as secretary of the Western Ontario Wardens Caucus. He attended the Huron County Soil and Crop Association meeting where the Huron Demonstration site was highlighted.

3. **Approval of Agenda:**

Moved by: Councillor Fisher and Seconded by: Councillor Dietrich

THAT: The Council Day 1 agenda for February 5, 2020 be approved as presented.

CARRIED

4. **Declaration of Pecuniary Interest:**

There were no declarations stated.

5. **Minutes of the Previous Sessions:**

Moved by: Councillor Fergusson and Seconded by: Councillor Heffer


CARRIED

6. **Delegations/Petitions/Presentations:**

6.1. Huron Clean Water Project Annual Update (presented by Kate Monk - Ausable Bayfield Conservation Authority)

Kate Monk, Stewardship, Land and Education Manager, Ausable Bayfield Conservation Authority presented the annual Huron Clean Water Project Update.

7. **Councillor’s Issues:**

Councillor Jewitt congratulated the Warden and CAO for their appointments to the Western Ontario Wardens Caucus.

Councillor McNeil informed members that he attended the Ontario Library Association Conference and congratulated Meighan Wark as a panelist at this conference. He also informed members that he attended the Sheppardton Tract on January 26, 2020 at 1:30 PM where the County and the Maitland Trail Association showed the newly upgraded logging roads and forest management activity done last winter.
8. **Consent Agenda – Items 8.1 through 8.8:**

Moved by: Councillor Murdock and Seconded by: Councillor Grace  
**THAT:**  
Items 8.1 through 8.8 be approved with the actions as noted.  
CARRIED

9. **Planning and Development:**

9.1. **Consent File C53-2018, Don De Jong, Plan 125 Lots 3 4 42 and 43; Part Lots 2 41 and 44 RP 22R6645 Parts 2 & 3, Stephen Ward, Municipality of South Huron (presented by Sarah Smith)**

The application proposes to sever a 2,069.47 square metre parcel and retain a 1,986.02 square metre parcel of lakeshore residential land. The applicant proposes that the severed parcel be used for future lakeshore residential use; the retained lands are proposed to remain as an existing lakeshore residential use. The application conforms to the South Huron and Huron County Official Plans and is consistent with the Provincial Policy Statement. A number of neighbours have submitted letters of objection to the proposed severance. The Municipality of South Huron has recommended that the application be approved with conditions. The Department is recommending approval with conditions.

Moved by: Councillor Klopp and Seconded by: Councillor McNeil  
**THAT:**  
The Council of the County of Huron approves the recommendation by Sarah Smith, Planner, that Consent application C53-2018 by Joseph Van Asseldonk on behalf of Don De Jong requesting the severance of a parcel of land for future lakeshore residential use, described as Plan 125 Lots 3 4 42 and 43; Part Lots 2 41 and 44 RP 22R6645 Parts 2 & 3, Stephen Ward, Municipality of South Huron, be approved with conditions with the exception of condition #14 which is deleted, regarding a letter acknowledging potential for sewage system installation and connection fees.  
CARRIED

Moved by: Councillor Finch and Seconded by: Councillor MacLellan  
**THAT:**  
Consent application C53-2018 by Joseph Van Asseldonk on behalf of Don De Jong requesting the severance of a parcel of land for future lakeshore residential use, described as Plan 125 Lots 3 4 42 and 43; Part Lots 2 41 and 44 RP 22R6645 Parts 2 & 3, Stephen Ward, Municipality of South Huron. Public comments were received on the issues of access/egress, environmental and vegetation removal, servicing, density, intensification, zoning compliance. Comments were thoroughly considered but the effect did not influence the decision of Council to approve the application. Agency comments were received in support of the application, the effect of which resulted in a decision to approve the application.  
CARRIED

9.2. **Huron Clean Water Project Terms of Reference (presented by Marcus Maddalena)**

Moved by: Councillor Grace and Seconded by: Councillor Dietrich  
**THAT:**  
The Council of the County of Huron approves the Terms of Reference as presented to act as a guiding document for the Huron Clean Water Project Review Committee.  
CARRIED

9.3. **Huron Clean Water Project Category Update (presented by Marcus Maddalena)**
Moved by: Councillor Grace and Seconded by: Councillor Heffer

THAT:
The Council of the County of Huron approves the proposed changes to the Clean Water Project categories.

CARRIED

10. Cultural Services: None.

11. Administration, Policies and Other Issues:

11.1. Health and Library Complex - Declare Property Surplus, Notice of Proposed Sale (presented by Susan Cronin)

Moved by: Councillor Murdock and Seconded by: Councillor MacLellan

THAT:
The Council of the County of Huron receives the report by Susan Cronin, County Clerk dated February 5, 2020 titled Health and Library Complex - Declare Property Surplus, Notice of Proposed Sale;
AND FURTHER THAT:
By-law 2019-080 To declare surplus the Huron County Health and Library Complex (building Only) approved on November 6, 2019 be repealed;
AND FURTHER THAT:
The Council of the County of Huron declares surplus the Huron County Health and Library Complex located at 77722B London Rd, RR 5 Clinton, ON N0M 1L0 under by-law at the February 19, 2020 Huron County Council meeting;
AND FURTHER THAT:
The Council of the County of Huron directs staff to provide notice of its intention to sell the Huron County Health and Library Complex located at 77722B London Rd, RR 5 Clinton, ON N0M 1L0;
AND FURTHER THAT:
Pending approval by the Council of the County of Huron, a by-law be prepared authorizing the Warden and Clerk to execute the Purchase and Sale Agreement with regards to the property described as Huron County Health and Library Complex located at 77722B London Rd, RR 5 Clinton, ON N0M 1L0.

CARRIED

11.2. Plumbing Permit - Refundable Performance Bond (presented by Michael Blumhagen)

Moved by: Councillor Harding and Seconded by: Councillor Fergusson

THAT:
The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated February 5, 2020, titled Plumbing Permit – Refundable Performance Bond, as presented for information;
AND FURTHER THAT:
The Council of the County of Huron approves the refundable performance bond reimbursement procedure as presented;
AND FURTHER THAT:
The Council of the County of Huron approves the forfeiture of all outstanding refundable performance bonds that have been outstanding for more than one year from the date the permit was issued.

CARRIED

11.3. 2020 County of Huron Draft Budget (presented by Michael Blumhagen)

Moved by: Councillor Grace and Seconded by: Councillor MacLellan
THAT:
The Council of the County of Huron receives the report by Michael Blumhagen, Treasurer and Director of Corporate Services, dated February 5, 2020, titled 2020 County of Huron Draft Budget, as presented for information;
AND FURTHER THAT:
The Council of the County of Huron approves the 2020 County of Huron Draft Budget as presented;
AND FURTHER THAT:
Staff be directed to prepare a by-law for consideration on February 19, 2020 to establish tax rates and the general County Levy for 2020 at $43,775,188.
CARRIED

11.4. Strategic Priorities Chart - January 2020 (presented by Meighan Wark)

Moved by: Councillor McNeil and Seconded by: Councillor Finch
THAT:
The Council of the County of Huron receives the report by CAO, Meighan Wark, dated Feb 5, 2020, titled Strategic Priorities - January 2020, as presented for information.
CARRIED

12. Correspondence:

Moved by: Councillor Heffer and Seconded by: Councillor Murdock
THAT:
The Council of the County of Huron accepts correspondence not specifically dealt with, for information.
CARRIED

13. New/Unfinished Business:

In the interest of being accountable and transparent, where a member of Council or staff would like to present an item of business in this section, it is recommended that they contact the Chief Administrative Officer in advance so that the item can be placed on the published agenda.

14. Notice of Motion:

Moved by: Councillor Dietrich and Seconded by: Councillor McNeil
THAT:
The Council of the County of Huron amend Part 8.0 of By-law 2019-089 Procedural By-law effective as of the Inaugural Session of 2020 as follows: “At the first meeting of each term for each Board, Steering Committee or Sub-Committee in each year, the members shall elect one (1) of the members to be Chair and one (1) to be Vice Chair for the year, two (2) years”.

15. By-laws:

Moved by: Councillor MacLellan and Seconded by: Councillor Watt
THAT:
Leave be given to introduce the following By-Laws:
By-law No. 2020-008, being a By-law of the Corporation of the County of Huron to declare surplus property located at 38 North Street, Goderich;
By-law No. 2020-009, being a By-law of the Corporation of the County of Huron to enter into a contract with BM Ross and Associates Limited for engineering services for bridge and culvert OSIM inspections;
By-law No. 2020-010, being a By-law of the Corporation of the County of Huron to delegate the authority to enter into records sharing agreements with Huron County Local Municipalities;

By-law No. 2020-011, being a By-law of the Corporation of the County of Huron to delegate the authority to execute applications/forms on behalf of the County for conditions of the purchase and sale of the Library and Health Complex.

CARRIED

Moved by: Councillor Watt and Seconded by: Councillor Harding

THAT:

By-law No. 2020-008, 2020-009, 2020-010 and 2020-011 be given first and second reading;

AND FURTHER THAT:

By-law No. 2020-008, 2020-009, 2020-010 and 2020-011 as read a first and second time, be passed.

CARRIED

Moved by: Councillor Grace and Seconded by: Councillor Finch

THAT:

By-law No. 2020-008, 2020-009, 2020-010 and 2020-011 be given a third reading in accordance with Part 13 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-008, 2020-009, 2020-010 and 2020-011 as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

CARRIED

16. Closed to the Public Session: None.

17. Arrangement of Committee/Board Meetings:

- Library Board - Wednesday, February 12, 2020 at 9:00 AM in the Court House Council Chambers, Goderich.

- Huron County Economic Development Board - Wednesday, February 12, 2020 at 5:00 PM in the Central Huron Fire Hall Boardroom, 401 Beech Street, Clinton.

- Council Day 2 - Wednesday, February 19, 2020 at 9:00 AM in the Court House Council Chambers, Goderich.

18. Confirmatory By-law:

Moved by: Councillor Watt and Seconded by: Councillor MacLellan

THAT:

By-Law No. 2020-012; being a By-law of the Corporation of the County of Huron to confirm the proceedings of the Council of the Corporation of the County of Huron, be introduced, be given a first, second and third reading in accordance with Part 13 of the Procedural By-law for the County of Huron, Section 1, Subsection 2;

AND FURTHER THAT:

By-law No. 2020-012; as read a third time; be passed, signed by the Warden and the Clerk, and the Seal of the Corporation affixed thereto.

CARRIED

19. Adjournment:

Moved by: Councillor Dietrich and Seconded by: Councillor Jewitt

THAT:
The Council of the Corporation of the County of Huron do hereby adjourn at 9:40 AM to meet again on Wednesday, February 19, 2020 at 9:00 AM or at the call of the Warden and the Clerk.

CARRIED

The Session closed with the singing of O Canada.

__________________________________________
Warden Jim Ginn

__________________________________________
Clerk Susan Cronin
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# Accounts Payable

## Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

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- **Vendor**: 000000 to 999999

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### Accounts Payable

Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014

Cheque Date 02/20/2020 to 12/31/2020

Vendor 000000 to 999999

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Cheque 505144 Date 03/03/2020 Amount 149.08
005063 PBJ CLEANING DEPOT INC. 165730 02/10/2020 PW- HAND CLEANER 45.20
005063 PBJ CLEANING DEPOT INC. 165966 02/18/2020 COMPLEX- JANITORIAL SUPF 103.88

Cheque 505145 Date 03/03/2020 Amount 310.75
000514 PLETCH ELECTRIC LTD 1000013486 02/13/2020 ROADS- REMOVE DECORATION 310.75

Cheque 505146 Date 03/03/2020 Amount 433.34
003284 PPE SOLUTIONS INC 7929 02/13/2020 FIRE- FIREFIGHTING HELMET 433.34

Cheque 505147 Date 03/03/2020 Amount 8,462.93
000542 R.J. BURNSIDE & ASSOCIATES 300050829.0000-3 02/19/2020 CHARTER DRAIN- ENGINEER 8,462.93

Cheque 505148 Date 03/03/2020 Amount 612.93
004569 RICOH SCO92697028 01/31/2020 ADMIN- REC- COPIER RENT/C 462.78
004569 RICOH SCO92697029 01/31/2020 DC-FIRE- COPIER RENT/COP 150.15

Cheque 505149 Date 03/03/2020 Amount 596.63
000539 RINTOULS POOLS AND SPAS 77456 01/01/2020 POOL- MURIATIC ACID 284.76
000539 RINTOULS POOLS AND SPAS 77685 01/30/2020 POOL- CLEAR BLUE 27.11
000539 RINTOULS POOLS AND SPAS 77723 02/13/2020 POOL- MURIATIC ACID 284.76

Cheque 505150 Date 03/03/2020 Amount 121.15
004330 SEPOY WIRING 14583 02/06/2020 TOWN HALL- LIGHT 121.15

Cheque 505151 Date 03/03/2020 Amount 367.18
000604 STAPLETON INTERIORS 5738-1 01/08/2020 TOWN HALL THEATRE- PAINT 219.18
### Accounts Payable

**Paid Invoice History By Cheque Report - GENERAL DIRECT DEPOSIT 9801014**

**Cheque Date** 02/20/2020 to 12/31/2020

**Vendor** 000000 to 999999

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Report Total: 615.27
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**Vendor 00000 to 999999**

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**Report Total** 840.01
TOWNSHIP OF NORTH HURON

REPORT

Item No. 2020-07

REPORT TO: Reeve Bailey and Members of Council
PREPARED BY: Carson Lamb, Clerk
DATE: 02/03/2020
SUBJECT: CL-2020-07 Clerk’s Department Activity Report – March 2020
ATTACHMENTS: None

RECOMMENDATION:
THAT the Council of the Township of North Huron hereby receives the Clerk’s Department Activity Report dated March 2, 2020 for information purposes.

EXECUTIVE SUMMARY
The Clerk provides periodic updates to Council on the operational duties and other activities and projects of the Clerk’s Department.

DISCUSSION
1. Clerk’s Administration
The Clerk’s Department continually prepares the agendas and minutes in eSCRIBE for Council, Police Board, and Committee meetings which are posted on the Township’s website. The Clerk Department also prepares Council reports, minutes, and by-laws and conducts the required follow-up stemming from Council, Board and Committee meetings. The Clerk’s Department continues to be involved in the preparation, approval and circulation of planning applications, as well as the preparation of agendas for internal Senior Management Team meetings. More recently, the Clerk’s Department was involved in the preparation of materials for the February 27th Local Planning Appeal Tribunal hearing regarding the Grundling Minor Variance appeal.

2. Records Management/Laserfiche Implementation
The Clerk’s Department has been working collaboratively with the Assistant to the CAO on the implementation of Laserfiche. On December 4, 2019 all staff who will be using Laserfiche regularly completed a high-level overview of the system and the Administrative users and IT staff completed additional security and administrative training on January 29, 2020. On February 25, 2020 administrative staff also completed training for the form’s builder portion of Laserfiche. This portion of Laserfiche will allow staff to make digital forms for hosting on the new North Huron website and it will enable staff to submit forms directly from the website making the process more accessible.

Staff are in the process of scheduling a date to receive training on the workflow builder component of Laserfiche. This training will enable staff to customize workflows and digital processes. For example, a workflow is being created that will automatically notify staff of any agreements/contracts nearing expiration. This workflow will save staff time and money.

At the Budget meeting on February 20, 2020, Council authorized a Records Management Contract Position be created and funded through the Modernization Funds as part of the draft 2020 Budget. Staff have initiated the process to retain an individual to help with the scanning of historic documents. Once the budget is approved, staff will be in a position to hire an individual right away.
One government sponsored employment program staff are currently investigating is the Ontario Job Creation Partnership Program with the Ministry of Training, Colleges and Universities. If viable, this relationship could extend the duration of the Records Management Contract Position with no additional cost to the municipality.

As outlined in the Clerk’s Department Activity report for December of 2019, the records management implementation process is beginning with the Clerk’s Department and in addition to the work and training outlined above, staff have started scanning permanent records from the Clerk’s Department into the Laserfiche Repository. To give Council a sample of the work completed to date, staff have scanned the following:

- 2020-2018 By-Laws
- 2020 Council Minutes (including Budget and Special Meetings)
- 2000-2016 Airport Committee Minutes
- 2006-2019 Planning Advisory Committee Minutes
- 2008-2019 Committee of Adjustment Committee Minutes
- 2016-2019 Police Services Board Minutes
- 2002-2019 Health and Safety Minutes
- 2017 Alice Munroe of the Short Story Minutes
- 2019 Economic Development Committee Minutes
- 2019 Howson Bridge Dam Committee Minutes
- 2019 Museum Committee Minutes
- 2016-2020 Complaints
- 2016-2020 Service Requests
- 2010-2020 Council Motions

3. Ministry of Solicitor General Regional Roundtable
The Clerk recently attended the Ministry of the Solicitor General Regional Roundtable in London on behalf of North Huron. This was an opportunity for Police Board members, as well as municipal staff and Council to provide their input into the Ontario Provincial Police Regulatory Requirements as part of the new Community Safety and Policing Act, 2019. This roundtable session was very informative and provided valuable insight regarding the Ontario Government’s direction related to the future of O.P.P. contracts, O.P.P. Detachment Boards, and O.P.P. billing.

4. Community Safety and Well-Being Plan
The Huron County Community Safety and Well-Being (CSWB) Plan working group continues to meet monthly to coordinate and lead the development of the CSWB Plans for all of the lower-tier municipalities within Huron County. At this stage in the process, each of the municipalities has been assigned to a Sub-Committee for the purposes of collecting the required data to develop the Plans. North Huron is responsible for the collection of any data and reports on the topic of Mental Health. Upon collection of the data, each Sub-Committee will report back to the Working Group as a whole.

In addition to the collection of data, the working group has developed a public input survey to receive feedback from the community. This survey is being administered by the Canadian Municipal Network on Crime Prevention (CMNCP) and includes questions about residents’ day-to-day life, health,
education, employment, safety, leisure, and recreation experiences, as well as what residents think about living, working, and playing in their community. By sharing their experiences and what matters to them, it will help to shape life in their community, determine key priorities, and indicate where the public thinks change is needed the most.

To advertise the community survey, North Huron has undertaken the following efforts:

- Posted on the Township’s website, Facebook and Twitter;
- Included as correspondence on Council and Committee agendas;
- Posted and provided handouts in various municipal facilities such as Town Hall, the Daycare and the North Huron Wescast Community Complex;
- Mailed out the information and link to the survey in tax inserts;
- Emailed to the various mental health groups (United Way put the information in their 211 system);
- Advertised through various newspapers and radio stations; and
- Provided the survey information to various community groups in North Huron.

5. Health and Safety Policies and Program Update
The Clerk is currently working in collaboration with Public Services Health and Safety Association to update North Huron’s health and safety policies and program. To date, SMT has completed an exercise to identify the primary risks and hazards within their departments and PSHSA is in the process of creating policies and a program to address and mitigate the identified hazards and risks. SMT will be meeting with PSHSA on March 11th to discuss the policies and programs and to provide their feedback.

6. ATV By-law Research
The Clerk is in the process of gathering research related to the potential adoption of an ATV By-law. The Clerk has circulated for comment to the following entities: the O.P.P., North Huron Public Works, County of Huron Public Works, AON Insurance, MVCA, County of Huron Economic Development and By-law Enforcement. The Clerk has also reached out to the various Huron County municipalities that have adopted an ATV by-law to collect information related to their experiences. Based on this information, a staff report and draft by-law will be developed and presented to Council in late March/early April.

7. Huron County Clerks and Treasurers Meeting
The Huron County Clerks and Treasurers meet as a group four times annually. Each municipality takes a turn being the host municipality for a year. This responsibility has been North Huron’s since September of 2019 and the Clerk’s Department is responsible for organizing the venue with a host municipality, as well as preparing the agenda and taking the minutes of the meetings. The next meeting will be held on Friday, March 27th and North Huron is hosting this meeting.

8. Dog Counter Licensee
The Clerk’s Department has been working in collaboration with the CBO to organize the Dog Counter Licensee function in North Huron. Dog counting has not been performed since 2009 and therefore required extensive preparation has been undertaken to ensure a safe and organized procedure is in place. The intention of the dog counting is to ensure that dog owners are operating in compliance
with North Huron’s Animal Control by-law, while also ensuring North Huron’s records are up-to-date. The preparation process has included:

- briefing the dog counter on the North Huron Animal Control By-law and the procedures to be followed;
- preparing the necessary mapping, receipt documentation, identification, and dog tags;
- developing and publishing advertising materials to inform residents of the Dog Counter Licensee; and
- preparing a list of dogs and kennels currently in North Huron’s database;

The Dog Counter Licensee started going door-to-door on February 14, 2020 and will continue to do so until all of North Huron’s geographic boundaries have been covered. Dogs tags are also available at Town Hall.

9. Website Committee
The Township has now signed the agreement with E-Solutions for website services. A staff Committee has been developed to work with E-Solutions for the design and development of the new website. The Committee will have representation from each department, and will be responsible for making decisions related to the overall design and development of the website and its’ functionality. The Clerk will be the representative on behalf of the Clerk’s Department.

FINANCIAL IMPACT
None at this time.

FUTURE CONSIDERATIONS
None at this time.

RELATIONSHIP TO STRATEGIC PLAN
In addition to the required operational duties of the Clerk’s Department that are outlined in this report, the following action items are applicable:

- Action Item #2.5 – Complete a Community Safety and Well-Being Plan.
- Action Item #3.5 – Update the Township’s digital processes.

Carson Lamb, Clerk

Dwayne Evans, CAO
RECOMMENDATION:
THAT the Council of the Township of North Huron hereby receives the report prepared by the Director of Recreation & Community Services dated March 2, 2020 regarding the Recreation and Community Services Department’s Fourth Quarter Activity Reports for information purposes.

EXECUTIVE SUMMARY
The information contained in this report is intended to provide Council with an overview of the activities and operations of the Recreation & Community Services department for the specified reporting period.

DISCUSSION
Attached to this report are the Quarterly Activity Reports for each division of the Recreation and Community Services Division for the last quarter of 2019. The reports provide an overview of staff’s activities above and beyond the normal day to day duties, facility operations, facility usage and other statistical information.

FINANCIAL IMPACT
This report is provided for information purposes only and does not have any financial impact.

FUTURE CONSIDERATIONS
N/A

RELATIONSHIP TO STRATEGIC PLAN
This report relates to Goal #3 of the Strategic Plan in that “Our goal is to be fiscally sustainable, transparent, and forward thinking municipality that works with its residents and stakeholders through communications and community engagement.”
Recreation and Community Services Department
Aquatics Division
Quarterly Activity Report
October – December 2019

Fall:

- Fall swimming lessons up 21% from fall 2018
- Private swimming lessons up 9% from fall 2018
- Sunday public swims up 32% from fall 2018
- Fall Aquafit utilization up 12% from 2018
- Fall Daytime (Monday to Friday between 1-3pm) Rentals included:
  - Community Living Special Olympics 1x per week
  - FE Madill Swim team 2x per week
  - Howick Central School – grade 5 1x per month
  - North Perth Community Living -1x per month
  - FE Madill Grad 10 gym classes 8 sessions for 1 hour sessions
  - Northwoods Elementary School
  - Homeschool Group 8 week swimming lesson session
- There were 5 Christmas Sponsored swims 1-3pm for total utilization of 385 swimmers

2019 Statistics:

- Total utilization for 2019 in Aquatics was 36,629 which is an 8% increase from 2018
- Of the 36, 629 visits to the pool 32% was Aquafit visits
- Overall Aquafit utilization increased by 30% from 2018
- Membership Revenue is up by 0.9% from 2018
- Program Registration Revenue is up 6% from 2018
- Program Admissions is up 6% from 2018
- Public swimming lessons up 13% from 2018 and there is an increase in new young swimmers and families
- Private swimming lessons up 11% from 2018
- Public swim attendance is up 23% from 2018

Respectfully Submitted by:

Kim Scholl, Aquatic Supervisor

Name and Title
Recreation and Community Services
NHWCC Fitness Division
Quarterly Activity Report
October – December 2019

Fitness & Court Updates

- Programming
  - Community Classes - NEW
    - October 2019
      - Started new program offering fitness classes @ Blyth Community Centre & Belgrave Community Centre
      - 5 Community Classes Offered – 1 hour per class, per week, 10 weeks
        - Programs for seniors, new parents, families & the general public
      - Average of 7 people per class
      - 50 classes taught; approximately 350 attended class
  - Exercise Program - NEW
    - New exercise program created – fitness program run on the ice
  - FEMSS credit course
    - Program run from facility – 25 students purchased memberships & worked with their teacher every morning from 7-8:30am
  - Festival of Lanterns
    - Held a family drumming class on main street in front of town hall as part of the Festival of Lanterns event
- Staff
  - New Co-op student – Patrick LeRoux
  - Completed training on IT Risk & Cybersecurity Training for Employees
  - Completed yearly First Aid & CPR training for all staff
- Equipment & Purchases
  - New TRX (suspension training) system installed in group fitness room
  - New tables purchased for fitness mezzanine & pool deck (replacing donated tables from grand opening)
- Other
  - Applied for $5000 grant from Canadian Parks & Recreation Association (CPRA) – Gender Equity in Recreational Support
- Statistics
  - Group Fitness Class Attendance
    - 19% increase over 2018
    - Taught an average of 30 classes per week for 49 weeks of the year; approximately 1470 classes
- Approximately 6800 participants attended classes
  
<table>
<thead>
<tr>
<th>Fitness Centre Utilization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highest attendance since 2012</td>
</tr>
<tr>
<td>14% increase over 2018</td>
</tr>
<tr>
<td>2019</td>
</tr>
<tr>
<td>2018</td>
</tr>
<tr>
<td>2017</td>
</tr>
<tr>
<td>2016</td>
</tr>
<tr>
<td>2015</td>
</tr>
</tbody>
</table>

- Childminding Attendance
  - 9% increase over 2018
  - Starting to grow program again with family membership increase, creating programs for new parents & by moving out into community (new Blyth program coming)

| 2019 | 705 |
| 2018 | 645 |
| 2017 | 1,371 |
| 2016 | 1,104 |
| 2015 | 1,277 |

- Membership Holders – Current at any time
  - Complete Memberships – 19% increase over 2018
  - Fitness Memberships – 9% increase over 2019

<table>
<thead>
<tr>
<th>Avg/ year</th>
<th>Complete Memberships</th>
<th>Fitness Memberships</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>385</td>
<td>267</td>
</tr>
<tr>
<td>2018</td>
<td>323</td>
<td>245</td>
</tr>
<tr>
<td>2017</td>
<td>274</td>
<td>222</td>
</tr>
<tr>
<td>2016</td>
<td>356</td>
<td>194</td>
</tr>
<tr>
<td>2015</td>
<td>300</td>
<td>197</td>
</tr>
</tbody>
</table>

Respectfully Submitted by:

Melissa Scott, Fitness Supervisor

Name and Title
Rec. Admin/Front Office:

- Continued to work with Town Hall Admin in regards to LEGEND reports and cash reports revisions.
- Maintained p/t staff and back up staff scheduling.
- Ensured that all staff (full-time and part-time) completed all Human Resources on-line training modules.
- Worked with ContinuIT in regards to LEGEND, Pin Pad, Gate Keeper, Cameras, Phone System, IT concerns, etc.
- Provided customer service to all members and customers by answering questions, taking phone calls/emails, showing members around the building, and running front counter.
- Provided support for all other departments in the complex: registrations, membership sales, swimming admissions, day passes, month end billings, etc.
- Prepared 2020 Programming Budget.
- Assisted Chief Finance Officer with HST audit for all recreation programming. (Rec. & Leisure Programs, Swimming Lessons, Fitness Programs, etc.)

Facility Rentals
Arenas:

- September Ice (2019) Wingham – Allocation Forms and letters sent to all regular users. All rentals allocated in our system accordingly to all requests.
- Increase in Wingham September ice rentals due to Blyth Brussels Minor Hockey doing try outs in Wingham rather than in Goderich.
- Winter Ice (2019/2020) Allocation Forms and letters sent to all regular ice users for Blyth and Wingham. Rentals allocated in our system accordingly to all requests.
- Increase in ice bookings (usage) per week at both arenas.

<table>
<thead>
<tr>
<th>WINGHAM ARENA</th>
<th>2018/2019</th>
<th>2019/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.75 PAYING ICE RENTAL HOURS/WEEK</td>
<td>45.5 PAYING ICE RENTAL HOURS/WEEK</td>
<td></td>
</tr>
</tbody>
</table>

- Blyth ice rentals (regular season) have increased by 2 new user groups this season compared to 2018/2019 ice season.

<table>
<thead>
<tr>
<th>BLYTH ARENA</th>
<th>2018/2019</th>
<th>2019/2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>30 PAYING ICE RENTAL HOURS/WEEK</td>
<td>38.25 PAYING ICE RENTAL HOURS/WEEK</td>
<td></td>
</tr>
</tbody>
</table>

- Rink Board Ads renewed and administered in both arenas. All rink board ad spaces in Wingham are rented out.
• Tournaments Bookings/Administration: Jr. Broomball Tournament in November (Blyth Arena), Midgets and Atom Silver Stick Tournaments in Blyth and Wingham Arenas.

Campgrounds:
• Continued to work with Thresher’s for their annual show in September at the Blyth Campground.
  o Bookings (arena drypad, campground, meeting rooms), insurance, payments, Municipal Alcohol Policy, etc.

Meeting Rooms/Blyth Hall:
• Continued to book and administer regular meetings (weekly and bi-weekly) in both meeting rooms (Blyth Arena and Wingham Arena) as well as “one-off” meetings.
• Continued to book and administer Blyth Hall for special events such as Christmas Parties, Weddings, Stag and Does, Dances, Concerts, Funerals, Blyth Legion Ladies events, Broomball Tournaments, Hockey Tournaments, Large Camping Groups. Including: Municipal Alcohol Policies Requirements, Insurance Certificates, Bookings, Deposits, Billings, etc.

Wingham Town Hall Theatre:
• Booked, administered, scheduled staff and worked with promotion companies for the following:
  o Whiskey Jack                     Sept. 5/19
  o Belmore Community Choir          Sept. 22/19
  o American Band Stand Hit Parade   Oct. 5/19
  o Jim Cuddy                        Oct. 19/19
  o For the Love of Music Performance Oct. 20/19
  o Valdy In Concert                 Nov. 15/19
  o Elvis Christmas                  Nov. 24/19
  o For The Love of Music – Christmas Concert Dec. 01/19
  o Michelle Wright Christmas Concert Dec. 04/19

Recreation and Leisure Programming:
• Successfully completed application for Gender Equality in Recreational Sport Grant by Dec. 31st with Fitness Supervisor.

Children:
• PA Day Day Camps for Children (5-10 year olds):
  o Sept. 13              25 children registered
  o Nov. 08               20 children registered
  o Dec. 06               26 children registered
  o Ensured all p/t leader staff had the HR on-line trainings as well as their High 5 Quality Insurance training.
• Babysitting Programs (10 years +):
  o Nov. 8                11 children registered
• Martial Arts Program:
  o Sept 25 – Nov 7
  o Ages 7+ 19 registered
  o Ages 4 – 6 22 registered
• Hockey for Fun Program (Ages 8 – 12):
  o Sept. 27 – Nov. 15 10 registered
• Winter Trees Acrylic Painting Art Class (Ages 8 – 13)
  o Dec. 30 6 registered

Adult:
  o Scone Baking Class Oct. 23 6 registered
  o Indoor Walking Program Sept. 3 – Dec. 31 Drop-In #’s Vary
  o Badminton (Ages 6 to Adult) Oct. 17-Dec. 31 Drop-In #’s Vary
  o Racquet Ball Oct. 15 – Dec. 31 Drop-In #’s Vary
  o Indoor Pickleball Oct. 01 – Dec. 31 Drop-In #’s Vary
  o Indoor Soccer (Ages 10 to Adult) Oct. 21 – Dec. 31 Drop-In #’s Vary
  o Indoor Family Volleyball & Soccer Oct. 16 – Dec. 31 Drop-In #’s Vary

On-Going Arena Programming (Wingham & Blyth):

Public Skating:
  o Wingham – Sundays 12:30 – 2:30
  o Blyth – Sundays 1 – 3 p.m. | Thursdays 3:30-5:30 p.m.

Tot, Parent & Senior Skates:
  o Blyth – Tuesdays and Fridays
  o Wingham – Mondays, Tuesdays, Thursdays and Fridays

Blyth Student Drop-In Shinny Hockey
Blyth Shinny Broomball
Huff & Puff Hockey (W) – Drop-In
Ladies Hockey – (W) – Drop-In
Tim Horton’s Holiday Skates

Respectfully Submitted by:

Rachelle Gerrie, Recreation Supervisor.

Name and Title
• Assisted with the Website RFP process.
• Ordered North Huron SWAG. Sticky Pads and Lapel Pins as promotion of North Huron.
• Attended the Cyber Security Meeting in Clinton.
• Created and recorded Radio Advertising for Christmas and Winter Programs.
• Coordinated staff meeting for development of special events policy. Begin composing events policy and procedure document.
• Researched information for the Commemoration Tree and Bench Policy and drafted policy.
• Promotion of the North Huron Strategic Plan Community Groups/Meetings
• Alice Munro Tour
  o Completed SLED grant project and submitted final report to the Huron County Economic Development Department. The project involved the development of a booklet and audio recording to complete tour.
• Attend Economic Development Meeting as required.
  o Promoted CIP 3rd intake and New Committee Member Recruitment.

The Following is a list of events that were supported by the Township of North Huron. All of the events were very well attended and will likely repeat next year.

• Festival of Lanterns Fri., Oct 25th
  o Run by the Wingham BIA committee. Games, haunted tours and carved pumpkins created a spooky atmosphere on main street Wingham.

• Remembrance Day Ceremonies Wingham and Blyth.
  o Attended and promoted both events.

• Lighting of the Lights Cruikshank Fri., Nov 15th
  o Run by a Theron Riley and other volunteers.

• Wingham Lions Santa Claus Parade Sat., Nov 30th
  o Run by the Wingham Lions Club

• Blyth Home Town Holiday weekend Sat., Dec 7th
  o Run by the Blyth Betterment Community Group.
  o Lighting of the Lights, Community Breakfast, Skating/Santa Claus and Lions Community Dance.

• North Huron Community Lunch Sat., Dec 21st
  o Run by the Gary and Marleen Lisle and their church group.
• The North Huron Community Events Calendar on our North Huron website is very popular. Please encourage anyone to “submit an event”

Respectfully Submitted by:
Denise Lockie, Recreation & Marketing Assistant.

Name and Title
Recreation and Community Services
Blyth and District Community Centre
Quarterly Activity Report
October- December 2019

- Hosted Initiation Tournaments
- Hosted 1 Jr. Broomball Tournament
- Installed new co2 detectors in arena and Olympia room
- 52 hours per week rented (ice)

Respectfully Submitted by
Dave Cook

X
Dave Cook
Facility Manager
Good News

New #iAMamdsb Campaign Highlights Success at AMDSB

A new video campaign was launched on February 12th on the AMDSB social media channels and website. The videos showcase the success of AMDSB graduates and current students. A new video will be released every two weeks until the end of the school year. Videos can be viewed on this page.

AMDSB Focus on Mental Health

A variety of initiatives have taken place throughout AMDSB schools that focus on promoting positive mental well-being since the beginning of the year. Several newsletters have been sent to families that showcase information and resources and on January 29th schools promoted Bell Let’s Talk Day. On February 26th, the entire Board is participating in "Pink Shirt Day" which focuses on the key message "let's lift each other up!" In addition, a second You Matter mental health symposium will be hosted on May 13th to bring students and staff back together to discuss the progress on their mental health plans. These initiatives help raise awareness about the work happening in our schools, supports available to our students through the school and in the community. They promote positive mental well-being and contribute to reducing the stigma associated with mental illness.

Larry Bannerman Foundation Scholarship

Financial Services Staff are pleased to share that AMDSB recently received a $35,000 donation for Student Scholarships from the Larry Bannerman Foundation. This donation will be distributed in the 2020-2021 school year through each of our Secondary Schools and the Centre for Employment and Learning (Adult Learning Program). It will be awarded to students who have worked hard to obtain their diploma and may need additional assistance to take their next step.

When asked for some background regarding this scholarship, a family member (speaking on behalf of Mr Bannerman) explained, "We really wanted to do what we could to try to alleviate some of the economic disparities that we find in schools. AMDSB has been great at providing inclusive opportunities for all students so I think Larry recognized that it was a good option since the staff of each school see these needs on a daily basis and thought it would be a good way of finding the specific students that he is hoping to help." We thank the Larry Bannerman Foundation for their donation.
St. Donat Trip

The St. Donat French Trip has taken place in AMDSB for over six years as part of the Board's French Plan to increase the percentage of students studying French as a Second Language until graduation.

Chaperoned by non teaching staff, our students participated in an incredible immersive French language experience involving an intensive five days of workshops, music, and outdoor activities, including skiing, skating and snowshoeing. The outdoor conditions were wonderful, in spite of some -27 degree but sunny days! All students from AMDSB participated enthusiastically in the activities and did their very best to use their French. Chaperones reported being very proud of this wonderful group of young people and are certain that this experience has boosted the language confidence of our Core French students and hope that this increased confidence will result in them continuing to study French well past grade 9.

Reports from Stratford School Council Meetings

Trustee Bisutti reported that Shakespeare and Hamlet Public Schools celebrated "Walk to School Day" on February 5th to promote healthy habits and reduce car pollution and congestion. In addition, Hamlet is continuing "Walk and Wheel Wednesdays" from March 26 to the end of June with the possibility of a competition to see which class can accumulate the most 'walks'.

Stratford Secondary and Elementary Schools (SSES) invited school council members to tour the school’s Greenhouse. Members were shown how they use a fish aquarium water for hydroponic lettuce, seed trays planted in various experimental conditions and hanging plants. They will be selling plants for the upcoming May 9th Plant Sale, just in time for Mother’s Day.

Indigenous Education Update

Monique Pregent, Indigenous lead, has been very busy in schools over the past few months leading learning on Residential Schools and ways to infuse math, language and science with Indigenous pedagogy. Additionally, Monique has been sharing learning about shared Canadian Heritage by teaching our students how to make traditional ribbon skirts and medicine pouches.

Students at South Huron DHS were recently given the opportunity to sew these incredible artifacts. With the help of the Technical Training Group and various community members, students created their own ribbon skirts and medicine pouches while
incorporating storytelling techniques into their designs based on a presentation by Facilitator Patsy Day. Pathways coordinator Mark Roth also spoke about the various skilled trades that are available to secondary students in Ontario.

This workshop gave students who identify as First Nations a great opportunity to learn more about the various skilled trades while also learning more about our shared Canadian heritage. The coordinators of the workshop hope to bring this to other secondary schools in Avon Maitland.

Stratford Transformation Update

The Trustees received two reports regarding the Stratford Transformation project. One included updates from the Stratford Transformation Committee (STC) and the other outlined recommendations from the STC regarding names of the schools. The STC hosted its second meeting on February 12th, 2020. Committee members presented their process for consulting respective stakeholder groups on possible names for the two buildings. The Committee adopted criteria to narrow the name options and presented four name options (two for the elementary site and two for secondary site) to the Trustees. [Click here for the highlights from the STC meeting](#). The Trustees agreed that a fulsome consultation of all stakeholders should be conducted to help inform their decision on the school names (via online survey). They agreed that the options should include the four names proposed by the STC and the "legacy" names (Stratford Central and Northwestern). The consultation survey will be released to all stakeholders in the near future. The next STC meeting will be held on Thursday March 12, 2020 at 6:30 p.m. in the SSES Library.

Chair Activity Update

Chair Geddes reported that Director Walsh has been invited to be part of a leadership panel discussion on improving math achievement. The panel is hosted by Knowledgehook and will serve as a resource for educators from across the globe. [She also highlighted the Ontario Public School Board Association (OPSBA) media release outlining funding priorities to address pressures on school boards](#).

Senior Staff Updates

New Care Treatment Custodial and Correctional Program

In a partnership between AMDSB, the Huron Perth Catholic District School Board, and Huron Perth Centre, a new CTCC location will soon be open at St. Michael's Secondary School. This program supports students with significant mental health needs in grades 2 to 4 and can accommodate up to 8 students.

Director's Work Plan Update

Superintendent Langis and Communications Manager Chera Longston presented an update on the "Safe and Welcome Learning Environment" section of the Director's Work Plan. Mrs. Longston highlighted the new #iAMamdsb video campaign that was recently launched (mentioned above) and Superintendent Langis provided an update on the Board's initiative to reduce slips, trips and falls among employees.
Approved Tenders

The following tenders were approved:

- Civil Upgrades at St. Marys DCVI
- 1972 Wing Alterations at the former Stratford Central Secondary School

Student Trustee Update

Trustee Vleeming gave a report from the Student Senate. Schools are working on an anti-bullying media campaign that will be sent via the Student Senate social media accounts. They are also working with the IT department on issues students are having with their Board-provided google email accounts. Many students have reported that they are unable to share documents for the purpose of applying for scholarships, etc. Schools are also putting together "mental health stress kits" that contain locally sourced items. They also shared several items of good news including CHSS girls hockey placing 3rd at Huron Perth finals, South Huron DHS hosting the Nick Foloy 20k Sock Day and collected over 600 pairs of socks; Stratford Secondary and Elementary Schools will be hosting a cake auction to raise funds for ShelterLink (local youth shelter) and the Student Council.

Student Trustee Badley reported on the Ontario Student Trustee Association (OSTA-AECO) conference that they attended. They attended a variety of presentations and workshops and highlights included speaker Annie Kidder discussing the need for schools to evolve quickly and a workshop on incorporating an e-learning module on concussion protocols into classrooms given by Joanne Walsh. They also had many opportunities to network with other students from across the Province.

Future Board Meetings

(at the Education Centre in Seaforth unless otherwise noted)

- Tuesday, March 24, 2020 at 6:00 p.m.
- Tuesday, April 14, 2020 at 6:00 p.m.
- Tuesday, April 28, 2020 at 6:00 p.m.

Future Meetings/Events with Trustee Representation

(at Education Centre unless otherwise noted)

- AODA: February 26, 2020 at 3:00 p.m.
- Parent Involvement Committee (PIC): Wednesday, February 26, 2020 at 5:30 p.m.
- School Year Calendar Planning: Thursday, February 27, 2020 at 2:00 p.m.
- Special Education Advisory Committee: Wednesday, March 4, 2020 at 4:00 p.m.
- Joint Health & Safety: Thursday, March 26, 2020 at 1:30 p.m.
Parking Spaces

- Queen St. stores are asked to park/have their staff park in the alley behind their store
  - Leaving the main street free for customers
- If there is no room in the alley
  - Please park in front of your own store so the customers inconvenienced are your own

90 minute parking
- 7 Spaces
- 7:00am to 7:00pm north side of the Blyth Pharmacy

- Accessible parking
  - 2 new accessible parking spaces are available at the Blyth Pharmacy
Improved lighting

Someday more paved parking.

4-way stop

Wellington Street Sidewalk from Gypsy Lane to Queen Street
Wellington Street Sidewalk from Gypsy Lane to Queen Street
requested pedestrian lines painted
Thanks for your time
Status & Initiatives of Housing
Market housing is defined as established residential housing available to Canadian residents without widely accessible public-sector support.

Attainable housing is defined as market housing that an individual employed full time on a living wage would reasonably expect and afford.

Affordable housing is defined as housing that costs less than 30% of a household’s before-tax income.
## Housing Supply

<table>
<thead>
<tr>
<th>Year</th>
<th>Population of Huron County</th>
<th>Number of Dwellings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>59,325</td>
<td>22,900</td>
</tr>
<tr>
<td>2011</td>
<td>59,100</td>
<td>23,600</td>
</tr>
<tr>
<td>2016</td>
<td>59,297</td>
<td>24,200</td>
</tr>
</tbody>
</table>
Figure 1: Housing Supply By Structure Type 2006-2019
Figure 3: Count of Home Listings

- **Expired**
- **Sold Closed**
- **Total Homes Listed**
Figure 4: Average Number of Days on Market for Homes Sold
Figure 5: Average Price

- Expired
- Sold Closed
Conclusions

(1) Based on the decreased number of homes listed and the dramatically increased average home price, demand for housing outstrips supply.

(2) The increase in home prices means that more and more Huron County residents are priced out of the housing market.
To consider the impact of various employment situations on the affordability of homeownership, Huron County selected six distinct employment scenarios for testing.
$ Available for Housing

• Scenario 1 (Single Earner Full-Time $15/h): $543/month
• Scenario 2 (Single Earner Full-Time $25/h): $1,030/month
• Scenario 3 (Full-Time $15/h, Part-Time $15/h): $933/month
• Scenario 4 (Full-Time $20/h, Part-Time $15/h): $1,177/month
• Scenario 5 (Full-Time $15/h, Full-Time $15/h): $1,274/month
• Scenario 6 (Full-Time $25/h, Part-Time $25/h): $2,249/month

• Affordability assumes no more than 30% of Pre-tax income dedicated to housing costs (Utilities, Rent, Mortgage, Taxes)
## Rental Housing Affordability

<table>
<thead>
<tr>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Max Rent</td>
<td>$542.92</td>
<td>$1,030.42</td>
<td>$932.92</td>
<td>$1,176.67</td>
<td>$1,274.17</td>
</tr>
<tr>
<td>Monthly Rent</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| 1 Bedroom | $940 | No | Yes | No | Yes | Yes | Yes |
| 2 Bedroom | $1,062 | No | No | No | Yes | Yes | Yes |
Mortgage Affordability

<table>
<thead>
<tr>
<th></th>
<th>Purchase Price</th>
<th>Monthly Payment</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-detached</td>
<td>$259,496</td>
<td>$1,829.82</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Semi-detached</td>
<td>$179,541</td>
<td>$1,266.02</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Row house</td>
<td>$154,965</td>
<td>$1,092.73</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Apartment</td>
<td>$187,999</td>
<td>$1,325.66</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>
The following are 7 initiatives, Huron County in partnership with stakeholders, are working on to help address the challenges.
Residential Intensification Guidelines

- A tool to help address issues commonly raised during planning applications for higher density residential development.
- Guidelines will include general information about residential intensification, in-sight into how residential intensification projects are reviewed, and design considerations that help to successfully incorporate intensification into neighbourhoods.
Planning Document Review

- A review of all Official Plan policies and zoning provisions is required to ensure that the standards are achieving current and future housing needs of the community.
- Produce a series of Official Plan Amendment and Zoning By-Law Amendments to be considered.
Residential Pre-Zoning

- Pre-zone large parcels of undeveloped land and set minimum requirements for density.
- Streamline the development process by removing the need for a Zoning By-Law Amendment.
Community/Business Funded Housing Consortium

- Create a system for businesses to fund and manage (at-arms-length) the development of market housing for their workforce.
- Focused on housing in the 200-300k bracket with a rent-to-own system.
- Currently working towards a pilot project with interested parties (e.g. developers, Municipality, businesses, non-profits).
Using an industrial park type approach for multi-residential lots

Create a tool/guide to help interested Municipalities with creating multi-residential shovel-ready lots.
Rental Build

- Utilize Ontario Priorities Housing Initiative (OPHI) program to create 3-4 affordable units in addition to market units.
- Request for Proposal will be issues in Q1 2020.
Public Education Campaign

- Broaden the understanding of the residents of Huron County regarding the importance and benefits of affordable housing.
- Awareness campaign to increase understanding of who is affected by a shortage of market housing.
Questions?
CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Sandra Weber, Director and Denise Van Amersfoort, Senior Planner
DATE: 12/4/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Denise Van Amersfoort, Senior Planner, dated December 4, 2019, titled Housing Initiative – Residential Intensification Guidelines, as presented for information.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of References for several housing initiatives. One of three initiatives which will be led by the Planning & Development Department is the Residential Intensification Guidelines. The following defines the Terms of Reference for this initiative.

COMMENTS:

Purpose
Residential Intensification Guidelines are a tool that would help to address issues commonly raised during planning applications for higher density residential developments. The purpose of the Guideline is to explain and illustrate how residential intensification can be sensitively designed and integrated into existing neighbourhoods. The Guideline will include general information about residential intensification, in-sight into how residential intensification projects are reviewed, and design considerations that help to successfully incorporate intensification into neighbourhoods. The benefits for the developer a more clear understanding of the design considerations that need to be integrated into intensification projects.

Product
The main product will be a document which provides design direction for residential developments. The Guidelines will outline how design choices can impact compatibility between new developments and the existing scale and character of neighbourhoods. The Guidelines will be used by planners, architects/designers, land owners, staff and community members.

Further to the main document, the Department will produce ‘how to’ guides which outline a step-by-step process for certain types of residential projects such as incorporating an additional dwelling unit into an established lot. The Guidelines will be formatted to make the design objectives user-friendly and accessible. Checklists will be included to provide a quick summary of design objectives; an example would be that on a corner lot, the design should consider how the building interacts with both streetscapes and include architectural details on both sides.

The Guidelines will be reviewed with applicants during mandatory pre-consultation meetings and applicants will be encouraged to share the Guidelines with their architect/designer. Where the proposed design does not meet the Guidelines, applicants will be required to explain how the
broader goals are met. The Guidelines are not regulations, they are meant to give guidance and to allow flexible design responses. The Guidelines will be used most often during Site Plan Control applications. It should be noted that, unless there is a required planning application, there will be no trigger for the Guidelines for single detached, semi-detached, or multiple attached units where they are up to three (3) units; this is because most municipalities in Huron County apply Site Plan Control to residential projects containing four (4) or more units.

Process and People
The Residential Intensification Guidelines will be prepared with input from a broad range of stakeholders, including the public, development community, local municipal staff and industry professionals such as architects and planners. Input will be solicited through a variety of means including key informant interviews and focus groups.

It is proposed that an Urban Designer be engaged to provide illustrations of various design concepts; the purpose of the illustrations will be to further clarify design objectives.

Once prepared, a draft of the Guidelines will be posted online for public input, displayed at local libraries and municipal offices, and presented to local community groups such as BIA's and the Bluewater Builders Association.

The Guidelines will be presented for adoption to local municipalities. The Guidelines will be accompanied by any proposed amendments to municipal by-laws (e.g. Site Plan Control By-law) to ensure implementation is consistent and effective. The Guidelines are related to and support the other two Planning & Development led housing initiatives: Planning Document Review and Residential Pre-Zoning.

OTHERS CONSULTED:
CAO Wark, Economic Development and Housing, Property and Social Services staff.

IT IMPACTS

FINANCIAL IMPACTS:
Within draft 2020 budget (includes staff time and $40,000 for architectural/urban design drawings).

COUNCIL PRINCIPLES:
Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:

SMT MANTRAS:

ATTACHMENTS:

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Sandra Weber, Director and Denise Van Amersfoort, Senior Planner
DATE: 12/4/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Denise Van Amersfoort, Senior Planner, dated December 4, 2019, titled Housing Initiative – Planning Document Review, as presented for information.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of References for several housing initiatives. One of three initiatives which will be led by the Planning & Development Department is the Review of Planning Documents. The following defines the Terms of Reference for this initiative.

COMMENTS:

Purpose
Official Plans have policies which guide residential development and have significant impact in terms of the type of development which is permitted and built in different areas. Zoning By-laws are the tool which implements the vision of the Official Plan through minimum and maximum requirements for development. A review of all residential Official Plan policies and zoning provisions is required to ensure that the standards are achieving current and future housing needs of the community.

Product
The review will result in a series of recommended Official Plan Amendments and Zoning By-law Amendments. The goal is to have consistency across the County while also recognizing that contextual differences need to be reflected in the planning approach. For example, fully serviced settlement areas will be able to achieve a denser form of housing than those areas which rely on private services. The overall goal is to create a more flexible planning regime for residential projects where concerns of the residents are integrated through the introduction of the Residential Intensification Guidelines into the site planning process rather than being integrated by a case by case basis.

People and Process
Planning & Development staff will lead the review process as follows:

1. Review each Official Plan with a ‘housing-friendly’ lens, identify policies which could be made more flexible and introduce new policies which support attainable housing development.
3. Interview local developers to identify which zoning provisions have been problematic. A developer in Goderich has identified that the requirement for minimum private amenity areas is an outdated approach.
4. Hold detailed discussions with municipal staff from each local municipality to ensure the proposed amendments reflect the needs of each community.
5. Present recommended Official Plan Amendments and Zoning By-law Amendments to local Councils for consideration under the Planning Act process (involving public notification, public meetings, etc).

OTHERS CONSULTED:
CAO Wark, Economic Development, and Housing, Property and Social Services staff.

IT IMPACTS

FINANCIAL IMPACTS:
Within draft 2020 budget for staff time.

COUNCIL PRINCIPLES:

SMT VALUES:

SMT MANTRAS:

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Sandra Weber, Director and Denise Van Amersfoort, Senior Planner
DATE: 12/4/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Denise Van Amersfoort, Senior Planner, dated December 4, 2019, titled Housing Initiative – Residential Pre-Zoning, as presented for information.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of References for several housing initiatives. One of three initiatives which will be led by the Planning & Development Department is a Residential Pre-Zoning project. The following defines the Terms of Reference for this initiative.

COMMENTS:

Purpose
For large undeveloped parcels, the traditional approach has been to zone the parcel Future Development until such time as a proposal is brought forward. One option is to pre-zone these larger parcels and set minimum requirements for density.

The advantage of this practice is that it would streamline the development process by removing the need for a Zoning By-law Amendment. A potential criticism of this approach is that the change to zoning would be proposed in the absence of a development proposal which may make it more challenging for neighbours to comment on. The goal would be to balance the interests of neighbouring residents with the design direction provided in the Residential Intensification Guidelines.

Product
The product would be an increased number of sites which are zoned for higher density residential development across the County. There are currently a limited number of vacant sites zoned for higher density residential uses (e.g. R3) across the County.

People and Process
This approach would best be applied in a few voluntary ‘pilot’ scenarios to test the validity and identify potential improvements to the process. It should be noted that pre-zoning does not include completing any of the required studies; this would be flagged for the developer or future purchaser through the use of a Holding Zone in the Zoning By-law.

The proposed process is as follows:
- Planning staff will meet with local municipal staff to identify potential candidate sites.
- Contact will be made with owners of candidate sites to assess interest. No site would be pursued unless the owner provided full endorsement.
- Develop specific zoning for each candidate site based on neighbourhood factors and the forms of housing which are permitted.
- Municipally initiated Zoning By-law Amendment process under the Planning Act (which would follow the typical process of circulation to the neighbours, holding of a public meeting, etc). It is acknowledged that local municipalities are taking on some level of risk by initiating the Zoning By-law Amendment process; this will be discussed early in the process and evaluated on a case by case basis.

OTHERS CONSULTED:
CAO Wark, Economic Development and Housing, Property and Social Services staff.

IT IMPACTS

FINANCIAL IMPACTS:
Within draft 2020 budget for staff time.

COUNCIL PRINCIPLES:
Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:

SMT MANTRAS:

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council – Day 2
FROM: Chris Watson, Economic Development Officer
DATE: 12/18/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Chris Watson, Economic Development Officer, dated December 18, 2019, titled Community/Business Funded Housing Consortium, as presented for information.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of References for several housing initiatives. One of these initiatives is the Community/Business Funded Housing Consortium, identified as initiative (5) from the report. The following defines the Terms of Reference for this initiative.

Purpose
The Community/Business Funded Housing Consortium would provide a means for either businesses in need of labour, community members with available capital, and/or municipalities with surplus lands to invest in housing projects that would result in more “Attainable Housing” being built.

Those housing projects would, as much as possible, provide an opportunity for workers at Huron County employers to own their own home.

Product
The outcomes of this project would include:

1. A preliminary plan that would identify a step by step process to bring together stakeholders to work together and generate housing.
2. A Cost Model that identifies anticipated capital and operating costs as well as anticipated rates of return for investment partners.
3. A pilot housing project that tests the feasibility of the concept.
4. Assuming success in part 3, a scalable framework that could be replicated elsewhere in the county.

Process and People
Table 1 identifies the various stakeholders involved in this project and the anticipated roles they would play.

<p>| Table 1 |</p>
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Roles and Expectations</th>
</tr>
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</table>
| Economic Development Department Staff          | • Act as facilitator to bring together stakeholders  
|                                               | • Work with stakeholders to move the project forward                                                                                                 |
| Huron County Housing and Property Services     | • Act as the “property manager” for all units owned by the Consortium  
|                                               | • Accept applications and manage rental units.  
|                                               | • Hold a portion of rental payments in escrow towards the potential buyer’s eventual purchase of the unit.                                                                 |
| Investors – Including Business, Individual     | • Provide investment capital for housing projects in the form of either funding and/or loans  
| Community Members or Municipalities            | • Accept a lower than standard expected rate of return on investment capital                                                                                                                                       |
| Financial Institution                          | • Act as a financial partner to provide financing towards the purchase of land, or construction of roads/services in a development  
|                                               | • Provide mortgage financing to potential buyers  
|                                               | • Work at a participating Huron County employer  
|                                               | • Fill out an application to and be accepted by Huron County Housing and Property Services to enter the housing program  
|                                               | • Rent the home for a period of 5 years.  
|                                               | • Meet requirements set by the financial institution  
|                                               | • Purchase the home.                                                                                                                                          |
| Potential Buyer                                |                                                                                                                                                      |

The Process would work as follows:

1. Economic Development staff will identify investors comprising 1-3 employers, community members and/or a municipality in a localized geographic area with available capital to invest in a housing project for Huron County workers.
2. Economic Development staff will coordinate meetings of Huron County Housing and Property Services Staff, Investors, and Financial Institutions with the clear goal of:
   1. Agreeing on a cost model and anticipated rate of return on their investment.
   2. Generating a partnership agreement identifying roles and responsibilities of partners and a framework for investment and realizing returns
   3. Agreeing on a process for identifying and accepting applicant Potential Buyers
   4. Identifying potential lands for a pilot project
3. Economic Development staff will coordinate the drafting of legal agreements to accept investment dollars.
4. Capital will be received from Investors.
5. Lands will be purchased and made shovel ready.
6. Employers will solicit applications from workers and submit applications to Huron County Housing Services for the purposes of accepting potential buyers.
7. Huron County Housing Services would enter into tenancy agreements with potential buyers.
8. For a period of at least five years, Huron County Housing Services would hold a portion of rental payments in escrow. As long as the Potential Buyer remains in the unit and is a tenant in good standing, the portions of funds held in escrow would be offered to the Potential Buyer as a downpayment towards securing a mortgage on the unit.
9. Based on experiences gained and lessons learned implementing the pilot project refine
the process and agreements for implementation elsewhere in the County.

COMMENTS:

OTHERS CONSULTED:

IT IMPACTS

FINANCIAL IMPACTS:
Staff time managed within budget. The EcDev 2020 budget would include $20,000 for legal fees to draw up contracts and agreements.

COUNCIL PRINCIPLES:
Long-term fiscal sustainability, Economic prosperity, Engaged community, Community-centered

SMT VALUES:
Support

SMT MANTRAS:
Yes, if....., Tell me how it's good for Huron County

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council - Day 2
FROM: Christine Hoffman, Manager, Housing Services and Barbara Hall, Director, Social and Property Service
DATE: 12/18/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Christine Hoffman, Manager, Housing Services, dated December 18, 2019, titled Rental Build, as presented for information.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of Reference for several housing initiatives. One of two initiatives which will be led by the Social and Property Services Department is a Rental Build. The following defines the Terms of Reference for this initiative.

COMMENTS:
Purpose
The Huron County Long-Term Affordable Housing and Homelessness Plan has a goal to expand access to affordable housing in the County. The County has received funding under the Ontario Priorities Housing Initiative (OPHI) program, and has earmarked the majority of the 2020 and 2021 allocations toward an affordable housing rental build to increase access to affordable housing in the County.

Product
The total OPHI funding is $371,315 for the build over 2 years, plus an additional $24,315 for soft costs, such as legal fees. This funding is anticipated to create 3 to 4 additional affordable units. Units funded under the affordable housing component would be required to rent at 80% of the average market rent for the area. It is possible, and encouraged, for the proponent to construct additional units that may be rented at market rate to increase the socio-economic blend of the property.

Process and People
A request for proposal (RFP) will be developed to meet program guidelines and will be publicly advertised in the first quarter of 2020.
Submitted proposals will be reviewed by an evaluation committee consisting of Huron County staff. A report will subsequently be presented to County Council on behalf of the evaluation committee outlining the response to the RFP and will include the recommendation for Council to enter into a Contribution Agreement with the successful proponent.

OTHERS CONSULTED:
IT IMPACTS

FINANCIAL IMPACTS:
The rental build for the affordable units will be 100% provincially funded under the Ontario Priorities Housing Initiative.

COUNCIL PRINCIPLES:
Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:
Integrity, Trust, Support, Respect, Honesty

SMT MANTRAS:
Tell me how it's good for Huron County

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and County Councillors
FROM: Cody Joudry, Director and Chris Watson, Economic Development Officer
DATE: 12/18/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Chris Watson dated December 6, 2019, titled Development Ready Lots for Multi-Unit Residential, as presented.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of References for several housing initiatives. One of these initiatives is preparing Development Read Lots for Multi-Unit Residential Development, identified as initiative (7) from the report. The following defines the Terms of Reference for this initiative.

Purpose
Preparing Development Ready Lots for Multi-Unit Residential Development would provide a direct means for the municipalities to create “Shovel Ready” lots for higher density and/or lower cost “Attainable Housing” development.

As the owner of the lands, the Municipality would be able to control the type of development as a condition of sale to a builder/development.

One of the biggest challenges facing municipalities is the ability to assess the overall costs and economic impact of an investment made by the Municipality. This model would provide a quick and relatively easy means to undertake a high level financial assessment.

Product
The outcome of this project would be a toolkit which includes a guide and financial modelling tool that could be used by municipalities to assess the financial viability of potential housing projects and outline the process.

The Financial Model prepared by the Economic Development Department would quantify the anticipated capital costs versus anticipated returns, including funds realized by the eventual sale of serviced lands as well as the increased tax revenue resulting from the improvements to lands.

Process and People
This project would be executed by Economic Development staff and expert financial consultants from the private sector.

The Process would work as follows:
1. Economic Development staff will complete a financial model that identifies capital and operating costs as well as expected rates of returns.
2. Economic Development staff will engage the services of a professional consultant to provide a review and, if necessary, update to the model.
3. Economic Development staff would identify best practices for local governments creating "Shovel Ready" lands and create a guide.
4. Prepare a “fill in the blank” purchase and sale agreement between Municipalities and developers which includes performance and development standards.

COMMENTS:

OTHERS CONSULTED:

IT IMPACTS

FINANCIAL IMPACTS:
This initiative would require approximately $10,000 for professional services to review and update the financial model developed by Economic Development Staff.

COUNCIL PRINCIPLES:
Long-term fiscal sustainability, Economic prosperity, Engaged community, Service excellence, Community-centered

SMT VALUES:
Support

SMT MANTRAS:
Yes, if....., Tell me how it’s good for Huron County, Have honest conversations

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CORPORATION OF THE COUNTY OF HURON

TO: Warden and Members of County Council – Day 2
FROM: Christine Hoffman, Housing Services Manager and Erin Schooley, Homelessness Programs Supervisor
DATE: 12/18/2019
SUBJECT:

RECOMMENDATION:
RECOMMENDED MOTION:
THAT:
The Council of the County of Huron approves the report by Christine Hoffman, Housing Services Manager, and Erin Schooley, Homelessness Programs Supervisor, dated December 18, 2019, titled Public Education Campaign, as presented for information.

BACKGROUND:
At the September 4, 2019 meeting, Council directed staff to proceed with Terms of Reference for several housing initiatives. One of two initiatives, which will be led by the Social and Property Services Department, is the Public Education Campaign.
The following defines the Terms of Reference for this initiative.

COMMENTS:
Purpose

The purpose of a public education campaign in reference to housing is to broaden the understanding of the residents of Huron County regarding the importance and benefits of creating affordable housing and its impact to all members of the community.

A public education plan, done in concert with Huron County Council, Economic Development Department, Social and Property Services Department and the Planning Department, is an essential component to supporting an increase of housing in the County. The development of a comprehensive campaign enables a better understanding of both the breadth of need, and the positive outcomes for Huron. By creating an effective campaign, communications can help humanize the story of those who are being directly impacted by the critical shortage of housing in the community. The strategy would not only include the understanding of those precariously housed or homeless but also how housing benefits the economic prosperity of the region.

As thousands of Ontarians are on waitlists for housing, so too has Huron County seen mounting pressure on community housing, private market rental units and the often out-of-reach mortgage rates for potential home owners. These challenges are felt across demographics from the working low-income households to young professionals unable to break into home ownership. An effective campaign will not only shed light on these situations, but will provide insight as to how everyone can participate in eliminating these issues collectively. Furthermore, the campaign will bring everyone into the conversation and welcome input and unique Huron solutions that could be explored.

By way of a publication education plan, a key priority needs to include information that dispels
myths about affordable developments better enabling Huron to strengthen its value of inclusivity.

*Product*

The product will be a multi-year, multi-media approach in order to reach today’s decision makers, and tomorrow’s leadership.

Campaign components would in include:

- Social media platforms with banners that carry the campaign brand and key messaging.
- Campaign branded print material distributed throughout the County.
- Radio features; earned and paid promotion.
- In person staff presentations and fireside conversations with groups such as service clubs and municipal councils to support the flood of media components, field questions and inspire conversations and ideas.

A critical component of the public education campaign will be to listen to the community.

- The campaign needs to be designed to offer appropriate flexibility so that it can be responsive to the feedback heard and can meet the community where they are at.

The final product will need to reflect the purpose of affordable housing and supporting initiatives set out by municipal policies and provincial strategies.

*Process and People*

The process of developing an affordable housing campaign would include planning conversations with Economic Development, Planning and Social and Property Services. From this, a sub-committee will be formed to start the process of engaging a designer and creating the campaign theme and brand. Included in the sub-committee priorities is to establish all appropriate mechanisms to reach the intended audience.

**OTHERS CONSULTED:**

Cody Joudry, Director, Economic Development Department

**IT IMPACTS**

**FINANCIAL IMPACTS:**

The forecasted budget for a public education campaign includes staff time and an estimated $6,000 for campaign branding design, print material and radio advertisements.

**COUNCIL PRINCIPLES:**

Economic prosperity, Engaged community, Service excellence, Community-centered

**SMT VALUES:**

Integrity, Trust, Support, Respect, Honesty

**SMT MANTRAS:**

Tell me how it’s good for Huron County, Have honest conversations

**ATTACHMENTS:**

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Appendix A. Huron County Single-Detached Home Prices ......................................................................... 25

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Nothing in this document represents a legal or accounting opinion. No one should act, or refrain from acting, based on the information within this document without first seeking the appropriate legal, accounting, or other professional advice.
1. Introduction

1.1 - The Problem: Qualified Employees Required to Meet Workforce Needs of Local Industry

The Huron County Economic Development Plan (2016-2020) identifies a tightening workforce as a key challenge to be addressed by the community, with many industries struggling to recruit qualified employees. This problem is compounded by the closure or downsizing of several manufacturing firms, and a decrease in the number of entrepreneurs under the age of 40. In a 2015 survey of manufacturing firms in Bruce, Grey, Huron, and Perth Counties, 75% of respondents rated the availability of qualified workers as fair or poor.

Huron County has recognized low housing availability as a barrier to resolving worker shortages, with the greatest barriers for low income positions as defined below.

A 2013 University of Toronto Munk School study found that the average earnings of low-income Ontarians stagnated between 1990 and 2010, while the average earnings of middle-income households rose by 10%. The cost of homeownership, however, continues to rise. Table 1 shows the change in average cost of home ownership in three communities adjacent to Huron County (Huron County data is not directly comparable; see Appendix A for explanation). The cost of homeownership has risen at an average of 15.64% across the three communities and three housing types. As the increase in the cost of housing continues to outpace the increase in low- and middle-income wages, the ability of these economic classes to purchase a home continues to decrease.

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<th>Kincardine</th>
<th>Stratford</th>
<th>North Perth</th>
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<tr>
<td></td>
<td>2011</td>
<td>2006</td>
<td>% Change</td>
</tr>
<tr>
<td>Single-detached house</td>
<td>259,496</td>
<td>243,685</td>
<td>6.49%</td>
</tr>
<tr>
<td>Semi-detached or double house</td>
<td>179,541</td>
<td>178,452</td>
<td>0.61%</td>
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<tr>
<td>Row house</td>
<td>154,965</td>
<td>148,580</td>
<td>4.30%</td>
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</table>

Source: CMHC Housing Market Information Portal

1.2 - The Opportunity: Community Driven Real Estate

The Huron Economic Development Department (the Department) created a concept (see Table 2) to incorporate an entity capable of raising local capital to finance the construction of affordable new homes. This investment is expected to be relatively secure, have marginal returns, support workforce attraction efforts, and increase the tax base.
### Table 2. Concept for Housing Development Organization

<table>
<thead>
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<th>Stage 1: Partner with Local Leaders</th>
<th>Engage local business, community, and government leaders to assess plan, build partnerships, and form implementation strategy.</th>
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<tr>
<td>Stage 2: Raise Community Capital</td>
<td>The municipal government, large employers, and accredited investors purchase securities to capitalize a fund. The securities are a long-term investment with a strong social return, and a financial return equal to or greater than the rate of inflation.</td>
</tr>
<tr>
<td>Stage 3: Acquire Land</td>
<td>Land is acquired for the construction of new homes.</td>
</tr>
<tr>
<td>Stage 4: Build Appropriate Homes</td>
<td>Partner with a local contractor to build new homes that maximize the available land (ex. townhouses), are affordable for low-income households, and have a higher-than-average number of bedrooms to accommodate large families.</td>
</tr>
<tr>
<td>Stage 5: Rent-to-Own or Finance</td>
<td>Provide affordable homes to attract new community members. Homes will be sold to the resident either via rent-to-own or an alternative finance mechanism.</td>
</tr>
<tr>
<td>Stage 6: Repay Investors</td>
<td>Repay the investors using the funds raised from the sale of each home.</td>
</tr>
</tbody>
</table>

Communities across North America are experimenting with similar alternative finance mechanisms to raise capital for important infrastructure while providing a local investment opportunity. Examples include:

- **Community Economic Development Investment Funds (CEDIFs):** A CEDIF “is a pool of capital which is raised from individuals within Nova Scotia to invest in for-profit entities within a defined community.” CEDIFs are structured as share-issuing co-operatives or companies that sell shares to the public and use the capital raised to re-invest in eligible local business. Investments in CEDIFs are pre-approved holdings for inclusion in a self-directed RRSP. Investors are eligible for an initial 35% tax credit for investing for 5 years; if they keep their investment in the CEDIF for an additional 5-year period they receive an additional 20% tax credit, and another 10% if renewed for a third 5-year period. In addition to Nova Scotia, CEDIFs exist in several other Canadian provinces, but legislation has not been enacted to establish the CEDIF model in Ontario.

- **Opportunity Development Co-operatives (ODCs):** For provinces without a defined CEDIF program, ODCs offer an avenue for raising community capital for local investments through the use of existing co-operative corporation legislation. The first community in Canada to launch an ODC was Sangudo, a small farming town northwest of Edmonton, Alberta. Sangudo’s first round of financing attracted $220,000 from members, with a maximum investment level of $10,000 per member. Following Sangudo’s lead, ODCs have been launched throughout Alberta and British Columbia. This model has also been employed in the United States, for example by the North East Investment Co-operative (NEIC) in Minneapolis which has successfully purchased and refurbished commercial properties for lease by local businesses. The ODC model has not been implanted in Ontario.

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Community Bonds: Non-profit organizations are permitted to issue bonds, or an interest-bearing loan. Exemptions for non-profits in Ontario and Canadian securities legislation permits non-profits to sell directly to unaccredited investors without the need for a costly prospectus. The community bond model was pioneered by the Centre for Social Innovation in Toronto, a non-profit which offers co-working spaces to organizations with a defined social purpose. The Centre for Social Innovation has the following examples of community bonds issued in Ontario:

- **Community Bonds**: Non-profit organizations are permitted to issue bonds, or an interest-bearing loan. Exemptions for non-profits in Ontario and Canadian securities legislation permits non-profits to sell directly to unaccredited investors without the need for a costly prospectus. The community bond model was pioneered by the Centre for Social Innovation in Toronto, a non-profit which offers co-working spaces to organizations with a defined social purpose. The Centre for Social Innovation has the following examples of community bonds issued in Ontario:

![Figure 2. West End Food Co-op Community Bond](image1)

**WEST END FOOD CO-OP**

The West End Food Co-op runs a local farmer’s market in Toronto and is dedicated to advancing the cause of food security. They are using a super accessible community bonds – selling at a price of $500 each with a 2.5% interest rate – to finance the purchase and renovation of a new natural food store in the city’s west end.

![Figure 1. ZooShare Community Bond](image2)

**ZOOSHARE**

The ZooShare Biogas Co-operative is a non-profit community co-op that plans to build a 500-kilowatt biogas plant at the Toronto Zoo for about $5 million. Electricity from the plant will be sold to the grid under the province’s feed-in-tariff program and fertilizer will be sold in garden centres under the Zoo Poo brand. Waste heat will be available for a nearby greenhouse to grow animal feed. About 70 per cent of the project, or roughly $3.5 million, will be funded through the sale of RRSP-eligible Community Bonds. ZooShare hopes to offer bonds with a seven-year term and up to a 7% annual return on investment.

It is important to note that each of the above examples took place within a different jurisdictional and legal framework. Despite their differences, they maintain several common characteristics as they:

- Are incorporated as a non-profit or co-operative,
- Raise capital through securities (debt or equity) from local investors for local projects,
- Primarily target both high net worth and retail level investors, although there are significant differences in this approach
- Use one of the securities exemptions so as not to complete a full prospectus,
- Have a clearly defined mission that is situated within a defined geographic area, and

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• Have investments that are governed by a board of directors comprised of local community members.

There is an opportunity for Huron County to implement a model that fits the needs of the community—including residents, employers, and government—which provides a local impact investment opportunity that results in the creation of affordable housing for new immigrants and refugees—referred to as newcomers in this report—that meet the workforce needs of the County.

1.3 – Document Outline
This study is the result of a short-term research and planning process conducted in March of 2018. Huron County contracted the non-profit and co-operative management consultancy Scaled Purpose to complete a review of community investment models, consider the barrier to homeownership for low income residents employed by employers in Huron County, and propose a housing development strategy that applies the community investment models to overcome the homeownership barriers. The current Workforce Attraction and Retention Strategy of Huron County is strongly focused on newcomers, therefore this document will consider newcomers the target audience.
2. Target Beneficiaries

2.1 - Income Scenarios & Affordability

The housing needs of 80% of Canadian households are met through the private market either as a home purchase (including condominiums) or through rental arrangements. However, for those without the financial means, inadequate and unaffordable shelter is a persistent challenge. The Canadian Mortgage and House Corporation (CMHC) considers housing “affordable if shelter costs account for less than 30 per cent of before-tax household income.” The 30% target is a national standard that is used as a benchmark for affordability. Shelter costs are defined as:

- **For Renters**: Rent and payments for electricity, fuel (ex. natural gas), water and other municipal services.
- **For Owners**: Mortgage payments (principal and interest), property taxes, condominium fees, and payments for electricity, fuel, water and other municipal services.

In contrast to common parlance which understands “affordable housing” to describe subsidized government or non-profit housing, the CMHC employs the term to encompass a continuum of shelter options (see Figure 3 below). Market rental housing and market homeownership that meet the 30% before-tax threshold are considered affordable. This understanding changes the frame of analysis from a narrow focus on the unemployed and underemployed, to one that includes low- and medium-income households that maintain steady employment but whose before-tax earnings remain below the threshold.

![Figure 3. CMHC Housing Continuum](image)

To consider the impact of various employment situations on the affordability of homeownership, Huron County selected six distinct employment scenarios for testing (see Table 3). The scenarios are:

1. Single income households (Scenarios 1 and 2)
2. Dual income households with one earner working part-time (Scenarios 3 and 4)
3. Dual income households with both earners working full-time (Scenarios 5 and 6)

Other assumptions include:

- There is a mixture of incomes at hourly rates of $15 and $25. Additional layers of analysis, including the presence of dependents, are not included in these scenarios in order to highlight the housing component, and to remove variables such as child tax credits or remittances to family members abroad.
- Full-time (37.5/week) and part-time (20 hours/week) employment scenarios are provided. The scenarios were selected by Huron County to consider a range of scenarios.
- Households with only part-time work or without work were not considered as it is unlikely they can afford homeownership.

Monthly salaries range significantly across the six scenarios, with Scenario 5 earning 1.7 time more than the comparable dual income Scenario 2 where both members of the household earn $15/hour. For ease of reference, these scenarios are referred to through this document in the format or wage @ hours worked/week, for example 15@37.5.

**Table 3. Income Scenarios**

<table>
<thead>
<tr>
<th></th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Earner #1</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hourly Wage</td>
<td>15</td>
<td>25</td>
<td>15</td>
<td>20</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Hours Worked / Week</td>
<td>37.5</td>
<td>37.5</td>
<td>37.5</td>
<td>37.5</td>
<td>37.5</td>
<td>37.5</td>
</tr>
<tr>
<td>Pre-Tax Income / Week</td>
<td>562.5</td>
<td>937.5</td>
<td>562.5</td>
<td>750</td>
<td>562.5</td>
<td>937.5</td>
</tr>
<tr>
<td><strong>Earner #2</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hourly Wage</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>25</td>
</tr>
<tr>
<td>Hours Worked / Week</td>
<td>0</td>
<td>0</td>
<td>20</td>
<td>20</td>
<td>37.5</td>
<td>37.5</td>
</tr>
<tr>
<td>Pre-Tax Income / Week</td>
<td>0</td>
<td>0</td>
<td>300</td>
<td>300</td>
<td>562.5</td>
<td>937.5</td>
</tr>
<tr>
<td><strong>House</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Tax Income / Week</td>
<td>$562.50</td>
<td>$937.50</td>
<td>$862.50</td>
<td>$1,050.00</td>
<td>$1,125.00</td>
<td>$1,875.00</td>
</tr>
<tr>
<td>Weeks / Month (52/12)</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>Household</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Tax Income</td>
<td>$2,437.50</td>
<td>$4,062.50</td>
<td>$3,737.50</td>
<td>$4,550.00</td>
<td>$4,875.00</td>
<td>$8,125.00</td>
</tr>
</tbody>
</table>

Table 4 calculates the maximum monthly shelter expenditure—in the form of either rent or mortgage payments—for each of the six scenarios. Electricity and natural gas consumption are set as constants based on average consumption, with rates provided by the Ontario Energy Board and Union Gas respectively. Higher income individuals may have larger houses and more appliances, but lower income individuals often live in older homes that are less energy efficient. Utility expenditure is calculated at $188.33 per month for all six scenarios.1

The table calculates the difference between maximum affordable shelter expenditure (30%) and the percentage of income spent on monthly utility costs. This resulting percentage is applied to the household pre-tax income in the given scenario (from Table 3), with the product representing the maximum affordable rent or mortgage.

---

1 Housing constructed by Huron County should be at high energy performance levels. Ottawa’s Karen’s Place is a 42-unit affordable housing complex for individuals with a serious mental illness. The building is certified LEED for Home Platinum and as Passive House. The property reduces energy consumption by up to 66% compared to the 2012 Ontario Building Code. See more: http://www.cbc.ca/news/technology/passive-house-affordable-housing-1.4432331

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**Table 4. Maximum Monthly Shelter Expenditure**

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: 15@37.5</td>
<td>120.47</td>
<td>120.47</td>
<td>120.47</td>
<td>120.47</td>
<td>120.47</td>
<td>120.47</td>
</tr>
<tr>
<td>2: 25@37.5</td>
<td>15@20</td>
<td>15@20</td>
<td>15@20</td>
<td>15@20</td>
<td>15@20</td>
<td>15@20</td>
</tr>
<tr>
<td>Electricity (kWh): 750.00 [1, 2]</td>
<td>$67.86</td>
<td>$67.86</td>
<td>$67.86</td>
<td>$67.86</td>
<td>$67.86</td>
<td>$67.86</td>
</tr>
<tr>
<td>Natural Gas (m3): 183.33 [3, 4]</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
</tr>
<tr>
<td>Total Non-Rent / Mortgage Household Expenses</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
<td>188.33</td>
</tr>
<tr>
<td>% of income</td>
<td>7.73%</td>
<td>4.64%</td>
<td>5.04%</td>
<td>4.14%</td>
<td>3.86%</td>
<td>2.32%</td>
</tr>
<tr>
<td>Max Core Housing Expense</td>
<td>30.00%</td>
<td>30.00%</td>
<td>30.00%</td>
<td>30.00%</td>
<td>30.00%</td>
<td>30.00%</td>
</tr>
<tr>
<td>Remaining Core Housing %</td>
<td>22.27%</td>
<td>25.36%</td>
<td>24.96%</td>
<td>25.86%</td>
<td>26.14%</td>
<td>27.68%</td>
</tr>
<tr>
<td>$542.92</td>
<td>$1,030.42</td>
<td>$932.92</td>
<td>$1,176.67</td>
<td>$1,274.17</td>
<td>$2,249.17</td>
<td></td>
</tr>
</tbody>
</table>


[2] The Ontario Energy Board bill calculator was used to generate this estimate. Source: https://www.oeb.ca/consumer-protection/energy-contracts/bill-calculator

[3] Union Gas finds that the typical Rate m1 - South customer uses 2,200 m3 of natural gas a year. Source: https://www.uniongas.com/residential/rates/current-rates/rate-m1


### 2.2 – Affordability of Rent and Ownership

The CMHC provides market data for regions across Ontario via its “Housing Market Information Portal” - however, data is not provided for Huron County. The closest region with available data is Kincardine which will be used as a proxy for this report. Table 5 lists the average monthly rent for a 1-bedroom and 2-bedroom apartment in Kincardine as $940 and $1,062 respectively. Cells highlighted in red are not affordable (Max Rent < Monthly Rent) for the apartment size, and green indicates affordability (Max Rent >= Monthly Rent).

It is found that:

- Scenarios 1 & 3 are unable to afford either a 1-bedroom or 2-bedroom apartment. Both scenarios earn $15/hour, with Scenario 3 supplementing a full-time income with a part-time income. Scenario 1 must allocate 58% of monthly income to afford a 1-bedroom apartment. CMHC refers to shelter expenditure over 50% as “severe housing need”, a group which is more likely to experience homelessness.
- Scenario 2 is able to afford a 1-bedroom apartment but not a 2-bedroom apartment. This scenario is of a single income household at a rate of $25/hour.
- Scenarios 4, 5 & 6 are able to afford both a 1-bedroom and 2-bedroom apartment. These scenarios have households with dual incomes and higher hourly rates.

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A minimum hourly wage of $23.25 is required for a single-income household to affordably rent a 1-bedroom apartment at $940/month, and a minimum hourly wage of $27.5 is required for a single-income household to affordably rent a 2-bedroom apartment at $1,062.

Table 5. Test of Affordability for Average Monthly Rent

<table>
<thead>
<tr>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: 15@37.5</td>
<td>1:25@37.5</td>
<td>15@37.5</td>
<td>20@37.5</td>
<td>15@37.5</td>
<td>25@37.5</td>
</tr>
<tr>
<td>Max Rent</td>
<td>$542.92</td>
<td>$1,030.42</td>
<td>$932.92</td>
<td>$1,176.67</td>
<td>$1,274.17</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Monthly Rent</th>
<th>1 Bedroom</th>
<th>2 Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>$940.00</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>$1,062.00</td>
<td>No</td>
<td>No</td>
</tr>
</tbody>
</table>

Is Affordable (Yes or No)?

- **No**
- **Yes**

A second affordability test is conducted here to assess home ownership under the same income scenarios. Assumptions used include:

- **Closing Costs (3%)**: CMHC lists average closing costs as between 1.5-4%. Three per cent was selected as a more conservative figure slightly above the median.\textsuperscript{xvi}
- **Down Payment (5%)**: A minimum down payment of 5% is permitted on properties with a value of $500,000 or less.\textsuperscript{xvii}
- **Mortgage Rate (5%)**: RBC lists current (March 2018) rates for a 7-year fixed mortgage at 3.91% APR. To account for rising interest rates, this report conservatively uses 5% as the mortgage rate.\textsuperscript{xviii}
- **Term Length (25 years)**: RBC offers standard mortgages with 25-year terms.\textsuperscript{xix}
- **Property Tax (%)**: Residential tax rate in Goderich is 1.59%.\textsuperscript{x} This does change for multi-residential units, but a consistent tax rate is used for this analysis to allow for ease of comparison.

Table 6 provides the median value of four types of housing. As with the rental assumptions above, Kincardine prices are used due to a lack of available local data from the CMHC.

The final column, “Monthly Cost”, summates the payment per period (principal & interest) and property taxes. Property taxes were not a consideration for rental calculations as it is assumed that the landlord has incorporated this cost into the rental price, however it must be included in the cost of homeownership. Insurance, maintenance, and other housing costs are not considered core shelter costs and are excluded from the monthly cost estimates.

A row house is found to be the most affordable option at $1,092.73/month, with a single-detached house costing $1,829.82/month.

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Table 6. Median Value by Type of Residence

<table>
<thead>
<tr>
<th>Type of Residence</th>
<th>House Price</th>
<th>Closing Cost ($)</th>
<th>Down Payment ($)</th>
<th>Mortgage Amount</th>
<th>Payment per Period</th>
<th>Property Tax ($/m)</th>
<th>Monthly Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-detached house</td>
<td>259,496</td>
<td>7,785</td>
<td>12,975</td>
<td>254,306</td>
<td>$1,486.65</td>
<td>$343.17</td>
<td>$1,829.82</td>
</tr>
<tr>
<td>Semi-detached or double house</td>
<td>179,541</td>
<td>5,386</td>
<td>8,977</td>
<td>175,950</td>
<td>$1,028.59</td>
<td>$237.44</td>
<td>$1,266.02</td>
</tr>
<tr>
<td>Row house</td>
<td>154,965</td>
<td>4,649</td>
<td>7,748</td>
<td>151,866</td>
<td>$887.79</td>
<td>$204.94</td>
<td>$1,092.73</td>
</tr>
<tr>
<td>Apartment in a building that has fewer</td>
<td>187,999</td>
<td>5,640</td>
<td>9,400</td>
<td>184,239</td>
<td>$1,077.04</td>
<td>$248.62</td>
<td>$1,325.66</td>
</tr>
<tr>
<td>than five storeys</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 7 compares the monthly payment required for each type of residence against the maximum affordable mortgage for each scenario. As with the rental scenarios, single income households are found to be at a significant disadvantage and unable to afford a mortgage. Only the highest earners in Scenario 6 are able to afford a single-detached house.

Table 7. Mortgage Affordability Test

<table>
<thead>
<tr>
<th>Monthly Payment (p&amp;i)^2 + tax</th>
<th>Scenario 1 15@37.5</th>
<th>Scenario 2 1:25@37.5</th>
<th>Scenario 3 15@37.5 15@20</th>
<th>Scenario 4 20@37.5 15@20</th>
<th>Scenario 5 15@37.5 15@37.5</th>
<th>Scenario 6 25@37.5 25@37.5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-detached house</td>
<td>$1,829.82</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Semi-detached or double house</td>
<td>$1,266.02</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Row house</td>
<td>$1,092.73</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Apartment in a building that has fewer than five storeys</td>
<td>$1,325.66</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

The monthly cost of home ownership is an important factor, but the initial down payment can be a hurdle that prevents ownership. For individuals pursuing home ownership, traditional bank and credit union mortgage financing is often sufficient. Low and medium income individuals, however, can face an ‘equity gap’ if savings are insufficient to meet loan-to-value requirements.xxii

Table 8 calculates the monthly household savings for a down payment. It assumes that each household saves 5% of their monthly income for the purpose of a down payment. While the rate is low, it is important to remember that this figure is pre-tax and that the household should also be maintaining savings for other purposes (ex. retirement). Despite Scenario 1 saving just $121.88/month, compared to Scenario 5’s

---

^2 P&I: principal and interest

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$406.25/month, the 5% savings rate could be more challenging for Scenario 1 because of high housing costs as a percentage of income which limits surpluses for savings.

### Table 8. Monthly Savings for Down Payment

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>1: 15@37.5</td>
<td>1:25@37.5</td>
<td>15@37.5</td>
<td>20@37.5</td>
<td>15@37.5</td>
<td>25@37.5</td>
</tr>
<tr>
<td>Combined Savings Rate</td>
<td>5.00%</td>
<td>5.00%</td>
<td>5.00%</td>
<td>5.00%</td>
<td>5.00%</td>
</tr>
<tr>
<td>Combined Monthly Savings</td>
<td>$121.88</td>
<td>$203.13</td>
<td>$186.88</td>
<td>$227.50</td>
<td>$243.75</td>
</tr>
</tbody>
</table>

Finally, Table 9 calculates the number of months of savings required for each scenario to accumulate the 5% down payment required to purchase the four houses. It will take Scenario 1, 3.3 times longer than Scenario 6 to save a down payment for any given property type. The time required across the scenarios range from 1.6 years to 8.9 years which is relevant because during that time period it may be easier for a household to move to a different community as they do not own their place of residence.

### Table 9. Months of Savings Required for Down Payment

<table>
<thead>
<tr>
<th>Down Payment Required</th>
<th>Scenario 1</th>
<th>Scenario 2</th>
<th>Scenario 3</th>
<th>Scenario 4</th>
<th>Scenario 5</th>
<th>Scenario 6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single-detached house</td>
<td>$12,975</td>
<td>106.5</td>
<td>63.9</td>
<td>69.4</td>
<td>57.0</td>
<td>53.2</td>
</tr>
<tr>
<td>Semi-detached or double house</td>
<td>$8,977</td>
<td>73.7</td>
<td>44.2</td>
<td>48.0</td>
<td>39.5</td>
<td>36.8</td>
</tr>
<tr>
<td>Row house</td>
<td>$7,748</td>
<td>63.6</td>
<td>38.1</td>
<td>41.5</td>
<td>34.1</td>
<td>31.8</td>
</tr>
<tr>
<td>Apartment in a building that has fewer than five storeys</td>
<td>$9,400</td>
<td>77.1</td>
<td>46.3</td>
<td>50.3</td>
<td>41.3</td>
<td>38.6</td>
</tr>
</tbody>
</table>

3. Service Offering

3.1 – Rent-to-Own

As shown in Table 9, with a consistent savings rate of 5% of before tax income each pay period, it was found that the purchase of a rowhouse requires a period of 1.6 to 8.9 years. This timeline can be accelerated by removing the down payment requirement.

Rent-to-own is a not a new concept and can be a useful tool for homebuyers without a sufficient down payment or credit score; common barriers for newcomers. Under a typical rent-to-own agreement, a tenant buys a “right to purchase” from the landlord, and then pays regular monthly rent as well as a contribution to the down payment. This continues until a down payment is accumulated through the monthly contributions, at which point the tenant exercises their right to purchase the property. The
benefit to the landlord under this typical rent-to-own agreement is that the fee is non-refundable (the cost of buying the right to purchase), and the tenant may take better care of the property if they expect to be the owner at the completion of the contract. If the tenant does not complete the term, they forfeit the fee and the accumulated monthly contributions (down payment).

Like payday loans, rent-to-own often has a negative connotation because it can be used to take advantage of marginalized populations through high fees, hidden clauses, and outright fraud. In order to ensure that rent-to-own can be offered ethically it is important to implement the following features:

1. **Residents must receive independent legal advice:** Prior to signing any agreement, residents should hire their own lawyer to provide legal advice. A third-party non-profit can facilitate this conversation if cultural or language skills are a barrier, however, separation should be maintained to avoid undue influence.

2. **Ensure compliance with regulations:** Rent-to-own arrangements ride the line between a mortgage and a lease. As a result, depending on how they are structured, both mortgage and tenant-landlord rules could apply. As noted, this is not a new field, and a competent lawyer should be able to navigate these questions for Huron County.

Additional options to consider for increased impact are:

1. **Do not sell right to purchase:** The sale of a right to purchase creates a barrier to entry for low-income individuals and it is a non-refundable cost. It is particularly problematic because if the individual is fired or laid-off, they may have to move to find work, in which case they would surrender the value of the purchase option to an organization governed by their past employer.

2. **Charge premium, don’t claim appreciation:** A profit-sharing approach is possible wherein the tenant pays a percentage (ex. 10%) of any appreciation on the property at the time of purchase. While this can create an additional source of revenue for the landlord, it also adds a cost to the tenant without associated income. An alternative option, which allows both the landlord and tenant to plan ahead, is to build a premium into the purchase price at the start of the tenancy.

The ethical features here are vital because of the possible conflicts of interest when an employer is simultaneously the landlord and financer. In order to prevent future conflict and negative publicity, a high standard should be set from the start.

Below is the proposed model which demonstrates this approach.

3.2 – Mortgage Offering

As discussed earlier, there is a continuum of housing affordability. The model proposed by Huron County is an investment, where the upfront cost of development is paid for by community investors, and this investment is repaid over time by the resident of the constructed home. This model does not preclude subsidisation via a government program, however, the intent is a self-sufficient market instrument. To that end, the following scenario has been constructed assuming only earned revenues.
Table 10 displays the assumptions used in the calculations for each scenario. These calculations are based on the purchase of a rowhouse for $154,965. Please note that the rowhouse cost is a 2011 CMHC market average. Further research is required to confirm current prices, however, because of the possibility of discounted land and savings from the removal of premiums, it will be used for illustrative purposes at this point and can be refined during future stages of planning.

**Table 10. Mortgage Calculations**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Property</td>
<td>$154,965.00</td>
</tr>
<tr>
<td>Premium (5%)</td>
<td>$7,748.25</td>
</tr>
<tr>
<td>Total Cost of Property</td>
<td>$162,713.25</td>
</tr>
<tr>
<td>Interest Rate</td>
<td>6.00%</td>
</tr>
<tr>
<td>Years</td>
<td>25</td>
</tr>
<tr>
<td>Monthly P&amp;I&lt;sup&gt;3&lt;/sup&gt;</td>
<td>$916.26</td>
</tr>
<tr>
<td>Monthly Property Tax</td>
<td>$204</td>
</tr>
<tr>
<td>Total Monthly Payment</td>
<td>$1,120.26</td>
</tr>
</tbody>
</table>

Based on the affordability of ownership calculations earlier, this property is only affordable to Scenarios 4, 5, and 6. As such, the target market should be households with:

- **Scenario 4**: Dual income household, one at $20/hour for 37.5 hours/week, and one at $15/hour for 20 hours/week
- **Scenario 5**: Dual income household, both at $15/hour for 37.5 hours/week
- **Scenario 6**: Dual income household, both at $25/hour for 37.5 hours/week

At 5% down on the total cost of property, the tenant needs to save $7,478.25

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Down Payment (%)</td>
<td>5.00%</td>
</tr>
<tr>
<td>Down Payment ($)</td>
<td>$7,748.25</td>
</tr>
</tbody>
</table>

Table 11 show the repayment schedule for the first three years. The accumulated principal after three years is $9,014.53, or 5.5% of the principal. Additionally, the monthly property taxes ($204) have been collected and remitted, and $23,970.92 in interest has been collected. If continued, the resident would pay the balance of the mortgage in 25 years.

---

<sup>3</sup> P&I: principal and interest

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Table 11. Proposed Payment Schedule

<table>
<thead>
<tr>
<th>Year</th>
<th>Payment</th>
<th>Interest</th>
<th>Principal</th>
<th>Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>$162,713.25</td>
<td></td>
<td></td>
<td>$162,713.25</td>
</tr>
<tr>
<td>1</td>
<td>$10,995.15</td>
<td>$8,135.66</td>
<td>$2,859.49</td>
<td>$159,853.76</td>
</tr>
<tr>
<td>2</td>
<td>$10,995.15</td>
<td>$7,992.69</td>
<td>$3,002.46</td>
<td>$156,851.31</td>
</tr>
<tr>
<td>3</td>
<td>$10,995.15</td>
<td>$7,842.57</td>
<td>$3,152.58</td>
<td>$153,698.72</td>
</tr>
</tbody>
</table>

Assuming that patient capital is secured from the community (approach described later in this report), there is no immediate need for principal. Instead, the principal can be accumulated until it reaches the 5% down payment threshold. If the tenant qualifies for a mortgage, the principal is then used as the down payment. When the property is sold to the tenant, the total cost of the property is paid, including a premium of $7,748.25.

If the tenant is not approved for the mortgage they can continue to rent the property while they build or repair credit. If the tenant is never able to purchase the property or moves before purchasing the property, the principal is retained. The property is owned and acts as collateral for the investors, until the point of purchase by the tenant.

3.3 – Discussion Questions
The following discussion questions are important considerations for Huron County and key stakeholders.

Table 12. Service Offering Discussion Questions

<table>
<thead>
<tr>
<th>Question</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What are requirements of tenancy?</td>
<td>The Ontario Human Rights Code imposes requirements on landlords in terms of what questions may be asked, and how a tenant may be screened. Further thought is required to determine the desired screening criteria, and to confirm that these criteria comply with relevant legislation. xxiii</td>
</tr>
<tr>
<td>2. Is there a desire for long-term returns?</td>
<td>A rent-to-own model, if successful, results in a relatively quick sale of the property. In contrast, a mortgage can provide consistent return over 25 years. If a rent-to-own model is select, continued development will be required to maintain long-term returns.</td>
</tr>
<tr>
<td>Is there appetite in the market for this offering?</td>
<td>Not only is it necessary to speak with prospective investors, but once a service offering is settled on, it is necessary to present it to prospective tenant/owners to determine if it meets their needs.</td>
</tr>
</tbody>
</table>
4. Governance Model Comparison
This section compares the co-operative and non-profit models for the purpose of identifying which approach best suits the needs of Huron County. Appropriate legal and accounting advice should be obtained prior to pursuing either of these models.

4.1 - Co-operative

4.1.1 - Legislative Requirements & Securities
Co-operatives are a unique legal form that exist to directly benefit members of the organization. They are governed in Ontario by the Co-operative Corporate Act (the Co-op Act). Co-operatives are required to operate according to the following principles:

- **One Member, One Vote:** Each member of the co-op has only one vote. Only corporate members may authorize someone to vote by proxy. Membership may be divided into stakeholder groups that represent a common interest or geography (ex. multi-stakeholder food co-operative where producer-members sell food to the co-operative and consumer-members buy food from the co-operative).

- **50% Rule:** The Act requires a co-op to carry out at least 50% of its business with its members. For consumer co-ops, less than 50% of the goods and services sold by the co-op may be sold to those who are not members. For producer co-ops, the co-op must buy at least 50% of its goods and services from its members.

- **Minimum Membership:** The co-operative must maintain a membership of at least 5.

- **Board of Directors Restrictions:** Minimum of three directors, of which a majority are resident Canadians. All must be 18 years of age or older and can be neither engaged in a bankruptcy proceeding nor mentally incompetent.

Two types of co-operatives are permitted:

- **Without Share Capital (Non-profit):** A co-operative without share capital resembles a traditional non-profit, however, it is governed by the Co-operative Corporations Act which has distinct rules for issuing securities (discussed below). As with other non-profits, co-operatives without share capital are can offer debentures to both members and non-members but cannot offer equity (shares).

- **With Share Capital (For-profit):** Co-operatives with share capital may issue both equity (membership shares and preference shares) and debt (debentures). Preference shares are available for purchase by members or non-members. Membership and preference shares provide a return in the form of dividends.

To issue securities, a co-operative must file an offering statement with the Financial Services Commission of Ontario (FSCO). An offering statement is a similar to a public offering but was purpose-built for co-operatives and is significantly less onerous and expensive. The Co-op Act provides several exemptions that
allow a co-operative to sell securities without receiving approval from FSCO. These exemptions include stipulations such as the following:

- The offering will result in 35 or fewer security holders,
- All securities issued to members of the co-operative do not total more than $200,000 (including both membership shares and preference shares), and
- Each member will purchase securities for a total price of not more than $1,000 per year and $10,000 in total.

In cases where an exemption is not available, an offering statement must be prepared by the co-operative and approved by FSCO prior to selling securities. Once approved, a copy of the offering statement must be provided to each investor before they purchase securities. It is important to remember that the term “securities” refers to both equity (shares) and debt (debentures). This regulatory process in Ontario for co-op securities is unique in Canada and was designed to protect prospective investors. An offering statement is valid for one year from the date of issue.

4.1.2 – Strengths & Weaknesses of Co-operative Model

<table>
<thead>
<tr>
<th>Category</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>- Engages key stakeholders in the strategic decision-making of the organization. This is posited to improve performance by aligning beneficiary and benefactor, while increasing switching costs because of the unique ownership</td>
<td>- Must conduct at least 50% of business with members. This requirement means that the residents must be members of the co-operative, which in turn allows them to vote for and run for the board of directors</td>
</tr>
</tbody>
</table>
| Complexity of Offering | - For low level raises, the co-operative is able use exemptions to avoid completing an offering statement  
- Once the co-operative seeks to issue securities beyond the exemption, it is able to complete an offering statement rather than a costly prospectus | - Once the co-operative seeks to issue securities beyond the exemption limit, the provincial regulator requires an offering statement (~100-150 pages) which it reviews for compliance and accuracy |
| Flexibility         | - Co-operatives can incorporate either for profit or non-profit. A for profit co-operative allows for the issuance of preference shares, and simplifies retained earnings compared to a non-profit | - For-profit firms must pay tax. Any firm that receives the majority of its revenues from rent is unable to claim the small business tax credit |
4.2 - Non-profit

4.2.1 - Legislative Requirements & Securities

Federal non-profit legislation was updated recently, and the Province of Ontario has since followed suit with its own legislation that has passed but not yet come into force. Both share a similar framework and a deeper legal review is required to select the appropriate jurisdiction.

Similar to co-operatives, non-profits have members who in turn elect the board of directors. Service clubs and associations will often look like a co-operative where a broad membership elects directors and is active in running the non-profit. Most non-profits, however, take an administratively simpler approach of containing the number of members. For example, an advocacy organization may have seven members, all of whom are current.

Most non-profit organizations in Ontario are exempt from the requirement to complete a prospectus when issuing debt (bonds). See Figure 4 for an explanation of this exemption within the non-profit context.

---

**Figure 4. Non-profit Securities Exemptions**

*Quote from The Community Bond: An Innovation in Social Finance*xxiv

Ontario Securities Regulations (National Instrument 45-106 s. 2.38) contains an exemption for securities issued by charities and benevolent societies (which we understand means public benefit non-profits), recognizing that the public does not need the same protections when investing in non-profits. That exemption requires that these conditions be met:

- The organization is organized exclusively for educational, benevolent, fraternal, charitable, religious or recreational purposes and be a non-profit.
- No part of the net earnings of the organization benefit any security holder of the issuer (this does not prevent the payment of interest, provided the interest rate is at or below “market”).
- No commission or other remuneration is paid in connection with the sale of the security.

Although it would be ideal to have greater clarification of the term “benevolent,” it is reasonably clear that a non-profit organization in Ontario can confidently proceed with the implementation of Community Bonds as long as they are organized for public benefit and all proceeds are invested in said public benefit: in other words, no individual is profiting from the transaction.

Trust Agreement: In order to secure a Community Bond, you must have a trustee hold security on behalf of the individual bond holders, and act on the instruction of the Bondholders if default occurs and security needs to be realized. This requires that you have a Trust Agreement drawn up, which defines the role of the trustee who, in turn, confirms each of the Bonds is secured by the security the trustee holds in the Bond and related security. The trustee will ensure the appropriate documentation and registration of the mortgage charge on the property are in place. Sometimes larger financial securities or trust companies can fulfill the role of trustee, however their fee schedules can be out of reach for smaller bond issues.
All of this means that if you are a charity or non-profit, you are likely able to solicit investment from your community. However, it is essential that your particular circumstances be reviewed by a lawyer knowledgeable in this area in your specific jurisdiction.

4.2.2 – Strengths & Weaknesses of the Non-profit Model

<table>
<thead>
<tr>
<th>Category</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>- Allows for tighter control of who is a member and who is a director</td>
<td>- Creates a separation between beneficiary and benefactor</td>
</tr>
<tr>
<td></td>
<td>- Simplifies governance due to a smaller number of active members</td>
<td></td>
</tr>
<tr>
<td>Complexity of Offering</td>
<td>- Broader exemptions under the National Instrument than Ontario-based co-operatives under the Co-op Act</td>
<td>- Detailed documentation required upfront</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Trustee required for bondholders</td>
</tr>
<tr>
<td>Flexibility</td>
<td>- Non-profit status reduces or removes tax burden</td>
<td>- Bond offering provides less flexibility than shares, although floating rates or rates tied to performance can be sought</td>
</tr>
</tbody>
</table>

4.3 – Discussion Questions

The following discussion questions are important considerations for Huron County and its key stakeholders when determining the appropriate model.

Table 13. Discussion Questions to Determine Appropriate Model

<table>
<thead>
<tr>
<th>Question</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. What level of resident control is optimal?</td>
<td>Based on conversations with the Department to date, it appears that resident control is not a requirement. The co-operative model requires that residents have some governance control.</td>
</tr>
<tr>
<td>2. What level of investor control is optimal?</td>
<td>Similarly, based on conversations with the Department, it appears that investor control is quite important. The non-profit model allows investors to control the governance process directly without resident input.</td>
</tr>
<tr>
<td>3. Does the form change the requirements under FSCO as a mortgage broker or brokerage?</td>
<td>This will require additional research or consultation with a lawyer to determine.</td>
</tr>
</tbody>
</table>
5. Securities: Bonds and Shares

5.1 - Payment Schedule

A five-year GIC is currently being offered for 2.2% by Kindred Credit Union. In 3.2 – Mortgage Offering, the rate charged to the tenant was 5%. If a bond or preference share is offered to investors at a rate of 3%, this remains competitive with current GIC rates, while leaving a 2% spread for the organization. The bond or preference share is secured by the property as either a first or second mortgage depending on whether sufficient funds are raised to complete the project without a bank mortgage.

<table>
<thead>
<tr>
<th>Table 14. Terms for Community Investors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Raise Amount</td>
</tr>
<tr>
<td>Interest Rate</td>
</tr>
<tr>
<td>Years</td>
</tr>
<tr>
<td>Features</td>
</tr>
</tbody>
</table>

Table 15 contains a repayment schedule for investors. Interest is paid for one additional year than it is collected to account for construction, however, investors could agree that interest is not paid unless the home is occupied. Principal is repaid upon sale of the property. The different between interest paid to investors and interest received from the tenant is $4,770.92 which can be used for maintenance while the property is owned, or for administrative costs.

<table>
<thead>
<tr>
<th>Table 15. Investor Repayment Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>repayment schedule</td>
</tr>
<tr>
<td>Year</td>
</tr>
<tr>
<td>0</td>
</tr>
<tr>
<td>1</td>
</tr>
<tr>
<td>2</td>
</tr>
<tr>
<td>3</td>
</tr>
<tr>
<td>4</td>
</tr>
<tr>
<td>Totals</td>
</tr>
</tbody>
</table>

5.2 - RRSP Eligibility

Initial testing of this model should rely on institutional investors in order to reduce administrative costs and to ensure that investors have a strong understanding of the associated risks. In the future, the organization can consider offering the securities to retail-level investors.

Both non-profits and co-operatives are able to issue eligible securities (TFSA & RRSP). The process, however, is time consuming and costly to both the organization and investors. TFSAs and RRSPs are compelling investment vehicles because they allow community members an avenue for investing locally while saving for their retirements. Investments already within a TFSA or RRSP can be redirected to invest in the organization.

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The Income Tax Act only allows non-profit bonds to be held within an RRSP account if it is mortgage secured. In this case, the properties are securing the investments which should allow for RRSP eligibility.xxvi

Evidence of market interest is limited due to the early stage of development of co-operative and non-profit RRSP-eligible securities. Anecdotally, between 20% and 50% of retail-level investors choose to contribute via RRSP.

Unlike traditional RRSPs though, a special self-directed account needs to be established by the investor with a willing financial institution. These accounts come with high costs. Table 16 compares the return before and after fees experiences by members of a renewable energy co-operative. The return decreased from 6.13% to 4.53% for a $10,000 investment when a member opted to invest via a self-directed RRSP account. For small investors (<$5,000) the fees can absorb a significant amount or all of the return. This may be a problem for investors for whom a return is important, while others may be happy with a near 0% return for a local investment opportunity that can use existing RRSPs.

Table 16. Impact of RRSP Fees on $10,000 5-Year Self-Amortizing Bond

<table>
<thead>
<tr>
<th>Account Fees</th>
<th>Trans. Fees</th>
<th>Total Fees</th>
<th>$10,000 Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>$250</td>
<td>$250</td>
<td>$500</td>
<td>$11,860 After Fees</td>
</tr>
</tbody>
</table>

Adapted from http://cedco-op.com/files/Investment%20Returns%20-%20CWCF%20Fees.pdf

6.13% 4.53%

Insufficient data is available for Huron County. However, for an example of the opportunity presented by RRSP eligible investments, Table 17 shows the contributions made in 2016 by residents of Owen Sound and Stratford. In each community, investors contributed approximately $33 million to RRSP in one year alone. Capturing just 1% of that for community-based investments would represent $330,000 for Huron County.
Table 17. RRSP Contributions of Stratford and Owen Sound

<table>
<thead>
<tr>
<th>Geography</th>
<th>Registered Retirement Savings Plan (RRSP) contributor characteristics</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stratford, Ontario</td>
<td>Number of tax filers</td>
<td>25,330</td>
</tr>
<tr>
<td></td>
<td>Total RRSP contributors (number)</td>
<td>5,800</td>
</tr>
<tr>
<td></td>
<td>Total RRSP contributions (dollars x 1,000)</td>
<td>34,035</td>
</tr>
<tr>
<td></td>
<td>Median RRSP contributions (dollars)</td>
<td>2,500</td>
</tr>
<tr>
<td>Owen Sound, Ontario</td>
<td>Number of tax filers</td>
<td>29,830</td>
</tr>
<tr>
<td></td>
<td>Total RRSP contributors (number)</td>
<td>5,320</td>
</tr>
<tr>
<td></td>
<td>Total RRSP contributions (dollars x 1,000)</td>
<td>33,555</td>
</tr>
<tr>
<td></td>
<td>Median RRSP contributions (dollars)</td>
<td>2,400</td>
</tr>
</tbody>
</table>

5.3 – Discussion Questions
The following are important discussion questions to be considered by Huron County and its key stakeholders in determining investment terms and the requirement to pursue retail-level investors.

<table>
<thead>
<tr>
<th>Question</th>
<th>Commentary</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Do investors want their money back quickly, or is this a long-term investment?</td>
<td>Under this scenario, the investors could see their funds returned in under 5 years. If they agree to a longer-term investment, the return can be recycled.</td>
</tr>
<tr>
<td>2. Are investors willing to accept a condition that interest is only paid during years in which the property is occupied?</td>
<td>If accepted, this condition would reduce the risk to the development organization of making payment during the year of construction, or during a period where the house is not occupied. The return to investors would decrease and the difference between interest paid by the tenant and interest paid to the investors will increase, generating greater earnings for the organization.</td>
</tr>
<tr>
<td>2. Is there sufficient institutional investments in the short and long term to grow the initiative, or will retail-level investments become important soon?</td>
<td>Focusing on institutional investors lowers the risk of accepting investments from an individual who does not fully understand the risks of the investment. It also lowers your administrative costs. If possible, maintain this strategy in the short and medium term.</td>
</tr>
</tbody>
</table>

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6. Recommended Pilot

Notwithstanding changes to the model that will come as a result of answering the discussion questions, and receiving appropriate legal and accounting advice, the following is a brief recommendation for a small-scale pilot.

6.1 – Target Market

The organization will target the following household scenarios:

- **Scenario 4**: Dual income household, one at $20/hour for 37.5 hours/week, and one at $15/hour for 20 hours/week
- **Scenario 5**: Dual income household, both at $15/hour for 37.5 hours/week
- **Scenario 6**: Dual income household, both at $25/hour for 37.5 hours/week

The defining characteristic of these households is that they are able to meet monthly payments while remaining below the 30% CMHC affordability threshold. The target should be updated once the cost of the property is determined.

While the focus on Scenarios 4 through 6 does not address the affordability needs for all in Huron County, it satisfies the needs of a distinct group. If successful, this model can be amended in the future to target lower income households by reducing the cost of the home.

6.2 – Service Offering

The organization will work with a local contractor to build homes that are affordable. Key features include:

- **Higher Number of Rooms per Home**: Newcomers often have larger families and homes with three or more bedrooms often increase the overall footprint of the house. Homes that are compact with three or more bedrooms are affordable while meeting the needs of larger families.
- **Compact Design**: Single-detached houses increase the cost because of idle land. Townhouses increases the density and allows more people to be housed per parcel of land.
- **Accessibility**: Lower income individuals often rely on public transit and other municipal or settlement services, including language and employment services. Although land further from the urban core can be acquired at a discount, it can create barriers for the inhabitants.
- **Energy Efficiency**: Modern building standards, including LEED and Passive House, significantly decrease utility costs while improve occupancy comfort. These standards should be considered to lower the default risk associated with high energy bills. The associated environmental benefits are important and can contribute to the narrative of the project.

Consultations with prospective tenants should be conducted throughout the design stage in order to increase the market fit and ensure high demand for the resulting properties.

A small-scale pilot should be conducted prior to rolling out a more substantial intervention. Pilots are particularly important for innovative projects such as this because they allow for confirming market fit, testing organizational & financial capacity, and evaluating performance & partnerships. It is important to
remember that the first iteration will be more resource intensive because of limited standardization and unforeseen challenges. Huron County and its key stakeholders should consider the minimum size for a pilot that would demonstrate the effectiveness of the model (ex. 5 townhouses).

Key features of the agreement with the tenant include:

1. Residents must receive independent legal advice as to the risks and benefits associated with entering into a rent-to-own contract with the organization.
2. The organization will ensure that it is in full compliance with all relevant legislation, including tenancy and human rights legislation.
3. The tenant is not required to buy a right to purchase. Tenancy and mortgage approval is sufficient for eligibility.
4. A fixed premium is disclosed up front but the organization does not charge a fee tied to property appreciation.

6.3 – Development and Partnerships

The organization will contract out all construction services to a licensed local contractor, with external skills brought in if necessary to complete design features.

The organization will need experienced leadership to manage construction, rental, and financial activities. Because the model sees ownership transferred (at time of sale) to the tenant, there is not the opportunity for long-term revenue. Instead, revenue is dependent on the construction, short-term rental, and sale of houses. It is unlikely that the organization will produce enough houses in a given year to cover all of its own costs, including the salary of competent staff.

Huron County has indicated that it is not the intention of the municipality to deliver this program directly. Instead, a partnership should be built with a trusted charitable organization in the community that has experienced leadership and a history of operating affordable housing to newcomers. This arrangement can occur in the following form:

- A separate organization is incorporated to raise investment dollars, contract the construction of the homes, and rent the property. This organization has greater flexibility as it is not a registered charity, and it maintains its own board of directors and insurance.
- The organization contracts the charity to provide management services, recruit the tenant, and support the tenant in meeting their obligations. While careful consideration will be required to ensure that these activities are permissible under Canadian charitable law, it is believed that this approach is permissible as the charity will be conducting activities consistent with the provision of affordable housing and the alleviation of poverty.
- The charity is able to cover its costs by the fees it charges the organization and the charity is exposed to less risk by remaining at arm’s length.
- The charity may be able to solicit donations and raise funds from a foundation to support administrative costs and programming that relates to affordable housing and the alleviation of poverty.
The organization will develop a relationship with a local credit union or a bank so as to increase the likelihood of mortgage approval. While the tenant will be permitted to use a different mortgage provider, the relationship built by the organization is necessary because of the novelty of the arrangement.

6.4 – Legal Form & Governance
A non-profit should be incorporated with an independent board of directors. The non-profit model has greater alignment with the ambitions of Huron County than a co-operative. Specifically, a non-profit allows greater control over who is a member.

Further discussion is required to determine the composition of the membership. It could, however, include representatives from Huron County, large employers who intend to invest in the non-profit, and mission-aligned non-profits or charities that provide content expertise and credibility. Legal advice should be sought as to whether the partnering charitable organization should be a member, or if separation should be maintained to satisfy Canada’s charitable laws and to minimize exposure to risks.

6.5 – Financial Model
The organization will raise funds from members in the form of issued debentures. Initially, only institutional investors who are members of the non-profit will be eligible to purchase debentures. This approach limits the risk to investors as they have greater knowledge and control over their investment, and engagement is simplified for the non-profit as it does not need to accommodate retail-level investors.

Once the model has been validated, investments should be opened up to allow for retail-level investors and the use of RRSP investments.

The ongoing expenses of the organization will be significant. Table 18 provides a rough sketch of expenses that the organization may face. Note that this does not include start-up legal and accounting costs, or trusteeship and RRSP costs if those options are selected. To highlight the importance of the charitable partnership, the expenses are considered with and without a partner.

Table 18. Expenses, Compared by Standalone or Partnership

<table>
<thead>
<tr>
<th>Expense</th>
<th>Standalone</th>
<th>Partnership</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>$8,983.50</td>
<td>$2,000.00</td>
<td>Accounting inline with ASPE standards (does not include ongoing accounting support and bookkeeping)</td>
</tr>
<tr>
<td>Administration</td>
<td>$120.00</td>
<td>$120.00</td>
<td>Assumed $10/month for basic stationary and office-based printing. No office rent</td>
</tr>
<tr>
<td>Bank Fees</td>
<td>$400.00</td>
<td>$400.00</td>
<td>Including transaction charges.</td>
</tr>
<tr>
<td>Bookkeeping</td>
<td>$5,030.76</td>
<td>$0.00</td>
<td>Based on quote from BDO with up to 20 transactions per month</td>
</tr>
<tr>
<td>Governance &amp; Engagement</td>
<td>$750.00</td>
<td>$750.00</td>
<td>Member &amp; investor engagement including printing, recruitment materials, food for AGM and member events, etc.</td>
</tr>
</tbody>
</table>

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The Cooperators offers General Liability, and Officers’ & Directors’ Liability insurance. This figure is a rough estimate of the costs for this model.

<table>
<thead>
<tr>
<th>Service</th>
<th>Amount</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance - Organization</td>
<td>$2,000.00</td>
<td>$1,000.00</td>
</tr>
<tr>
<td>Legal</td>
<td>$3,200.00</td>
<td>$3,200.00</td>
</tr>
<tr>
<td>Marketing &amp; Promotions</td>
<td>$600.00</td>
<td>$600.00</td>
</tr>
<tr>
<td>Misc.</td>
<td>$200.00</td>
<td>$200.00</td>
</tr>
<tr>
<td>Wages</td>
<td>$60,000.00</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Web, IT &amp; Communications</td>
<td>$500.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Travel</td>
<td>$150.00</td>
<td>$150.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$81,934.26</td>
<td>$38,420.00</td>
</tr>
</tbody>
</table>

It is too early at this stage to create a more detailed budget as it will be largely dependent upon the charitable partner and whether member organizations are able to provide in-kind services or additional supports to reduce costs. Instead, the purpose of this expense exercise is to demonstrate the high costs of the organization. It is worth considering where a non-profit or charitable partner with sufficient capacity and high standards might be interested in pursuing this initiative. For example:

- Huron County initiates the organization and pays startup legal & accounting fees
- Huron County recruits initial investors
- The partner NGO provides staffing and backend support (ex. bookkeeping)
- Huron County and the partner NGO pilot first initiative together
- Long-term, the NGO offers administrative support to the organization, which has a distinct board of directors

The nature of the model is such that long-term recurring revenue is not possible as the properties are sold to the tenant.

The example given in 3.2 – *Mortgage Offering* included a premium of $7,748.25 at the time of sale. Amortized over 5 years (cycle of raise, build, sell that was used to assign a 5-year term to the bond), this results in earnings of $1,549.65. 5.1 – *Payment Schedule* found that the interest rate spread would result in annual revenue of $954.18 for the organization. If, as suggested, interest is only paid once the property is occupied, earnings on this spread increase to $1,914. The combined annual income is $3,463.65.

It is important to note that this income will not be paid regularly (ex. cash only comes in when the property is rented and when it is sold). Cash flow will be a challenge which further highlights the important of partnership and in-kind contributions of members.
Finally, many of the identified costs are fixed, whereas the revenue changes as the number of houses currently being rented increases. Based on the rough numbers provided here, 12 properties are required to break even. This is another factor to consider when determining the size for a pilot.
Appendix A. Huron County Single-Detached Home Prices
The following table compares the price of single-detached homes in Huron County. MLS data secured by the Department was used to produce this table.

<table>
<thead>
<tr>
<th>Location</th>
<th>&lt;= 2 Beds</th>
<th>3 Beds</th>
<th>4+ Beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ashfield-Colborne-Wawanosh</td>
<td>$168,689.00</td>
<td>$319,815.00</td>
<td>$464,688.00</td>
</tr>
<tr>
<td>Bluewater</td>
<td>$352,339.00</td>
<td>$351,606.00</td>
<td>$436,694.00</td>
</tr>
<tr>
<td>Central Huron</td>
<td>$145,149.00</td>
<td>$263,007.00</td>
<td>$457,120.00</td>
</tr>
<tr>
<td>Goderich Town</td>
<td>$245,594.00</td>
<td>$260,840.00</td>
<td>$268,370.00</td>
</tr>
<tr>
<td>Howick Township</td>
<td>$142,943.00</td>
<td>$237,822.00</td>
<td>$315,573.00</td>
</tr>
<tr>
<td>Huron East</td>
<td>$176,088.00</td>
<td>$224,230.00</td>
<td>$261,784.00</td>
</tr>
<tr>
<td>Morris Turnberry</td>
<td>$171,140.00</td>
<td>$250,288.00</td>
<td>$451,357.00</td>
</tr>
<tr>
<td>North Huron</td>
<td>$154,108.00</td>
<td>$197,471.00</td>
<td>$222,352.00</td>
</tr>
<tr>
<td>South Huron</td>
<td>$179,105.00</td>
<td>$251,771.00</td>
<td>$331,239.00</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>$192,795.00</strong></td>
<td><strong>$261,872.22</strong></td>
<td><strong>$356,575.22</strong></td>
</tr>
</tbody>
</table>

These figures are not used in the report because:

- They are not directly comparable with the CMHC data used elsewhere in the report which categorizes homes by type (ex. row house) and not by the number of bedrooms. This additional layer of analysis is useful because row houses increase density on a given parcel of land (i.e. row house is a more efficient use of land than a single-detached home and could lower costs).
- The number of bedrooms is not necessarily proportionate to the total square footage. A house with a higher price may have more bedrooms but it also may have larger bedrooms, multiple bathrooms, and larger common areas. Huron County and its partners are able to design a floor plan that maximizes the use of square footage in the home.

The results of the analysis in this report are generalizable to the Huron County context:

- **CMHC:** The price used for a single-detached house in this report is $259,496. This price is an average of CMHC data for nearby communities.
- **MLS:** A 3 bedroom home sells for an average cost of $261,872 (1% > CMHC price), with the average of all home prices at $270,414 (3% > CMHC price).

The added level of analysis possible with the CMHC price data justifies the price discrepancy.

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Terms & Definitions

Huron County Economic Development defines market housing as:

*Permanent residential housing made available to (Canadian) residents without public-sector support that is commonly available.*

In addition attainable housing is defined as:

*Marketing housing that an individual employed full time\(^1\) on a living wage (i.e. > $17.44) could reasonably expect and afford.*

Background

Ontario is experiencing a workforce shortage\(^2\), an issue expected to worsen\(^3\). Huron County’s *Workforce Attraction & Retention Strategy 2018-2020* identified a lack of attainable housing as one of the areas that needed to be addressed. The strategy noted several initiatives that would help define the issue and implement possible solutions. The following report outlines the status of market housing in Huron County. This report presents information on how the housing market has changed since 2006 and the impacts on the value and availability of homes.

---

\(^1\) https://www150.statcan.gc.ca/n1/pub/71-543-g/2012001/part-partie3-eng.htm
\(^3\) https://www.conferenceboard.ca/economics/hot_eco_topics/default/hot-topics-in-economics-blog/2013/11/11/a_labour_market_shortage_of_1_million_by_2020_where_we_stand_today.aspx
Housing Supply

The population of Huron County has remained relatively stable over the past 13+ years at approximately 60,000. **Table 1** presents census data on population and number of dwellings since 2006.

**Table 1**: Huron County: Population vs Housing supply

<table>
<thead>
<tr>
<th>Year</th>
<th>Population of Huron County</th>
<th>Number of Dwellings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>59,325</td>
<td>22,900</td>
</tr>
<tr>
<td>2011</td>
<td>59,100</td>
<td>23,600</td>
</tr>
<tr>
<td>2016</td>
<td>59,297</td>
<td>24,200</td>
</tr>
</tbody>
</table>

**Table 1** illustrates that while the population has remained largely unchanged, the number of dwellings has increased. This indicates that the number of persons per dwelling has steadily decreased since 2006.

**Figure 1** illustrates the historic housing supply by structure type over the period between 2006 and today (June 2019). To better illustrate changes over time, structure types with historically lower numbers use the right axis, while those with higher numbers use the left axis.

**Figure 1** illustrates that the predominant structure type throughout the county is the Single Family Detached home. In that category, the number of homes increased by 7.1% over the 23 year period (an annualized increase of ~0.5%/yr).

After remaining relatively flat, there has been a marked increase in the number of semi-detached homes built between 2017 and 2019.

More Condominiums are also coming online, increasing from less than 30 to just shy of 200 today. While this is promising, feedback from the Huron County Planning Department indicates that some owners of apartment buildings (captured under 7+ unit buildings in **Figure 1**) are converting their buildings from single ownership to condominiums. While these conversions certainly do not explain all of the new condominiums units, it could explain part of the decrease observed in 7+ unit buildings since 2017. Data on the extent to which this is occurring is not readily available.

The 3-6 unit buildings and 7+ unit buildings are the structure types typically associated with rental housing. There have been 20 additional 3-6 unit buildings constructed since 2006, while the number of 7+ unit buildings has decreased from its peak of 90 units in 2017 to 82 today. As mentioned above, some of that decrease may be due to converting buildings to condominium.

---

4 Statistics Canada Census Data
Note that Single Family Detached Permanent, Seasonal/Recreational and Semi-Detached use the left axis scale. Residential Condominium, 3-6 Unit Buildings, and 7+ Unit Buildings use the right axis scale.

MPAC Data. Source data available in Appendix A. See Table A-1. Structure type data broken down by MPAC property code found in Table A-2.
Housing Demand

Housing demand is measured largely through sales, listing and pricing data available through the Multiple Listings Service (MLS) and MPAC selling price data.

Home Sales from Huron County from the last 13+ years are relatively steady as shown in Figure 2. There was a notable drop in sales in the years following the economic downturn in 2008-2009. However, after 2012 demand for 3+ bedroom homes rises culminating in 2015, followed immediately by a rise in demand for bungalows culminating in 2017. After each peak, the number of sales decreases markedly.

2012 marks the first year sales begin to increase following their low point in 2011. As such, the years following 2012 will be investigated more closely.

---

6 Multiple Listings Service Historical Data. See Table A-3 for source data.
Figure 3 illustrates the number of listings throughout Huron County broken down by “Expired” and “Sold Closed”. “Expired” means that the home was listed, did not sell, and was subsequently de-listed. “Sold Closed” indicates that the home sold. The data indicate that while the number of homes sold increased from 2012 to 2018, the number of homes listed but not selling correspondingly decreased between 2014 and 2017. Looking at the data slightly differently, in 2012 slightly less than half the number of homes listed did not sell. In 2017, only 15% of homes listed did not sell.

Looking at the total number of Listings (adding up both “Expired” and “Sold” in each year), the total listings peaked in 2015 and have decreased steadily since.

---

7 Multiple Listings Service Historical Data. See Appendix A Table A-4 for source data.
Figure 4 adds further insight into the housing market by illustrating the average number of days a home is on the market before selling. Days on market peaks in 2014 at just over four months. This value is cut in half by 2016 and has continued to marginally decrease.

Figure 4: Average Number of Days on Market for Homes Sold

---

8 Multiple Listings Service Historical Data. See Appendix A Table A-5 for source Data
Figure 5 again breaks down home listings by those that “Expired” and those that sold. Between 2012 and 2015, the price homes that were pulled from the market were only priced 35%-40% higher than those that sold. However, that difference increases dramatically to that point that in 2018, homes that don’t sell are priced almost twice as high as those that do.

The high level data identified in Figures 1 through 5 corresponds to experiences shared by Huron County Realtors at the recent Realtor Roundtable hosted by the Huron County Economic Development Department. Namely, that there is extremely high demand and an insufficient number of home listings (i.e. supply) to meet that demand.

---

9 Multiple Listings Service Historical Data. See Appendix A Table A-6 for source Data
Affordability

Figure 6 illustrates a marked departure from the average single detached home sale price versus the median household income in Huron County. As noted in the table and corresponding chart, there is a growing gap between income levels and home prices in Huron County.

The Community Investment for Affordable Housing report by Scaled Purpose Inc. outlined affordability against a number of different income scenarios. In the report it demonstrated single-detached units are more expensive than semi-detached and row house units across in 3 of the largest population centres across the region. It also concluded that at a minimum households with a single-earner must earn $25/hr to afford 1-bedroom rental units. It also concluded home ownership is attainable only for dual-income homes below income levels of $25/hr.

10 Median Income Data from Statistics Canada. Source data available in Appendix A. See Table A-7.
11 Average Single Detached Home data from MPAC historical home sales. Source data available in Appendix A. See Table A-7.
**Conclusion**

The data paint a very concerning picture of Huron County’s housing market.

1. The supply of housing has not significantly increased over the past 15 years (see Figure 1).
2. The number of homes sold in Huron County peaked in 2017 and has decreased since (see Figures 2 and 3);
3. Significantly more homes that are listed end up selling now than they did in 2012 (see Figure 3);
4. The total number of homes listed in 2018 (i.e. the supply) was 25% lower than the peak in 2015 (see Figure 3)
5. Homes are, on average, selling twice as quickly in 2018 as they did in 2012 (see Figure 4);
6. Homes that were listed but did not sell are priced significantly higher than those that do (see Figure 5)
7. Since 2006, the gap between home prices and income has increased to the point where the average home is priced almost 2.5 times Huron County’s median income (see Figure 6).

Based on the data presented above, the following conclusions may be drawn:

1. Based on the decreased number of homes listed and the dramatically increased average home price, demand for housing outstrips supply.
2. The increase in home prices means that more and more Huron County residents are priced out of the housing market.
Appendix A

Source Data
### Table A-1: Huron County Housing Supply by Structure Type

<table>
<thead>
<tr>
<th>Structure Type</th>
<th>2006</th>
<th>2011</th>
<th>2017</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single Family Detached</td>
<td>13654</td>
<td>13896</td>
<td>14295</td>
<td>14621</td>
</tr>
<tr>
<td>Semi-Detached</td>
<td>1020</td>
<td>1007</td>
<td>1018</td>
<td>1110</td>
</tr>
<tr>
<td>Condominium</td>
<td>28</td>
<td>90</td>
<td>178</td>
<td>195</td>
</tr>
<tr>
<td>3-6 Unit Buildings</td>
<td>145</td>
<td>150</td>
<td>161</td>
<td>165</td>
</tr>
<tr>
<td>7+ Unit Buildings</td>
<td>85</td>
<td>84</td>
<td>90</td>
<td>82</td>
</tr>
<tr>
<td>Seasonal/Recreational</td>
<td>2487</td>
<td>2540</td>
<td>2549</td>
<td>2566</td>
</tr>
</tbody>
</table>

### Table A-2: Raw MPAC Data by Property Code

<table>
<thead>
<tr>
<th>MPAC Code</th>
<th>Description</th>
<th>Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>301</td>
<td>Single-family detached (not on water)</td>
<td>13417, 13650</td>
</tr>
<tr>
<td>302</td>
<td>More than one structure used for residential purposes</td>
<td>67, 64, 61, 61</td>
</tr>
<tr>
<td>303</td>
<td>Residence with a commercial/industrial unit</td>
<td>188, 166, 161, 149</td>
</tr>
<tr>
<td>304</td>
<td>Residence with a commercial/industrial use building</td>
<td>80, 78, 61, 30</td>
</tr>
<tr>
<td>305</td>
<td>Link home</td>
<td>26, 26, 26, 26</td>
</tr>
<tr>
<td>307</td>
<td>Community lifestyle</td>
<td>0, 10, 17, 18</td>
</tr>
<tr>
<td>309</td>
<td>Freehold Townhouse/Rowhouse</td>
<td>162, 239, 272, 398</td>
</tr>
<tr>
<td>311</td>
<td>Semi-detached residential</td>
<td>141, 148, 154, 157</td>
</tr>
<tr>
<td>313</td>
<td>Single family detached on water</td>
<td>237, 246, 256, 313</td>
</tr>
<tr>
<td>314</td>
<td>Clergy Residence</td>
<td>12, 10, 10, 8</td>
</tr>
<tr>
<td>322</td>
<td>Semi-detached with both units under one ownership</td>
<td>239, 166, 155, 154</td>
</tr>
<tr>
<td>332</td>
<td>Duplex</td>
<td>143, 146, 154, 161</td>
</tr>
<tr>
<td>333</td>
<td>Residential property with three self-contained units</td>
<td>55, 56, 55, 56</td>
</tr>
<tr>
<td>334</td>
<td>Residential property with four self-contained units</td>
<td>42, 46, 54, 57</td>
</tr>
<tr>
<td>335</td>
<td>Residential property with five self-contained units</td>
<td>14, 15, 16, 15</td>
</tr>
<tr>
<td>336</td>
<td>Residential property with six self-contained units</td>
<td>21, 19, 18, 18</td>
</tr>
<tr>
<td>340</td>
<td>Multi-residential, with 7 or more self-contained units (excludes row-housing)</td>
<td>74, 73, 79, 78</td>
</tr>
</tbody>
</table>

---

12 MPAC Data. Raw source data available in Appendix A. See Table A-1.
13 Corresponds to the sum of MPAC Property Codes 301 and 313
14 Corresponds to the sum of MPAC Property Codes 302, 303, 304, 309, 311, 322, and 332
15 Corresponds to MPAC Property Code 370
16 Corresponds to the sum of MPAC Property Codes 333, 334, 335, 336, and 350
17 Corresponds to the sum of MPAC Property Codes 340, 341, and 352
18 Corresponds to the sum of MPAC Property Codes 391, 392, and 395
19 Indicates that the property is not a waterfront property. May have full municipal services.
20 Indicates that the property is a waterfront property. May not have municipal services.
<table>
<thead>
<tr>
<th>MPAC Code</th>
<th>Description</th>
<th>Year 2006</th>
<th>Year 2011</th>
<th>Year 2017</th>
<th>Year 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>341</td>
<td>Multi-residential, with 7 or more self-contained residential units, with small commercial unit(s)</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>350</td>
<td>Row housing, with three to six units under single ownership</td>
<td>13</td>
<td>14</td>
<td>18</td>
<td>19</td>
</tr>
<tr>
<td>352</td>
<td>Row housing, with seven or more units under single ownership</td>
<td>10</td>
<td>10</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>360</td>
<td>Rooming or boarding house</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>363</td>
<td>House-keeping cottages - no American Plan</td>
<td>1</td>
<td>28</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>370</td>
<td>Residential Condominium</td>
<td>28</td>
<td>90</td>
<td>178</td>
<td>195</td>
</tr>
<tr>
<td>374</td>
<td>Cooperative housing - non-equity</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>381</td>
<td>Mobile home</td>
<td>134</td>
<td>121</td>
<td>113</td>
<td>108</td>
</tr>
<tr>
<td>382</td>
<td>Mobile home park</td>
<td>10</td>
<td>3</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>383</td>
<td>Bed and breakfast establishment</td>
<td>3</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>391</td>
<td>Seasonal/recreational dwelling - first tier on water</td>
<td>1441</td>
<td>1463</td>
<td>1448</td>
<td>1458</td>
</tr>
<tr>
<td>392</td>
<td>Seasonal/recreational dwelling - second tier on water Count</td>
<td>559</td>
<td>550</td>
<td>562</td>
<td>570</td>
</tr>
<tr>
<td>395</td>
<td>Seasonal/recreational dwelling - not located on water Count</td>
<td>487</td>
<td>527</td>
<td>539</td>
<td>538</td>
</tr>
<tr>
<td></td>
<td><strong>Total Number of Residential Structures</strong>&lt;sup&gt;21&lt;/sup&gt;</td>
<td><strong>17612</strong></td>
<td><strong>17972</strong></td>
<td><strong>18475</strong></td>
<td><strong>18918</strong></td>
</tr>
</tbody>
</table>

Table A-3 Huron County Housing Supply by Structure Type

<table>
<thead>
<tr>
<th>Year</th>
<th>Bungalows</th>
<th>3+ Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>305</td>
<td>483</td>
</tr>
<tr>
<td>2008</td>
<td>281</td>
<td>446</td>
</tr>
<tr>
<td>2009</td>
<td>274</td>
<td>402</td>
</tr>
<tr>
<td>2010</td>
<td>274</td>
<td>428</td>
</tr>
<tr>
<td>2011</td>
<td>262</td>
<td>357</td>
</tr>
<tr>
<td>2012</td>
<td>297</td>
<td>393</td>
</tr>
<tr>
<td>2013</td>
<td>360</td>
<td>483</td>
</tr>
<tr>
<td>2014</td>
<td>367</td>
<td>513</td>
</tr>
<tr>
<td>2015</td>
<td>382</td>
<td>566</td>
</tr>
<tr>
<td>2016</td>
<td>366</td>
<td>497</td>
</tr>
<tr>
<td>2017</td>
<td>454</td>
<td>471</td>
</tr>
<tr>
<td>2018</td>
<td>317</td>
<td>455</td>
</tr>
</tbody>
</table>

<sup>21</sup> Note that the “Total Dwellings” illustrated in Table 1 are significantly different than the “Total Number of Residential Structures” identified in Table 2. This is due to the fact that many structures identified in Table 2 include more than one dwelling.
### Table A-4 Count of Home Listings

<table>
<thead>
<tr>
<th>Listing Status</th>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expired</td>
<td></td>
<td>536</td>
<td>497</td>
<td>493</td>
<td>427</td>
<td>305</td>
<td>165</td>
<td>128</td>
</tr>
<tr>
<td>Sold Closed</td>
<td></td>
<td>638</td>
<td>663</td>
<td>694</td>
<td>772</td>
<td>830</td>
<td>893</td>
<td>665</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>1174</td>
<td>1160</td>
<td>1187</td>
<td>1199</td>
<td>1135</td>
<td>1058</td>
<td>793</td>
</tr>
</tbody>
</table>

### Table A-5 Average Number Days on Market – Closed Sold Properties\(^\text{22}\)

<table>
<thead>
<tr>
<th>Listing Status</th>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Days on Market</td>
<td>85</td>
<td>101</td>
<td>123</td>
<td>118</td>
<td>63</td>
<td>62</td>
<td>59</td>
<td></td>
</tr>
</tbody>
</table>

### Table A-6 Average Price Data for Listed Properties\(^\text{23}\)

<table>
<thead>
<tr>
<th>Average Price</th>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expired</td>
<td></td>
<td>$285,102</td>
<td>$266,022</td>
<td>$298,112</td>
<td>$289,333</td>
<td>$354,111</td>
<td>$446,045</td>
<td>$591,623</td>
</tr>
<tr>
<td>Sold Closed</td>
<td></td>
<td>$205,120</td>
<td>$210,728</td>
<td>$228,443</td>
<td>$230,058</td>
<td>$242,737</td>
<td>$268,838</td>
<td>$299,822</td>
</tr>
</tbody>
</table>

### Table A-7: Huron County: Home Sales vs Median Household Income

<table>
<thead>
<tr>
<th>Year</th>
<th>Avg. Single Detached Home Sale Price(^\text{24})</th>
<th>Median Household Income(^\text{25})</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>$155,000</td>
<td>$51,654</td>
</tr>
<tr>
<td>2007</td>
<td>$160,751</td>
<td>$52,942</td>
</tr>
<tr>
<td>2008</td>
<td>$166,714</td>
<td>$54,229</td>
</tr>
<tr>
<td>2009</td>
<td>$172,899</td>
<td>$55,517</td>
</tr>
<tr>
<td>2010</td>
<td>$179,314</td>
<td>$56,804</td>
</tr>
<tr>
<td>2011</td>
<td>$185,967</td>
<td>$58,092</td>
</tr>
<tr>
<td>2012</td>
<td>$195,098</td>
<td>$59,662</td>
</tr>
<tr>
<td>2013</td>
<td>$204,677</td>
<td>$61,233</td>
</tr>
<tr>
<td>2014</td>
<td>$214,726</td>
<td>$62,803</td>
</tr>
<tr>
<td>2015</td>
<td>$225,270</td>
<td>$64,374</td>
</tr>
<tr>
<td>2016</td>
<td>$236,330</td>
<td>$65,944</td>
</tr>
<tr>
<td>2017</td>
<td>$247,934</td>
<td>$67,593</td>
</tr>
<tr>
<td>2018</td>
<td>$262,984</td>
<td>$69,282</td>
</tr>
<tr>
<td>2019</td>
<td>$278,947</td>
<td>$71,014</td>
</tr>
</tbody>
</table>

* Annual data not available so the table shows estimates for some years.

\(^{22}\) MLS Historical Data
\(^{23}\) MLS Historical Data
\(^{24}\) MPAC Data
\(^{25}\) Data based on average of data available that included seven of the nine Huron County municipalities. Howick and Morris-Turnberry data was not available through Census Canada 2006.
RECOMMENDATION:
THAT the Council of the Township of North Huron hereby receives the report prepared by the Director of Recreation & Community Services, dated March 2, 2020, regarding Canada Parks and Recreation Association’s Gender Equity in Recreational Sport Community Grants Initiative for information purposes.

EXECUTIVE SUMMARY
In November 2019, Canada Parks & Recreation Association announced they would be implementing a number of initiatives between 2019 and 2022 to increase the number of women and girls participating in recreational sport in Canada. The first initiative was the launch of a new community grants program. This program, called Gender Equity in Recreational Sport, was created to encourage female participation in sports by:

- Supporting the implementation of targeted community level interventions through programs, events, practices and/or policy changes which have the potential to increase the participation and/or retention of girls and women in recreational sport in Canada;
- Supporting knowledge sharing and/or the development of tools and resources aimed at increasing the participation and/or retention of girls and women in recreational sport in Canada; and
- Supporting innovative projects to explore responses to known barriers to the participation and/or retention of girls and women in recreational sport in Canada

In December 2019, staff prepared and submitted a grant application to support a women’s hockey program in North Huron. Staff were recently notified by the Canada Parks and Recreation Association that the Township’s grant application was approved and the Township would be receiving a $5000 grant towards the program. The purpose of this report is to inform Council of the grant.

DISCUSSION
The Gender Equity in Recreational Sport Program provides funding for staff training, registration fees, room rentals fees, instructor fees, marketing and promotion, travel costs, materials, program supplies and other general costs required to support programs that focus on:

- Girls (age 9-15)
- Mothers (post-natal and/or those with school age children)
- Women 55+
- Girls with intersecting identity factors
The program is open to Canadian municipalities, villages, towns, indigenous communities and Not for Profit organizations. In 2019/20, a total of 35 grants have been awarded across Canada in the following categories:

- 15 grants worth up to a maximum of $2,500 each (up to $37,500 in total)
- 13 grants worth up to a maximum of $5,000 each (up to $65,000 in total)
- 7 grants worth up to a maximum of $15,000 each (up to $105,000 in total)

The deadline for submissions was December 15, 2019.

The funding application submitted by staff and approved, supports a women’s hockey program in North Huron with a focus on skill development, strength building and endurance of participants. The funding application also includes child minding. Child minding has been identified as a major barrier to women’s participation in recreational sport.

North Huron’s program will be offered over a period of 25 weeks and will be split between the Spring and Fall. The program will utilize both the Blyth and Wingham facilities and will generate $7336 in additional facility rental revenue. This revenue which will be evenly divided between the Wingham and Blyth facilities.

The overall cost of the Women’s Hockey Program is estimated to be $11,243. The cost of the program will be offset by the $5000 grant from the Canada Parks and Recreation Association and $5600 in program registrations and childminding revenue. The program is projected to have a shortfall of approximately $643 which will be offset by revenue generated from other programs.

**FINANCIAL IMPACT**

The introduction of the Women’s Hockey Program will have very little impact on the Township’s programming budget. As noted above, the program’s expenditures will be offset by the grant and program revenue. The program will also generate new facility rental revenue. The projected costs and revenue will be incorporated into the next draft of the 2020 Budget.

**FUTURE CONSIDERATIONS**

If this pilot program is successful, the Township may wish to continue to offer the program and provide financial support for a couple of years until the program becomes self-sufficient.

**RELATIONSHIP TO STRATEGIC PLAN**

The recommendation contained in this report relates to Goal #5 of the Strategic Plan:

- To offer high-quality and well-balanced services that create a sense of belonging, support community well-being, promote safety, and encourage healthy and active lifestyles.
Vicky Luttenberger, Director of
Recreation and Community Services

Dwayne Evans, CAO
TOWNSHIP OF NORTH HURON

REPORT

Item No. 2020-03

REPORT TO: Reeve Bailey and Members of Council
PREPARED BY: Sean McGhee, Director of Public Works
DATE: 02/03/2020
SUBJECT: Blyth Public Works Sand Shed – Single Source and Pre-Budget Approval Request
ATTACHMENTS: Click here to enter text.

RECOMMENDATION:

THAT the Council of the Township of North Huron hereby receives the report of the Director of Public Works, dated March 2nd, 2020 regarding construction of the Blyth Public Works Sand Shed for information;

AND FURTHER, THAT Council authorizes staff to submit a minor variance application for the purposes of seeking relief to allow the construction of a Sand Shed which exceeds the height restrictions for accessory buildings in North Huron’s Zoning By-law.

AND FURTHER, THAT Council grants pre-budget approval for the design, engineering and construction of the Blyth Public Works Sand Shed with an upset limit of $251,500.00 plus applicable taxes, subject to the minor variance application coming into effect and force;

AND FURTHER, THAT the project be awarded to Domm Construction Ltd. under the Single Source Provisions of the North Huron Procurement Policy.

EXECUTIVE SUMMARY

As a result of the sale of the ESTC in 2019 there was an immediate need to secure a suitable site to construct the Blyth Fire Department. It was determined that there was notable savings to be realized by the municipality through the construction of a consolidated Firehall and Public Works Garage. The Blyth Firehall and Public Works Garage was designed, tendered, constructed, and put into operation as a Fire Hall on January 31st, 2020. Site work will be completed by end of May 2020.

The site plan approved by Council for this new facility included a future Sand Shed. In the interest of time and because the Sand Shed was identified not to be immediately operationally critical, the Firehall and Public Works Garage project was tendered in the absence of the Sand Shed. As this project nears completion, staff have been allowed to focus on the construction of the Sand Shed without negatively impacting the construction of the main building.

Pricing has been secured from Domm Construction for a 10m x 15m concrete and wood framed, steel clad structure, constructed to match the new Firehall and Public Works Garage. The estimated cost to design, engineer and construct the Blyth Public Works Sand Shed is $251,500.00 plus applicable taxes.

During the review process it was determined that a minor variance application is required to allow the construction of a Sand Shed which exceeds the height restrictions for accessory buildings in North Huron’s Zoning By-law.

During the review process it was determined that a minor variance application is required to allow the construction of a Sand Shed which exceeds the height restrictions for accessory buildings in the Blyth area. The estimated cost to design, engineer and construct the Blyth Public Works Sand Shed is $251,500.00 plus applicable taxes.

During the review process it was determined that a minor variance application is required to allow the construction of a Sand Shed which exceeds the height restrictions for accessory buildings in the Blyth area. The estimated cost to design, engineer and construct the Blyth Public Works Sand Shed is $251,500.00 plus applicable taxes.
North Huron’s Zoning By-law. Staff are seeking Council’s authorization to proceed with submitting a minor variance application.

**DISCUSSION**
The North Huron Procurement Policy permits Single Sourcing of services providing specific criteria are met to support and justify the measure.

The Policy reads:

*Single Source procurement may be conducted if the goods and/or services are available from more than one source, however there are valid and sufficient reasons for selecting one supplier in particular.*

1. **Bid solicitations are not required for Single Source Purchases, provided any of the following conditions apply:**
   1. same or existing equipment is in use and will utilize same spare parts inventory OR continuation of previous service;
   2. to provide flexibility with existing or like equipment, material and/or supplies;

In this particular case, the single source approach applies because it is a continuation of a previous service which was procured through a competitive process. Continuation of service delivery with DOMM Construction will ensure like and compatible materials and supplies are used. In addition, there could be significant complications surrounding coordination of site work and construction if another service provider is utilized at this stage in the construction.

Once awarded, the construction of the building will be completed utilizing a phased approach. This approach will allow the establishment of the foundation prior to completion of the site work. This will minimize future disruption to the site and will permit construction to move forward following the completion of all necessary processes associated with the construction of the shed.

In order to accommodate the storage of winter sand, the proposed height of the building will exceed the maximum height allowable for accessory buildings abutting a residential zoned property and as such, a minor variance is required. Staff are seeking authorization to submit a minor variance application. An EA process may also be required.

**FINANCIAL IMPACT**
The estimated $251,500.00 plus taxes will be added to the overall project cost and funded through borrowing. Environmental Assessment costs were estimated at $20,000.00 and incorporated into the construction cost for the building.

**FUTURE CONSIDERATIONS**
Upon completion of the Sand Shed at the new location, the Mill Street site will be fully vacated and if Council is desirous, can be declared surplus to the needs of the municipality.
RELATIONSHIP TO STRATEGIC PLAN
This project does not relate directly to any of the Goals identified in the Strategic Plan but is critical to maintaining efficient delivery of core municipal services.

Sean McGhee, Director of Public Works

Dwayne Evans, CAO
RECOMMENDATION:
THAT the Council of the Township of North Huron hereby receives the report of the Manager of the Children’s Services, dated March 2, 2020, regarding a new Supervisor/Early Childhood Educator position profile and a revised Manager of Children’s Services position profile;

AND FURTHER, THAT Council approves the Supervisor/Early Childhood Educator position profile and the revised Manager of Children’s Services position profile, as attached;

AND FURTHER, THAT Council approves the placement of the Supervisor/Early Childhood Educator position profile in Band 6 of the pay grid;

AND FURTHER, THAT Council grants pre-budget approval and authorizes staff to proceed with advertising and hiring two Supervisor/Early Childhood Educators;

AND FURTHER, THAT Council authorizes staff to advertise and hire any vacated positions due to the new positions.

EXECUTIVE SUMMARY
At the October 21, 2019 regular meeting, Council received a report from the Manager of Children’s Services regarding a re-structuring proposal for Children’s Services. After some discussion, Council passed the following motion:

M476/19
MOVED BY: A. van Hittersum
SECONDED BY: R. McBurney

THAT the Council of the Township of North Huron hereby receive the report of the Manager of the Children’s Services, dated October 21, 2019, regarding a restructuring proposal for Children’s Services;

AND FURTHER, THAT Council approves the attached organizational structure for North Huron’s Children Services effective January 1, 2020;

AND FURTHER, THAT Council authorizes the Manager of Children’s Services to develop and present job descriptions for an Off-Site Supervisor position and an Assistant Supervisor position for Council’s approval;
AND FURTHER, THAT Council authorizes the Manager of Children’s Services to present a revised Manager of Children’s Services job description for Council’s approval;

AND FURTHER, THAT Council approves the creation of one additional full-time permanent Early Childhood Educator position effective January 1, 2020;

AND FURTHER, THAT Council directs staff to prepare an amendment to the Fees and Charges By-law to offset some or all of the increased costs.

CARRIED

At the December 16, 2019 meeting, Council approved an amendment to the Fees and Charges By-law. The amendment approved by Council included an adjustment to child care to offset some or all of the increased costs associated with a re-structuring plan approved by Council.

As directed at the October 21, 2019 regular Council meeting, the Manager of Children’s Services has developed a Supervisor/Early Childhood Educator position profile for Council’s review and approval. The Manager of Children’s Services has also developed a revised Manager of Children’s Services position profile for Council’s consideration. The Manager of Children’s Services is seeking approval of the new Supervisor/Early Childhood Educator position profile and a revised Manager of Children’s Services position profile. The Manager is also seeking approval to proceed with the advertising and hiring of two full-time Supervisor/Early Childhood Educators, as previously approved by Council, in advance of the 2020 budget being approved.

DISCUSSION

At the October 21, 2019 meeting, Council approved a new organizational structure for North Huron’s Children’s Services and authorized the Manager of Children’s Services to develop and present job descriptions for an Off-Site Supervisor position and an Assistant Supervisor position for Council’s approval. Council also authorized the Manager of Children’s Services to present a revised Manager of Children’s Services job description for Council’s approval.

As directed by Council, a job description was developed for an Off-Site Supervisor position and an Assistant Supervisor position. Both draft job descriptions were submitted to the Township’s pay equity consultant for review and banding. During her review, the consultant noted that the two job descriptions were largely the same with the exception of where the work would be completed (onsite versus offsite). The consultant suggested the two job descriptions be collapsed into one position profile.

In addition to the Supervisor/Early Childhood Educator position profile, the consultant reviewed the revised Manager of Children’s Services position profile. She suggested a change to the years of experience requirements for the Manager and Supervisor/Early Childhood Educator positions. The Manager of Children’s Services has been increased to a minimum of 7 years and the required minimum years of experience for the Supervisor/Early Childhood Educator position profile was adjusted to 5 to 7 years. The Manager position was also revised to reflect the support and supervision of the two new Supervisor/Early Childhood Educator positions. As previously reported, the two new Supervisor positions have been identified as necessary to ensure high quality service.
and to ensure compliance with Ministry Directives; pursuant to the Child Care and Early Learning Act. The positions will ensure more effective and efficient scheduling of children into the programs; provide more communication and streamlining of waitlists; keep scheduling of staff completed well in advance; ensure all part time hours are scheduled; and ensure ratios are compliant with Ministry Standards.

The two new positions will also create manageable workloads allowing for more attention to detail and will provide more support, mentorship, and help with problem solving. Parents will also have more timely information through the supervisors.

Based on the attached position profiles, the Supervisor/Early Childhood Educator position is placed at Band 6 on the pay grid. The attached revised Manager of Children’s Services position continues to be placed at Band 8 on the pay grid however, as part of her review, the consultant has suggested the Manager of Children Services may warrant consideration of Band 9 or 10 (Director level position). The pay range for Band 10 (Director level) is $41.66 to $52.08. It is recommended that Council defer placement of the Manager of Children’s Services at Band 9 or 10 pending a further internal review.

**FINANCIAL IMPACT**

It is expected the two Supervisor/Early Childhood Educator positions will be filled internally with experienced and permanent full time Registered Early Childhood Educators, should they apply. Some, if not all, of the potential applicants may be on the last step of their current pay band. If they are moved to Band 6 and start at the next closest step, the financial impact is approximately $1,400.00 per position, a total of approximately $2,800.

To fill the two expected vacant permanent Registered Early Childhood Educator positions, the financial impact will be approximately $11,000 per position, a total of $22,000. This includes moving two individuals from part time status to full-time status. To create an additional permanent registered Early Childhood Educator, the cost estimate is the same at $11,000.

To cover the supervisor’s time in the office (off the floor), additional part time hours are needed. This is estimated to be approximately $24,000.

**Total estimated costs**

<table>
<thead>
<tr>
<th>Position</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervisor</td>
<td>$1,400.00</td>
</tr>
<tr>
<td>Supervisor</td>
<td>$1,400.00</td>
</tr>
<tr>
<td>New Permanent Position</td>
<td>$11,000.00</td>
</tr>
<tr>
<td>Permanent due to movement</td>
<td>$11,000.00</td>
</tr>
<tr>
<td>Permanent due to movement</td>
<td>$11,000.00</td>
</tr>
<tr>
<td>Additional Part Time hours</td>
<td>$24,000.00</td>
</tr>
<tr>
<td>Total</td>
<td>$59,800.00</td>
</tr>
</tbody>
</table>

To offset the costs associated with the new Supervisor/Early Childhood Educator positions, Council approved and incorporated increased daycare rates in the Fees and Charges By-law. The new rates are expected to increase revenue by approximately $81,000. Children’s Services has also received approximately $5,000 per year in yearend funding. The new rates combined with the expected yearend funding increases revenue by approximately $86,000.
FUTURE CONSIDERATIONS
It will be vital to continue giving consideration to increasing the number of permanent Registered Early Childhood Educators on a yearly basis.

With a projected revenue increase of $86,000 attributed to the rate and fee adjustments in 2020, and the projected expenditures of $59,800 as a result of the re-structuring, it is suggested Council could consider adding another permanent Registered Early Childhood Educator position to the staff complement at a cost of $11,000. The total daycare staff complement would increase by two Supervisor/Early Childhood Educator positions and two additional permanent Early Childhood Educator positions.

As previously reported, the equivalent of 18 full-time staff are required to provide daycare services in accordance with provincial legislation. If Council was to add an additional full-time Registered Early Childhood Educator position, the total staff complement would be 10 full-time positions; 1 Manager, 2 Supervisor/Early Childhood Educators and 7 full-time Registered Early Childhood Educators.

RELATIONSHIP TO STRATEGIC PLAN
In the 2020-2023 Strategic Plan, numerous goals were identified that will be addressed or benefit from this Report.

Goal #1 Economy- To build a stronger economy through residential growth; retail, commercial and industrial development; tourism; and thriving agriculture.

The modifications to the Children’s Services business model creates job opportunities and helps attract more residents to North Huron by providing high quality child care.

Goal #3 To be a fiscally sustainable, transparent, and forward-thinking municipality that works with its residents and stakeholders through communication and community engagement.

Council will be forward-thinking by ensuring the structure of child care is sustainable and meets the needs of the stakeholders. The County of Huron has been a strong advocate for increasing the number of child care spaces and ensuring communities have access to child care services.

Valerie Watson
North Huron Children’s Services Manager

Dwayne Evans, CAO
A – POSITION DESCRIPTION

1. Scope of Position:

The Supervisor/Early Childhood Educator is responsible to support the efficient and effective day-to-day implementation of Child Care Services. Key duties include planning and providing early learning according to the “How Does Learning Happen? Ontario’s Pedagogy for the Early Years 2015 and providing play based, child focused, emergent curriculum according to the Program Statement and Program Implementation Plans for North Huron Children’s Programs.

The Supervisor/Early Childhood Educator works with the Manager of Child Care Services 4-6 hours weekly to schedule staff and children, management of waitlists and placements of children and required paperwork.

The Supervisor/Early Childhood Educator assists with staff supervision and ensures adherence to the Child Care and Early Learning Act and all Policies and Procedures for the Municipality.

The Early Childhood Educator reports to the Manager of Child Care Services.
2. **Key Responsibilities**

a) To provide daily provocations and invitations to participate and play according to the children’s interests and appropriate Pedagogical documentation as required by the Centre and Ministry of Education following the *How Does Learning Happen?*

b) To create positive learning environments that are designed to allow children to explore, problem solve and investigate. The daily activities should allow for uninterrupted play periods. Singing, reading and creating are included during play periods.

c) To facilitate a program for the optimal growth and development of children with diverse abilities. To work in coordination with the local Resource Consultant constantly updating and meeting goals established in Family Service Plans. To implement all activities as assigned and provide accurate documentation.

d) To arrange and supervise play environments both inside and outside for children allowing them many opportunities for choices, quiet and active play, group play and individual play.

e) To maintain toys and equipment in good working order including regular sanitation and storage. Maintain storage areas in a safe and organized manner.

f) Ensure the playrooms and education materials are organized, maintained and arranged in calming, inspiring and home like environments.

g) To perform daily playground inspections including documentation records and communicate any pertinent information to the Manager. To plan and implement daily outdoor activities to stimulate and appease children’s curiosity and wonder. To supervise playground activities and maintain safe conditions.

h) To develop and implement indoor active play when weather prevents outdoor programming.

i) To provide and supervise all daily routines, such as washroom, lunch time and sleep routines in accordance with the policy and procedure manual and the Child Care and Early Learning Act.

j) To facilitate daily communication with parents. Take phone messages, document and relay messages as required. Maintain a non-biased, supportive relationship with all parents.

k) To record any illnesses or appointments the child may have according to pre-established methods. To record any accidents on Accident Report Forms and follows all policies and procedures regarding informing parents providing them copies of reports and getting required signatures. Reports any serious occurrences to the Manager.
l) To plan, prepare for and participate in Open Houses, staff meetings, field trips and special activities as required. To consider and plan ways to involve and communicate with the community and families including evaluating success of goals.

m) To administer medication as authorized by the parents/guardians in accordance with policy and procedures set out by Huron County Health Unit and the Child Care and Early Learning Act

n) To make a priority the development of strong relationships with children.

o) To assist in ordering and purchasing of appropriate equipment and supplies in order to complete all activities.

p) To be fully aware of and implement all safety plans for children within the Children’s Programs.

q) To assist in the coordination of the placements of children into appropriate groups including monthly schedules for each room

r) To create and maintain weekly staff schedules including finding supply staff

s) To assist with interviewing, hiring and placements of staff

t) To assist with organizing and maintaining the waitlist OneHSN and ensure regular communication with parents on the waitlist and advise when placements can commence

u) To conduct part-time Performance Reviews

v) In the absence of the Manager of Child Care Services, perform the necessary duties, as required

w) To ensure staff adhere to the Child Care and Early Act and all duties as outlined in the Policies and Procedures of the Programs

x) To attend meetings and sit on Child Care committees, as required.

y) To be a management member of the Township’s Health and Safety Committee, as required.

z) To perform other duties as may be assigned by Manager of Child Care Services.

3. Key Relationships

Internal
Manager of Child Care Services: daily interaction re Child Care Centre operations
Staff of Child Care Centre: daily interaction to coordinate a team approach and ensure staff are following and implementing policies and procedures
Co-op students: daily interaction as required
External
*Children*: frequently to nurture positive relationships
*Parents*: frequently to understand family needs and report child’s daily activities
*Children’s Aid Society*: to report suspected child abuse
*Various agencies*: frequent interaction as required to coordinate child services
*Volunteers*: on outings

Good interpersonal and communication skills are essential to perform this position competently.

4. **Decision Making Authority and Judgement Used**

Work is performed under the supervision of the Manager of Child Care Services. Judgement and decisions are also based on the regulations and procedures as set out in the Child Care and Early Learning Act and in the Policy and Procedures Manual.

Judgement is exercised in:

- ensuring appropriate staff are in place for ratios and to meet legislative requirements
- resolving parental and staff issues
- representing the Township and Children’s Programs at a variety of levels
- developing provocations and invitations to best meet the diverse developmental needs of the children and their families and to evaluate their effectiveness.
- ensuring the children’s activity/play areas are safe and free from obvious danger.
- ensuring that each child is entrusted only to the legally recognized parent or guardian, or someone appropriately designated.
- respecting and exercising confidentiality in all situations.
- reporting any suspected physical, sexual or emotional abuse or neglect according to existing laws.
- accommodating competing demands.
- working independently and as a team.

The Early Childhood Educator is expected to make recommendations to the Manager of Child Care Services for improving the efficiency and effectiveness of their responsibilities.

This position would not normally be involved in the development of policy or procedures.

5. **Problem Solving Responsibility**

Most of the responsibilities performed by the Supervisor/Early Childhood Educator are within established policies and procedures under supervision.
They will be responsible for assisting with difficult and challenging situations (parents, other agencies, staff) that require making judgement and decisions quickly.

B – POSITION SPECIFICATIONS

To perform the position of Early Childhood Educator competently, an individual must possess and agree to constantly update appropriate knowledge of child care centre statutes and all those skills listed below under “3. Other Skills”. This will involve taking seminars, courses and reading current publications including the ongoing College requirement for Continuous professional learning.

The candidate will have strong leadership skills.

The formal education & training work experience and other key skills of an individual must be evaluated simultaneously. For example, a person may not possess the minimum designation or degree but have compensating work experience.

1. **Formal Education and Training**
   **Minimum degree required:**
   A diploma in Early Childhood Education from a Community College.

   **Required Memberships:**
   College of Early Childhood Educators

2. **Work Experience**
   **Minimum Years Required**

   | Experience in community child care programs | Five to Seven |
   | Experience working with children having diverse abilities | Two |
   | Experience in planning, organizing and staffing of programs | Two |
   | Experience with Policies and Procedures for subsidy and billing | Two |

3. **Other Key Skills/Requirements**

   - Strong interpersonal skill.
   - Knowledge of Child Care System for Huron County
   - Ability to Collaborate and work with other agencies
   - Strong written and oral communication skills.
   - Strong time management skills.
   - Well organized.
   - Working knowledge of all Government documents and acts that may pertain to early childhood education, specifically the Child Care and Early Learning Act.
   - Knowledge of best practices for engaging with children and equipment and the ability to implement a stimulating educational environment for children.
   - Computer literate including use of photo printing and word processing.
• CPR and Current First Aid Training.
• WHMIS Training.
• Criminal Reference Check including vulnerable screen
• Up to date Immunization.

C – POSITION CHARACTERISTICS

1. Impact & Accountabilities

Will assist with prioritizing and ordering equipment.
Will assist with budgeting and accounts

2. Supervisory Responsibility

Under the direction of the Manager, supervise RECE’s, other untrained staff, cook and administrative assistant.

Under the direction of the Manager, trains and supervises college and co-op students. Assists in scheduling student activities, observes and evaluates their performances and prepares written evaluations.

Assist with the co-ordination of volunteers and students for daily programs and special events.

Works in co-ordination with other community agencies in meeting family needs and implement program plans, goals and activities and appropriate documentation.

D – WORKING CONDITIONS

1. Physical Effort and Environment

Must be physically able to participate and implement programs requiring strength, coordination and agility. Staff are required to provide outdoor activities a minimum of two hours daily pursuant to the Child Care and Early Learning Act in a variety of weather conditions.

Lifting of equipment and children is required on a daily basis.

This position must ensure no children are ever left unattended. This may involve staying past normal working hours including evenings and weekends.

May have to attend professional development events outside normal working hours.

Works in a clean environment where high safety standards are maintained so as to minimize risk of personal injury to children and staff.

Exposed to contagious children’s diseases on a regular basis.
2. **Mental Effort**

The mental strain resulting from the work of the Supervisor/Early Childhood Educator is manageable.
A – POSITION DESCRIPTION

1. **Scope of Position:**

   To direct, manage and coordinate the operations of the North Huron Child Care Centre, and all off site programs. The Centre is responsible for the delivery of a variety of child care services to children and their families.

   **Services:**

   The North Huron Child Care Centre is licenced under the Ministry of Education to provide full and half day child care and half day nursery school services for sixty-five children.

   The Maitland River Elementary Before and After Program is licenced for seventy-one children and the Early Learning Program is licenced for forty children.

   The Huron-Ontario Early Years program operates out of the North Huron Child Care Centre. This program provides regular educational programs for children 0-6 and their families in various locations in Huron County.

   The Manager of Child Care Services performs the above responsibilities in accordance with budgets, objectives, policies and programs as approved by Council and all applicable by-laws, Ontario regulation and County mandates.

   The Manager of Child Care Services reports to the CAO.
2. **Key Responsibilities**

a) To ensure all programs of the North Huron Child Care Centre, Maitland River and Early Learning are of the highest quality for families and that the programs are meeting the ever-changing needs of the community. To regularly evaluate the efficiency, effectiveness and economics of child care programs.

b) To ensure the North Huron Child Care Centre, Maitland River and Early Learning operates all programs strictly pursuant to the ministry regulations as defined in The Child Care and Early Learning Act. To implement the child care aspects of the policies and programs of Council efficiently and effectively.

c) To work with the management group to ensure the efficient, economical and effective organization and administration of all departments, boards, and committees as determined by the by-laws of the Township and the direction of Council. To work with the management group to coordinate the development and implementation of policies, procedures and systems to facilitate the workflow and communications between departments.

d) To prepare all child care by-laws for approval by Council.

e) To advise the CAO on the child care aspects of the Township’s short and long range operating plans and strategies.

f) To prepare and monitor the annual operating and capital budgets for the Child Care Centre. This will include advising the CAO and Council on user rates and fees.

g) To oversee the following accounting procedures:
   - purchase equipment, supplies and services as required
   - prepare month end billing to families and agencies

h) To assist the Facility Manager with the co-ordination of maintenance of the North Huron Child Care Centre, Maitland River and Early Learning Sites. To ensure all equipment is maintained in a safe manner.

i) To coordinate the annual licensing and inspection of North Huron Children’s Centre, Maitland River and Early Learning providing required documentation, forms and applications.

j) To supervise the performance of all child care staff. To participate in the hiring, work assignments, performance reviews, training, and discipline as necessary for the North Huron Child Care Centre, Maitland River and Early Learning. To oversee the daily and weekly scheduling of all staff in strict adherence to The Child Care and Early Learning Act. To maintain required staff files including criminal reference checks, immunization records and first aid training records.
k) To attend and participate in all Council, Committee and Board meetings as required.

l) To direct and approve all child care and EarlyON staff programming. To meet regularly with all staff to ensure daily operations and programming are in accordance with policies and procedures. To meet regularly with The County of Huron to ensure contractual obligations and finances are distributed appropriately.

m) To meet Health, Safety and Fire Regulations ensuring all inspection standards are compliant.

n) To oversee appropriate intake procedures including the registration of families, directing families to the most appropriate services and maintaining waiting lists.

o) To prioritize acceptance for enrolment. To oversee the daily and weekly bookings for children’s spaces in coordination with the Supervisor/Early Childhood Educators.

p) To oversee the maintenance of children’s files. To ensure they are complete, updated and accurate according to The Child Care and Early Learning Act. These duties are to be performed by the Child Care Clerical Assistant.

q) To oversee the administration of daily attendance, documenting where required children’s illnesses, absences and any pertinent messages in coordination with the Supervisor/Early Childhood Educators.

r) To develop and implement extensive Policy and Procedure Manual for all programs, including the philosophies and mandates of the centres. To educate all staff on roles and responsibilities. To ensure strict adherence to the above.

s) To administer regular Program Implementation Policies, conduct full-time staff performance reviews and complete incident reports as required.

t) To prepare, organize and attend regular staff meetings.

u) To coordinate and liaison with numerous child services agencies.

v) To oversee the services relating to the child services agencies including purchase of service agreements, funding of program assistants and referrals.

w) To oversee the reporting of monthly units of care provided for Municipal records.

x) To oversee the maintenance of a daily log journal as required and documents all The Child Care and Early Learning Act pertinent incidences.

y) To report any Serious Occurrences according to Ministry Guidelines and recommendations.
z) To sit on and participate in appropriate child care committees:

aa) To oversee the administration of all medications as per parents directives. To inform all staff of complete medical/health issues pertaining to children and enforces compliance with safety and emergency procedures. Ensures the centre is following all policies and procedures regarding allergies and health concerns.

bb) To apply a professional and ethical approach to working with children, families and staff

cc) To advise the CAO on current developments with the North Huron Child Care Centre operations.

dd) To perform other duties as may be assigned by CAO.

3. Key Relationships

Internal
Council members: interaction as arranged though the CAO.
CAO: daily interaction regarding operations of North Huron Child Care Services Centre.
Facility Manager: as required regarding maintenance of facility.
Senior Management Team: regular interaction.
Supervisor/Early Childhood Educators: daily interaction.
Staff of the Child Care Centre: daily interaction regarding operations.

External
Public: daily re: public works issues
Township Contractors and other professionals: as appropriate

Strong interpersonal and communication skills are essential to perform this position competently.

4. Decision Making Authority

The Manager of Child Care Services runs the daily operations of the North Huron Child Care Centre autonomously. The CAO will get involved with major operational issues, the annual budget and strategy. The Manager of Child Care Services will make decisions within the framework of the Township policies and procedures as determined by the by-laws of the Township and the direction of Council and relevant statutes.

The Manager of Child Care Services will also make recommendations to the CAO for improving the efficiency and effectiveness of their duties and Child Care Services.

Judgement is required daily for a wide array of situations including:
• supervising the effective and efficient operation of the Centre in accordance with the Policy and Procedure Manual and budgetary limitations.
• ensuring the safety and well-being of children in the care of the Centre by establishing effective safety and emergency response practices.
• reporting any suspected physical, sexual, emotional abuse or neglect according to Policy and Procedures as well as existing laws.
• daily monitoring of staffing requirements.
• respecting and exercising confidentiality in all situations
• recognizing when a child is in need of professional or parental care and implementing appropriate plans in relation to parental contact and decisions to exclude child from the centre.

5. **Problem Solving Responsibility**
The Manager of Child Care Services is required to solve many varying, sensitive and critical problems. Often problems must be solved and recommendations made autonomously and quickly within a heavily regulated environment.

6. **Budgetary Responsibility**
The Manager of Children’s Services has budgetary responsibility.

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**B – POSITION SPECIFICATIONS**

To perform the Manager of Child Care Services’ position competently, an individual must possess and agree to constantly update appropriate knowledge of child care centre statutes and all those skills listed below under “3. Other Skills”. This will involve taking seminars, courses and reading current publications.

The formal education and training work experience and other key skills of an individual must be evaluated simultaneously. For example, a person may not possess the minimum designation or degree but have compensating work experience.

1. **Formal Education and Training**
   *Minimum degree required:* A diploma in Early Childhood Education from a Community College and is Registered with the College of Early Childhood Educators.

2. **Work Experience**
   *Minimum Years Required*  
   Experience in pre-school child care    Seven

3. **Other Key Skills**
   • Strong interpersonal skill.
- Strong leadership skills to manage child care team.
- Strong written and oral communication skills.
- Strong time management skills.
- Well organized.
- Ability to manage in a fast-paced environment under pressure and meet deadlines.
- Ability to solve problems within a heavily regulated environment.
- In depth knowledge of all Government documents and acts that may pertain to early childhood education, specifically The Child Care and Early Learning Act as well as Ministry of Education requirements.
- Knowledge of educational activities and equipment and the ability to implement a stimulating educational environment for children.
- Knowledge of other agencies and their mandate in order to refer or assist families.
- C.P.R. and Current First Aid Training.
- WHMIS training.
- Criminal Reference Check.
- Up to date Immunization.

C – POSITION CHARACTERISTICS

1. **Impact & Accountabilities**
   The Manager of Child Care Services is responsible to the CAO for the North Huron Child Care Centre resources of the Township.
   This position is responsible for the health and safety of approximately one hundred and fifty children for up to ten hours per day. A lapse in one of the many procedures could have serious consequence for the health and safety of children and the Township.
   
   Prepares and monitors, in coordination with the Supervisor/Early Childhood Educators, the child care budget.
   Responsible to purchase equipment, supplies and services as required.
   Oversees month end billing to families and agencies.
   Oversees equipment maintenance.

2. **Supervisory Responsibility**
   
   Directly supervises the staff of the North Huron Child Care Centre comprised of:
   
   - Supervisor/Early Childhood Educators (FT)
   - Child Care Clerical Assistant (PT)
   - Full Time Registered Early Childhood Educators (Staff are scheduled according to enrollment numbers and the Day Nursery Requirements) (FT).
   
   Indirectly supervises the staff of the North Huron Child Care Centre comprises of:
• Additional part time Early Childhood Educators as required (Staff are scheduled according to enrolment and the Day Nursery requirements (PT).
• Program Assistants (numbers vary according to the numbers of children with developmental needs)
• Ontario Early Years Staff (two PT)
• One Kitchen Staff (PT)

D – WORKING CONDITIONS

1. Physical Effort and Environment

Must be physically able to participate and implement programs requiring strength, coordination and agility.
Lifting of equipment and children, as required
Works in a clean environment where high safety standards are maintained so as to minimize risk of personal injury to children and staff.
Exposed to contagious children’s diseases on a regular basis.
At certain times the Manager of Child Care Services may have to work in excess of their normal workweek to attend various meetings and meet the demands of the needs of the children and families.

2. Mental Effort

The mental strain resulting from the work of the Manager of Child Care Services is considerable and constant. There are many interruptions. Decisions must be made quickly within heavily regulated environment. Tight deadlines must be met. Problems to be addressed are complex and varied and require experience and skill to solve.
REPORT TO:  Reeve Bailey and Members of Council  
PREPARED BY:  Dwayne Evans, CAO  
DATE:  02/03/2020  
SUBJECT:  CAO-2020-06 Hutton Heights Next Steps  
ATTACHMENTS:

**RECOMMENDATION:**
THAT the Council of the Township of North Huron hereby receive the report of the CAO, dated March 2, 2020 regarding next steps for the Hutton Heights development;

AND FURTHER, THAT Council authorizes staff to retain BM Ross & Associates to commission block subdivision designs and phasing options for Council’s consideration;

AND FURTHER, THAT Council authorizes staff to retain an Ontario Land Surveyor to prepare a land survey for the purposes of delineating the boundaries of the subject lands;

AND FURTHER, THAT Council authorizes staff to commission a traffic impact study and a stormwater management report in support of a potential plan of subdivision application;

AND FURTHER, THAT Council authorizes pre-budget approval for the work regarding subdivision designs, phasing options, land survey, traffic impact study and stormwater management to be completed.

**EXECUTIVE SUMMARY**
At the May 6, 2019 regular meeting, Council decided to proceed with the necessary studies to advance residential development on the municipally-owned Hutton Heights lands. At the July 2, 2019 meeting, Council received a report from the CAO and authorized staff to retain Natural Resource Solutions Inc. (NRSI), Waterloo, to complete an environmental assessment at a cost of $16,250+HST. On July 12, 2019 staff were advised that NRSI’s preliminary work determined the woodlands located on the subject lands were a terrestrial feature and required further evaluation. Staff were informed that an amphibian survey needed to be completed to comply with environmental assessment standards. Staff authorized NRSI to complete the amphibian survey at a cost of $1,250 + HST.

Similarly, at the September 3, 2019 regular meeting, Council authorized staff to retain Timmins Martelle Heritage Consultants to complete the required archaeological work at a cost of $4,645+HST. At this same meeting, Council authorized BM Ross & Associates to proceed with designing the water main extension and sanitary servicing at a cost of $94,000 +HST and for the scope of the environmental assessment work being completed by NRSI to be expanded to include the water and sanitary corridors at a cost of $7,300 + HST. At the October 7, 2019 regular meeting, Council received and approved expanding the scope of the water main and sanitary servicing design work to include all of the Crawford Street frontage at an additional cost of $17,000 + HST.
To prepare the lands for development, a plan of subdivision is required. In support of this application, a number of studies are required. Staff is seeking pre-budget approval to proceed with the additional studies required for this development.

**DISCUSSION**

As noted above, to prepare the lands for development, a plan of subdivision application is required. In support of this application, a number of studies need to be commissioned to facilitate residential development on the Hutton Heights lands:

1. Development of a subdivision plan to determine the configuration, type and number of residential units
2. Development of a Phasing Plan to define how development would proceed
3. A Zoning By-law Amendment to establish the type and number of residential units
4. A Geotechnical Investigation to assess permeability of the soils
5. A planning brief explaining the reasons for pursuing this development
6. A land survey which delineates the boundaries of the subject lands
7. Traffic Impact Study to assess whether highway improvements are required
8. A brief demonstrating compliance with the water and wastewater management plan adopted by Council
9. An Urban Design Brief to satisfy the requirements of the Township’s Official Plan
10. A Stormwater Management Report
11. A Tree Preservation Plan, if not addressed by the Environmental Impact Assessment Study
12. A brief demonstrating snow storage requirements will be met.

In addition to these planning requirements, Council is aware that servicing of the lands needs to be addressed. As noted above, BM Ross & Associates has been retained to complete the necessary design work to extend the waterline from Wingham and for sanitary services to be provided by an extension of services from the adjacent lagoon. Upon completion of the design work, a RFP would then need to be developed and issued for the construction and installation of the services. A cost estimate to prepare, issue and evaluate the RFP submissions is unknown at this time. With respect to the construction and installation of the water and sanitary service extensions, preliminary estimates suggest the cost would be approximately $1.8 million.

In addition to planning requirements and the construction and installation of water and sanitary services, there are other costs to be considered including the design and construction of the internal road network and underground services (water and sanitary). The estimate cost to complete this work is approximately $3.4 million. Another cost consideration includes road improvements recommended by a Traffic Impact Study, if required.

As Council moves forward with this development, consideration needs to be given to the role of the municipality in the development process. Council can develop all or a portion of the lands or if Council is desirious, all or parts of the land can be made available to a developer(s) for purchase. If portions of the land are to be made available to developers, the subdivision process would need to be completed by the municipality to create smaller parcels of land. Regardless of the option chosen, continuation of the required studies to support a subdivision application is recommended.
The draft 2020 budget includes $80,000 for the completion of the additional studies. If Council is desirous, pre-budget approval can be granted and authorization can be provided to staff to commence the process for the completion of the required additional studies.

Based on the list of studies outlined above, additional studies to be commenced immediately, subject to pre-budget approval, include:

1. Block subdivision designs and phasing options for Council’s consideration
2. A land survey to delineate the boundaries of the subject lands
3. A Traffic Impact Study to assess whether highway improvements are required

The standard practice is for developers to acquire a parcel of land and develop it in its entirety. As Council is aware, this caused a significant delay in the development of the former A2A lands. The reasons for the delay are unknown. To mitigate against a possible repeat situation, it is suggested Council consider subdividing the Hutton Heights lands into blocks and selling the blocks to a variety of developers with buyback clauses. This will enable more than one block of land to be developed at a time and as part of the purchase and sale agreement, Council can solicit and provide direction as to the type of housing to be built on specific parcels of land. This approach will also generate a variety housing types and mitigate against one housing style being constructed for the entire development.

In advance of preparing block subdivision designs and phasing options for Council’s consideration, the boundaries of the subject lands need to be delineated. It is recommended an Ontario Land Surveyor be retained for the completion of this work.

As previously noted, a traffic impact study needs to be completed to assess whether highway improvements are needed to accommodate the development. It is suggested the traffic impact study be prepared on the basis of all possible lands in the Hutton Heights area being developed.

With respect to a Stormwater Management Report, it is suggested this work be commenced in collaboration with the engineering work previously authorized by Council. The completion of a Stormwater Management Report is the next logical step from an engineering perspective.

Regarding the remainder of the studies outlined above, these studies address the finer details of the development and are generally completed later in the subdivision process. At the appropriate time, Council will be provided with a future update and at that time, staff will be seeking any additional authorizations required.

**FINANCIAL IMPACT**

The environmental impact and archaeological assessment work is being completed using previously approved funds in the 2019 budget. The draft 2020 budget includes an additional $80,000 for the continuation of the studies for this development. As previously authorized by Council, the design work for the water main extension and sanitary service system is being funded from the water and sanitary reserves.
With respect to additional costs, it is expected the $80,000 in the draft 2020 budget will cover the study requirements outlined in this report. If Council wishes to proceed with tendering the construction and installation of the water main extension and sanitary service system in 2020 (after the design work has been completed), an additional $30,000-$40,000 will need to be incorporated into the draft 2020 budget to facilitate the preparation and tendering of the project. The estimated construction and installation to extend services for the Hutton Heights Development is approximately $1.8 million. At the present time, there are no funds allocated in the 2020 draft budget for the completion of this work.

In consultation with the Director of Finance and in the absence of any financial support from other levels of government, it has been determined that the necessary funds would need to be borrowed. If a decision was made to proceed with the construction and installation of the required services from Hutton Heights, Council could direct staff to amend the 2020 budget.

**FUTURE CONSIDERATIONS**

Late last year Council granted a 1 year extension for the former A2A development, now referred to as Maitland Estates. At the February 18, 2020 regular meeting, Council authorized staff to commence a Phase I and II Site Condition Assessment on the Wingham Trailer Park. Staff have also commenced confidential discussions with private North Huron property owners who may be interested in developing their lands for residential purposes. It is suggested Council defer any decisions regarding the construction and installation of the water main and sanitary service system for Hutton Heights until later this year but continue with the required studies in support of a subdivision application.

**RELATIONSHIP TO STRATEGIC PLAN**

The Strategic Plan Vision Statement adopted by Council speaks to North Huron being a prosperous and engaged municipality that welcomes visitors, families, and residents through strong agriculture, development, culture and tourism. Action Item 1.7 (Economy) directs the development of Hutton Heights in the short term. The recommendation contained in this report continues the development of Hutton Heights.

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Dwayne Evans, CAO
THE CORPORATION OF THE
TOWNSHIP OF NORTH HURON

BY-LAW NO. 25-2020

A by-law to establish a policy and procedures for the sale and disposition of land owned by the Township of North Huron

WHEREAS Section 270 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, requires a municipality to adopt and maintain policies with respect to its sale and other disposition of land;

AND WHEREAS Section 8 (1) of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate;

AND WHEREAS Section 9 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS it is deemed expedient to pass a by-law to establish a policy governing the sale and other disposition of land owned by the Municipality;

NOW THEREFORE the Council of the Corporation of the Township of North Huron enacts as follows:

1. That this by-law may be cited as the “Sale and Disposition of Land By-law”.

2. That Council hereby establishes a policy and procedures as per Schedule “A” attached hereto for the sale and other disposition of land owned by the Corporation of the Township of North Huron.

3. That By-law No. 25-2008 and all other by-laws or resolutions of the Corporation of the Township of North Huron inconsistent with the provisions herein are hereby repealed.

4. That this by-law shall come into force and take effect on the day of the final passing thereof.

READ A FIRST AND SECOND TIME THIS 2ND DAY OF MARCH, 2020.


__________________________________
Bernie Bailey, Reeve

CORPORATE SEAL

__________________________________
Carson Lamb, Clerk
SCHEDULE “A” TO BY-LAW NO. 25-2020
TOWNSHIP OF NORTH HURON

A POLICY AND PROCEDURES FOR THE SALE AND DISPOSITION OF LAND OWNED BY THE TOWNSHIP OF NORTH HURON

1. SHORT TITLE

1.1. This policy may be cited as the “Sale and Disposition of Land Policy”.

2. LEGISLATIVE REQUIREMENT

2.1. Section 270 of the Municipal Act, 2001, as amended, requires all municipalities to adopt and maintain a policy with respect to its sale and other disposition of land.

3. PURPOSE

3.1. To ensure compliance by the Township with Section 270(1) of the Municipal Act, 2001, as amended, which requires municipalities to adopt and maintain policies regarding the sale and other disposition of municipally owned land.

3.2. To establish and formalize a consistent, transparent and accountable procedure to be followed in the disposition of real property by the Township of North Huron.

4. APPLICABILITY

4.1. This Sale and Disposition of Land Policy applies to The Corporation of the Township of North Huron and any of its local boards where applicable.

4.2. The disposition of land by the Township shall be in accordance with the requirements of the Municipal Act, 2001 and the provisions of this Policy as applicable.

5. DEFINITIONS

5.1. “Agreement” means a legal document that binds the Corporation of the Township of North Huron and all other parties, subject to the provisions of the contract;

5.2. “Appraisal” means a written valuation of the fair market value of the surplus land provided by a land appraiser or such other qualified person as determined by Council;

5.3. “CAO” means the Chief Administrative Officer or designate of the Township of North Huron, appointed by By-law;

5.4. “Clerk” shall mean the Clerk or designate of the Township of North Huron, appointed by By-law;

5.5. “Council” refers to the current elected Council of the Township of North Huron;

5.6. “Disposition/Disposal” means the sale, transfer, conveyance or exchange of the fee-simple interest in land or the granting of a lease of 21 years or longer by the Township, but does not include the granting of a lease for less than 21 years, the granting of a license, or the granting or release of an easement or right-of-way by the Township;
5.7. “Highway” means a common and public highway and includes any bridge, trestle, viaduct or other structure forming part of the highway and, except as otherwise provided, includes a portion of a highway;

5.8. “Land” means real property owned by the Township and includes any building and/or structures located thereon;

5.9. “Market Value” means the most probable price which property should bring in a competitive and open market as of a specified date under all conditions requisite to a fair sale, the buyer and seller each acting prudently, knowledgably and in their own best interests, and assuming the price is not affected by undue stimulus;

5.10. “Newspaper” means a publication in printed sheet or online form, intended for general circulation in the Township of North Huron, published regularly at intervals of no longer than one week, consisting in great part of news of current events of general interest that may or may not be sold to the public and to regular subscribers;

5.11. “Notice” shall mean the notification provided to the public and any other entity as required in accordance with the provisions of this Policy;

5.12. “Real Property” means lands owned by the Corporation of the Township of North Huron, whether vacant or not, or any other proprietary interest in lands owned by the Corporation of the Township of North Huron, and without limiting the generality of the foregoing, includes easements, right of ways, leaseholds exceeding 21 years, and any interest in the lands under agreement of purchase and sale;

5.13. “Reeve” means the Member of Council who has been duly elected under the Municipal Elections Act as Head of Council and represents the Township of North Huron in accordance with Section 225 of the Municipal Act;

5.14. “Surplus” means property that the Township does not require to meet its present or anticipated future needs;

5.15. “Township” shall mean the Corporation of the Township of North Huron; and

5.16. “Treasurer” means the Treasurer for the Corporation of the Township of North Huron, appointed by By-law.

6. PROCEDURES

The following step-by-step procedures shall apply to the disposition of land by the Township. If applicable, multiple steps can be completed simultaneously and the order of these steps can be completed in the most practical and economical sequence.

Step One: Commencement of Disposal Proceedings

6.1. The Township may commence the proceedings to dispose of municipally owned land at its own initiative or upon the receipt of a written request or inquiry from an applicant.

6.2. All requests or inquiries received from an applicant regarding the potential disposition of municipally owned lands shall be directed to the Clerk.

6.3. Applicants interested in purchasing municipally owned land must provide a letter of request to the Clerk. The letter of request must contain the municipal address of the individual, contact information, reasons for his/her request to purchase the land including the proposed or intended use, the address and/or legal description and a location sketch of the said lands.

6.4. The Clerk will verify with the applicant that the lands in question are indeed owned by the Township and will circulate Department Heads the letter of request and a location sketch of the property.
6.5. The Clerk will canvass Department Heads to determine if it is appropriate to dispose of the lands or if there are reasons why the Township should not or is unable to dispose of the land at this time.

6.6. If it is the consensus of the Department Heads that the disposition of lands should not or cannot be supported, the Clerk will inform the applicant of this decision and provide an update to Council.

6.7. If it is the consensus of the Department Heads that the disposition of lands could potentially be pursued, the Township will continue with Step Two of this Policy.

Step Two: Declaration of Surplus Land

6.8. Before any disposition of land by the Township (regardless of whether the proceedings were commenced by the Township or an applicant), the following actions shall occur, unless an exemption in Section 6.9 applies:

a) Notice of lands considered to be surplus shall be circulated to all Department Heads by the Clerk for comment.

b) Once departmental comments have been received, a staff report shall be submitted to Council recommending:
   i. whether the land should be declared surplus;
   ii. the suggested method of disposing of the land; and
   iii. that authority for staff to negotiate the terms and conditions of the proposed disposition be granted, if applicable.

c) Provided that Council approves of a recommendation to declare the land surplus, the land shall be declared surplus by a resolution of Council at a meeting open to the public.

Exemptions for Declaration of Surplus Land:

6.9. The following classes of land shall be exempt from the requirement to be declared surplus prior to sale:

a) Land that is transferred to another government body or public utility in exchange for other land for road allowance or road widening purposes within the geographic limits of the Township of North Huron.

b) Land that is transferred by the Township to a developer through the site plan or subdivision development process in exchange for land of equal or greater value.

c) Land acquired as a road widening or part of a road widening in connection with an approval or decision under the Planning Act, as amended, including road widening lands being conveyed, in whole or in part, back to the original owner of the land or their successor in title.

d) Land being expropriated from the Township by another governmental body pursuant to the Expropriations Act or any other legislation.

e) Closed highways or unopened road allowances, if sold to an owner(s) of land abutting the closed highway or unopened road allowance.

f) Land that does not have direct access to a highway if sold to the owner(s) of land abutting that land.

g) Land conveyed by the Township to fulfill the conditions of an existing agreement sanctioned by the Township.

h) Lands formerly used for railway lands, if sold to an abutting owner.
Step Three: Obtaining a Written Appraisal

6.10. Prior to the disposal of land by the Township, at least one written appraisal of the fair market value of the land shall be obtained by the Township.

6.11. When an appraisal is obtained by the Township, it shall state the criteria used to determine value within the appraisal.

6.12. An appraisal shall be considered current for a period of two years from the date of the appraisal. In the event that land is not disposed of by the Township within two years of the date of the most recent appraisal obtained by the Township, an updated appraisal is recommended, at the discretion of Council.

6.13. Notwithstanding that certain lands are exempted from the requirement for a declaration of surplus prior to disposition as set out in Section 6.9. of this Policy, an appraisal shall be required for those lands prior to any disposition unless exempt under Section 6.14. of this Policy.

Exemptions for Obtaining a Written Appraisal:

6.14. If it would not be practical or economical to obtain an appraisal as determined by staff, or a minimum sale price has been approved by Council, then an appraisal will not be required. Circumstances in which it would not be practical or economical to obtain an appraisal include but are not limited to when the estimated value of the land to be disposed of is less than $5,000.00, or when the cost of obtaining the appraisal would be more than 50% of the estimated value of the land.

Step Four: Approval of Methods for Disposition

6.15. If Council is desirous of a potential disposition of the surplus land, a resolution of Council must be passed that indicates the Township’s intent to dispose of the land, and the method of disposition.

6.16. Council may authorize staff to pursue the potential disposal of surplus land by any of the following methods of disposition:

a) listing of the land with a real estate broker;

b) direct advertising, which may include but is not limited to:
   i. advertising one or more times in a newspaper or newspapers of general circulation within the Township of North Huron;
   ii. listing of the surplus lands on the Council agenda and/or the Township’s website as land that is intended for sale; and
   iii. posting a sign on the surplus lands indicating the Township’s intent to sell

c) direct negotiations with a potential purchaser;

d) public tender/RFP process; or

e) public auction.

6.17. To the best of its ability, Council shall prioritize providing equal opportunity to the public when approving of a method of disposition, unless it is not practical given the circumstances of the disposition.

Step Five: Review of Offers and Negotiation of Terms and Conditions

6.18. Once Council has reviewed all offers and staff have negotiated the key terms and conditions of the disposition, a staff report shall be brought forward to Council for approval of the disposition and authorization of an Agreement of Purchase and Sale to be prepared for adoption by By-law.

6.19. The Township’s Solicitor and the CAO shall have the authority to negotiate, add, and/or amend any terms and conditions in the Agreement of Purchase and Sale with the purchaser, provided that the additional terms and conditions protect the rights and
Step Six: Provision of Public Notice

6.20. Where Council has authorized an Agreement of Purchase and Sale to be prepared, notice of the proposed disposition shall be given to the public as set out below.

6.21. The notice of the proposed disposition shall be given as follows:

a) publication in a newspaper of general circulation within the Township of North Huron at least 14 days prior to the disposition of the land; and

b) posting notice on the Township’s website at least 14 days prior to the disposition of the land.

6.22. A notice of the proposed disposition shall contain the following information:

a) the location of the land by reference to the municipal address or legal description, or both;

b) the name, title, and telephone number of one or more Township staff having information about the proposed disposition;

c) a general description of the method of disposition; and

d) the latest date by which inquiries may be made of any staff member regarding the proposed disposition.

e) the date that the Agreement of Purchase and Sale will be returning to Council to be adopted by By-law.

6.23. If the land proposed for disposition is part of an unopened road allowance, in addition to the notice requirements in Section 6.21, notice of the proposed disposition shall also be provided to all relevant public utility and telecommunications companies.

Exemptions for Providing Public Notice:

6.24. Lands that have been exempted from the requirement for a declaration of surplus prior to disposition shall also be exempted from the requirement to provide public notice of the disposition of the land.

Step Seven: Adoption and Execution of the Agreement of Purchase and Sale

6.25. After the latest date by which inquiries can be made regarding the proposed disposition of land, the Agreement of Purchase and Sale can be presented to Council for adoption by By-law.

6.26. At the time of the presentation of the Agreement of Purchase and Sale, Council shall hear any person who wishes to speak and applies to be heard in respect to the proposed disposition.

6.27. Upon adoption of the Agreement of Purchase and Sale by Council, the Reeve and Clerk shall have the ability to sign and execute the Agreement of Purchase and Sale on behalf of the Township.

7. OTHER TERMS AND CONDITIONS

7.1. Regardless of which of the methods of disposition as set out in Section 6.16 of this Policy is authorized by Council, the disposition of land shall be on the terms and conditions and in a form satisfactory to the Township’s Solicitor.
7.2. The Township shall adhere to any applicable legislative requirements governing the disposition of land at all times and, where this Policy is in conflict with the requirements of such legislation, the legislation shall supersede the provisions of this Policy and any disposition will proceed in accordance with the legislated requirements.

8. PROCEEDS OF DISPOSITION

8.1. All funds paid to the Township in transactions for the disposition of land shall be managed and accounted for by the Treasurer.
THE CORPORATION OF THE TOWNSHIP OF NORTH HURON

BY-LAW NO. 26-2020

A by-law of the Township of North Huron to adopt, confirm and ratify matters dealt with by the Council of the Township of North Huron

WHEREAS Section 8 of the Municipal Act, 2001, S. O. 2001, c. 25, as amended, provides that the powers of a Municipality shall be interpreted broadly to enable it to govern its affairs as it considers appropriate and to enhance the Municipality’s ability to respond to municipal issues;

AND WHEREAS Section 5(3) of the Municipal Act, S. O. 2001, c. 25, as amended, provides that a municipal power, including a municipality’s capacity, rights, powers and privileges under section 9, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

AND WHEREAS Section 9 of the Municipal Act, S. O. 2001, c. 25, as amended, provides a municipality the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS Council of the Corporation of the Township of North Huron deems it expedient to adopt, confirm and ratify matters dealt with at all meetings of Council by by-law;

NOW THEREFORE the Council of the Corporation of the Township of North Huron enacts as follows:

1. That the proceedings and actions taken by the Council of the Corporation of the Township of North Huron at its Meeting on March 2nd, 2020, in respect of each report, motion, recommendation, by-law and any other business conducted are, except where the prior approval of the Local Planning Appeal Tribunal or other authority is required by law, hereby adopted, ratified and confirmed and shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.

2. That the Reeve and the proper officials of the Corporation of the Township of North Huron are hereby authorized and directed to do all things necessary to give effect to the said actions of the Council of the Corporation of the Township of North Huron referred to in the proceeding section hereof.

3. That on behalf of The Corporation of the Township of North Huron the Reeve, and the Clerk are hereby authorized and directed to execute all necessary documents and to affix thereto the Corporate Seal.

4. That this By-law shall come into force and takes effect on the date of its final passing.

READ A FIRST AND SECOND TIME THIS 2ND DAY OF MARCH, 2020.


______________________________________________________________
Bernie Bailey, Reeve

______________________________________________________________
Carson Lamb, Clerk