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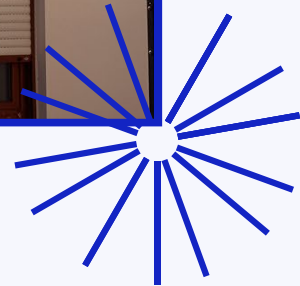
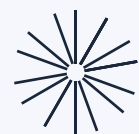
# DUBREUILVILLE HOUSING NEEDS

**Demand & Supply Study**

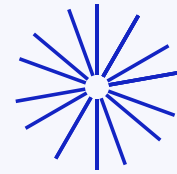
**Presentation to Mayor & Council**

**June 11, 2025**

**Jason Naccarato**



# PROJECT PURPOSE



- Assess current and future housing needs
- Support development of a Housing Action Plan
- Justify funding applications to NOHFC, FedNor, and CMHC
- Recognize housing as economic-enabling infrastructure



# KEY HOUSING CHALLENGES

- **Affordability crisis:** Rising costs outpacing income growth
- **Aging stock:** Homes built pre-1990, many need upgrades
- **Low vacancy:** Rental shortage, overcrowding concerns
- **Limited diversity:** Lack of senior-friendly and multi-unit options



# SURVEY & STAKEHOLDER FEEDBACK

The community housing survey revealed strong concerns about affordability, lack of rental options, and inadequate housing for seniors, families, and workers. Respondents emphasized the need for more geared-to-income housing, accessible units, and support for eco-friendly development.

## Strong demand for:

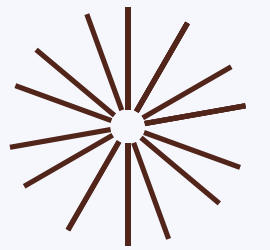
- Affordable rentals and geared-to-income units
- Senior housing and accessibility features
- Sustainable, energy-efficient homes

## Barriers:

- Lack of short-term rentals
- High property taxes on new builds
- Financing hesitancy due to “mining town” perception

- Ben Cohen (Rideout Bay): Couldn't proceed due to financing issues and reduced corporate commitments
- Austin Hemphill (Alamos Gold): Advocates for incentives and short-term housing
- Pat Dubreuil: Highlights investor tax burdens and workforce recruitment struggles

# KEY STAKEHOLDER INSIGHTS



# THE SHORT-TERM ACCOMMODATIONS GAP

- Limited hotels or STR availability limits:
  - Investor visits
  - Workforce mobility
  - Tourism growth
- STR housing development brings more supply to market
- Recommendation: Municipality to lead housing development for short-term rental / new stock



# HOUSING CORPORATIONS: A TOOL FOR MUNICIPAL ACTION

## Why Small & Medium Municipalities Create Housing Corporations:

- Provide a flexible, arm's-length structure to build, own, or manage housing
- Enable access to grants, loans, and public-private partnerships
- Focused mandate allows for dedicated execution of housing strategies

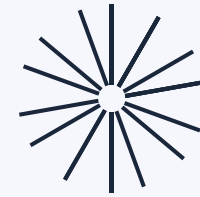
## Examples of What Housing Corporations Do:

- Develop and operate affordable and market-rate rental units
- Manage short-term accommodations (e.g., Airbnb-style transition homes)
- Leverage municipal land and assets to lower development costs
- Partner with non-profits and industry to deliver workforce housing

## Benefits to Dubreuilville:

- Faster response to urgent housing needs
- Keeps housing aligned with community priorities, not just market forces
- Builds institutional credibility with funders and lenders

☐ A Dubreuilville Housing Corporation could unlock development, attract funding, and ensure community-driven solutions.



# HOUSING STRATEGIES & SOLUTIONS

**Social Impact**

**Economic Impact**

**Environmental Impact**

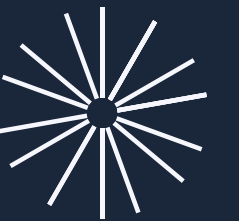
**Urban Development**

**Cultural Impact**

- Modular construction: Cost-effective, fast deployment
- Public-Private Partnerships (PPPs): Mining company and developer co-funding
- Municipal incentives: Expand CIPEG, reduce red tape
- Tax reform: Address new-build property tax inequity

# CALL FOR MULTI -LEVEL GOVERNMENT SUPPORT

- Municipal: Land, leadership, policy reform
- Provincial (NOHFC): Funding for infrastructure and housing
- Federal (FedNor/CMHC): Financing tools, housing grants
- Housing is not just a social need—it's economic infrastructure

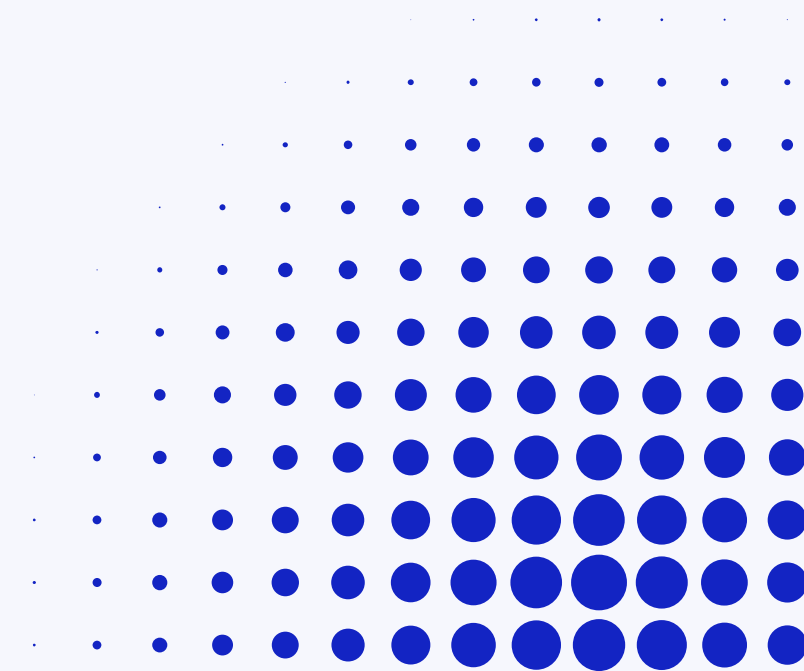




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# FINAL THOUGHTS

- Dubreuilville is at a crossroads
- Housing will determine workforce stability, tourism success, and economic growth
- Now is the time to invest in sustainable, inclusive community development
- Let's build the foundation for Dubreuilville's future.



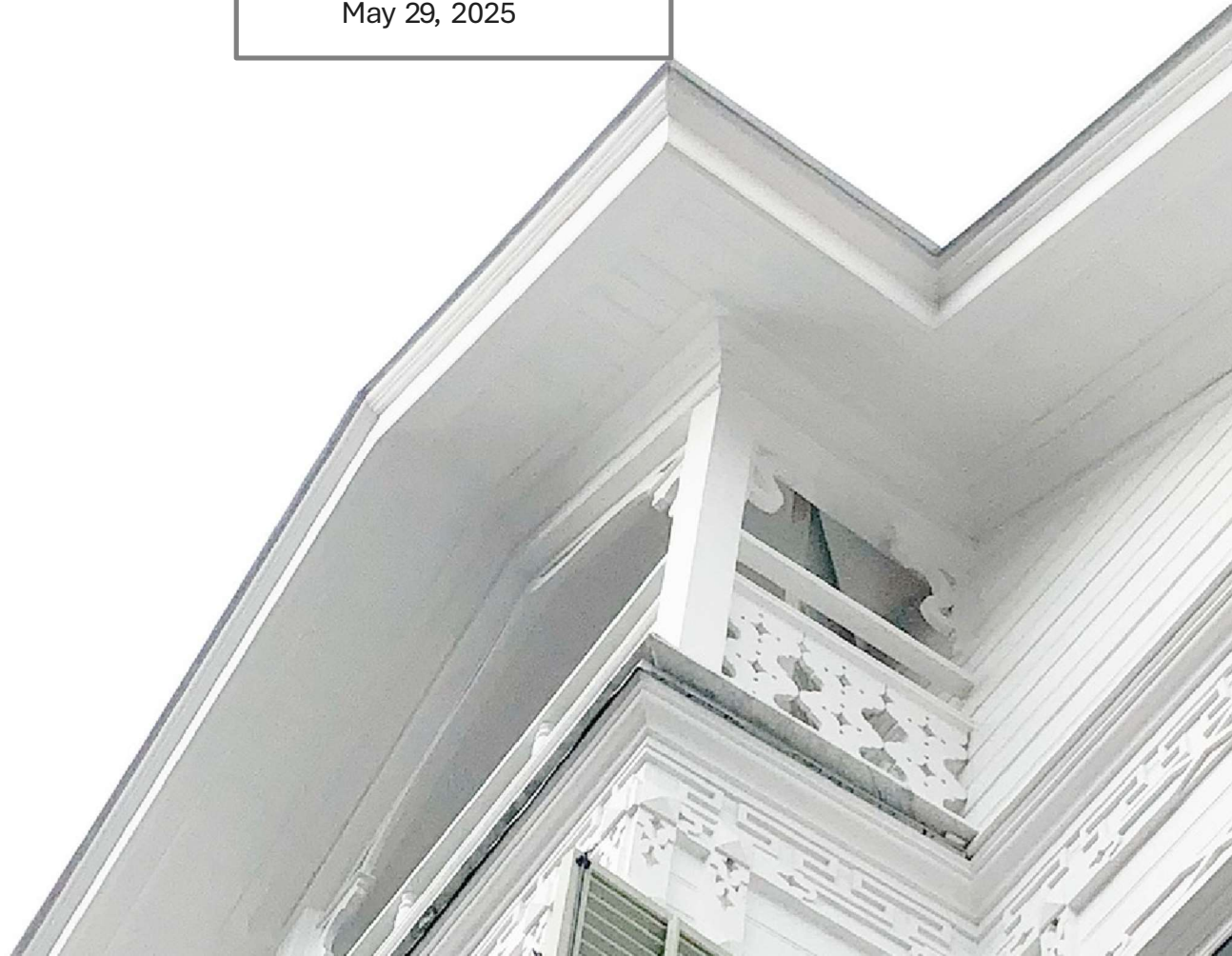


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# A HOUSING NEEDS, DEMAND AND SUPPLY STUDY

Corporation of the Township of  
Dubreuilville, Ontario

May 29, 2025



## Executive Summary

The Community of Dubreuilville has undertaken this Housing Needs Assessment to review and quantify current and future needs in the local housing system. This Housing Needs Assessment will assist in:

- Developing a municipal Housing Action Plan, which will provide goals and strategic actions for ensuring an adequate supply of housing in the community;
- Establishing benchmarks for measuring future progress and success of the Housing Action Plan; and,
- Justifying local housing needs for applications to federal and provincial funding programs.

In Canada, the passage of the National Housing Strategy Act in 2019 recognized housing as a fundamental human right. In recent years, housing supply and affordability have become significant challenges across Canada, including in Dubreuilville. This plan will help the community navigate the challenging road ahead.

## Section 1: Introduction and Historical Background

### 1.1 Overview of Dubreuilville

Dubreuilville, a small town in Northern Ontario, has experienced notable fluctuations in its population over the years, heavily influenced by the local mining and lumber industries. In 2023, the town's population was estimated to be around 600 residents, but this number fluctuates due to the influx of temporary workers connected to the local gold mines.

The mining sector—particularly Alamos Gold and Argonaut Gold, which have now merged—employs approximately 1,500 workers, including both direct employees and subcontractors. However, most of these workers are not permanent residents of Dubreuilville. Instead, they live in temporary housing or dormitories and commute in and out of the community based on their work schedules.

### 1.2 Historical Development

Dubreuilville was founded in the 1960s by the Dubreuil family as a lumber town. During times of prosperity in the sawmill industry, the population grew steadily. However, when the sawmill closed in 2008, the town saw a significant decline in population and economic activity. The town's demographics have been shaped by historical cycles of boom and bust tied to the local sawmill industry, and its closure in 2008 marked a major economic downturn for Dubreuilville.

Since then, Dubreuilville has shifted its economic focus towards mining and tourism. The mining sector has provided some economic recovery to the area, yet the town continues to face challenges related to sustainability and population retention. While mining has introduced new employment opportunities, many workers are transient, opting for fly-in,

fly-out work arrangements rather than settling permanently in the community. Similarly, while tourism offers potential for growth, it has not yet become a primary economic driver that can fully replace the historical reliance on the forestry industry.

### 1.3 Current Demographics and Population Trends

Dubreuilville's current demographic trends reflect its strong economic dependence on resource-based industries, primarily mining. While the permanent resident population remains around 600, the town supports a significant transient workforce connected to mining operations. Key demographic insights include:

- **Mining Workforce:** Industries such as Alamos Gold and Argonaut Gold bring in approximately 1,500 workers, many of whom live in temporary housing rather than settling permanently in the town.
- **Economic Migration Challenges:** The fly-in, fly-out nature of mining jobs limits the number of long-term residents, making it challenging to build a sustainable, year-round community.
- **Population Retention Strategies:** Efforts are underway to attract new permanent residents through housing developments and economic diversification strategies.
- **Impact of Industrial Cycles:** Dubreuilville has experienced cycles of boom and bust due to its reliance on resource extraction. The collapse of the sawmill industry in 2008 forced a shift in economic priorities towards mining and tourism. However, the town still struggles with sustainability issues and must find ways to encourage long-term population growth beyond its current resource-dependent economic model.

Despite the opportunities presented by the mining sector, Dubreuilville continues to face challenges related to sustainability and population retention. The town's future growth will depend on its ability to convert transient workers into permanent residents, diversify the economy, improve housing availability, and support infrastructure development to enhance the quality of life for its residents.

## Section 2: Environmental Scan: Market Trends, Housing Affordability, and Demographic Changes

### 1. Demographic Changes

Dubreuilville's population trends are influenced by economic activity, particularly in the mining sector. While the overall population has remained stable, key demographic shifts present challenges and opportunities for future housing demand:

- **Aging Population:** The median age in Dubreuilville has increased from 42 in 2016 to 44 in 2021, signaling an aging demographic. This shift may drive increased demand for senior-friendly housing, including accessible units and assisted living facilities.

- **Employment Trends:** The employment rate has slightly declined, from 78% in 2016 to 76% in 2021, potentially reflecting fluctuations in local industry dynamics.
- **Income Growth vs. Housing Costs:** While average household income has increased from \$75,000 to \$80,000, income growth has not kept pace with rising housing costs, affecting affordability.

## 2. Current Housing Supply

Dubreuilville's housing stock consists of a mix of single-family homes, multi-unit residential buildings, and rental accommodations, though the overall supply remains constrained. Key aspects of the current housing supply include:

- **Homeownership vs. Rental Market:** The majority of housing units in Dubreuilville are owner-occupied, with a relatively smaller rental market. However, demand for rental housing has been increasing, particularly from workers in the mining sector and new residents relocating for employment opportunities.
- **Condition of Existing Stock:** Many of the existing single-family homes and rental units are older, with some properties requiring significant maintenance or modernization. Limited new residential developments over the past decade have contributed to aging housing stock and the need for rehabilitation.
- **Rental Market Trends:** With limited new rental developments, the existing rental stock is under increasing pressure. Vacancy rates have been steadily declining, leading to higher rental prices and reduced availability for prospective tenants. Many residents have expressed concerns that current rental rates are too high and increasingly unaffordable, particularly for low- and moderate-income households, creating further challenges for those seeking stable housing in the community.
- **Workforce Housing Needs:** The mining industry and related sectors have brought an influx of workers, increasing demand for temporary and permanent housing. Current supply is struggling to keep up, making it challenging for new workers and families to find suitable accommodation.

## 3. Adequacy of Current Housing Stock

Assessing the adequacy of the existing housing stock in Dubreuilville reveals several key concerns:

- **Aging Infrastructure:** A significant portion of the housing stock consists of older homes that require upgrades to meet modern safety and efficiency standards. Issues such as outdated plumbing, insulation, and heating systems are common.
- **Limited Housing Diversity:** The current housing stock primarily consists of detached single-family homes, with fewer options for apartments, townhomes, or

senior-friendly residences. This lack of diversity makes it difficult to accommodate the changing needs of residents.

- **Insufficient Affordable Housing:** The rising cost of homeownership and rental units has made affordability a growing concern. There are limited subsidized housing options, and new developments have not kept pace with demand for lower-cost units.
- **Overcrowding and Rental Shortages:** The low vacancy rate and high demand for rentals have resulted in a housing shortage, forcing multiple families or individuals to either commute from outside the area or share accommodations due to limited availability. This not only affects overall living conditions but also poses a significant challenge in attracting and retaining new employees, making workforce recruitment increasingly difficult for local businesses.
- **Energy Efficiency Concerns:** Many older homes in the area lack proper insulation and energy-efficient systems, leading to higher utility costs for residents and contributing to affordability challenges.

#### 4. Housing Needs by Population Segment

Based on market research, the specific housing needs for various population groups in Dubreuilville include:

##### Seniors

- Demand for **one- or two-bedroom apartments** with accessibility features.
- Need for **senior-friendly housing complexes** with community support services.
- Insufficient accessibility features in current housing stock.

##### Low-Income Families

- Many families struggle to find **affordable rental options** or homes for purchase.
- Demand for **subsidized housing programs** or partnerships with non-profits.
- Co-housing or income-targeted apartment developments are needed.

##### Young Professionals & Workforce Housing

- Strong demand for **affordable rental housing** near workplaces.
- Shortage of **geared-to-income housing options** for workers in non mining service sector, healthcare, and education.
- Rental price increases make it challenging for young professionals to secure stable housing.

## Sustainable & Eco-Friendly Housing

- Residents expressed an interest in **energy-efficient and environmentally sustainable homes**.
- New housing developments should incorporate **green building techniques and energy efficiency** to reduce long-term living costs.

## Infrastructure & Community Services

- Demand for additional services like **schools (English & French), healthcare facilities, and community spaces**.
- Need for municipal incentives to attract developers and expand land availability.

## 5. Demand and Supply Analysis

### Housing Demand by Type

- **Rental vs. Ownership:** Increasing demand for quality rental housing due to affordability challenges in homeownership.
- **Single-Family vs. Multi-Family Units:** Growing demand for multi-family developments such as apartments and townhomes due to demographic shifts and affordability constraints.
- **Affordable and Workforce Housing:** A high demand exists for affordable housing options tailored to low-income families and essential workers.

### Evaluation of Existing and Planned Housing Supply

- **Current Supply:** Primarily single-family homes with limited multi-family or rental options.
- **Planned Developments:** Few planned residential projects indicate a need for policy incentives to encourage development.
- **Housing Condition:** Much of the current housing stock requires upgrades and modernization to meet present-day quality of life standards.

### Identified Gaps in Housing Supply and Demand

- **Affordable Housing Shortage:** Insufficient supply of income-geared rental units.
- **Senior Housing Needs:** Lack of accessible housing options for aging residents.
- **Workforce Housing Deficit:** Limited availability of rental properties for transient and permanent workforce populations.

- **Diversity in Housing Stock:** Need for increased multi-unit residential developments to accommodate growing demand.

## 6. Future Housing Requirements and Economic Growth Projections

Given Dubreuilville's projected economic growth and population trends, it is essential to assess future housing needs to ensure that supply keeps pace with demand:

- **Population Growth Considerations:**
  - With mining and related industries continuing to attract workers, population growth is expected to remain stable or increase modestly over the next decade.
  - An influx of workers and families could drive demand for new rental and homeownership opportunities.
- **Housing Supply and Development Needs:**
  - Expansion of multi-unit residential buildings and townhomes to accommodate diverse housing needs.
  - Increased rental housing supply to address low vacancy rates.
  - Development of sustainable and energy-efficient housing to reduce long-term costs and support environmental goals.

## 7. Environmental Scan Conclusions

Dubreuilville's housing market faces notable challenges, particularly regarding affordability and availability. Rising home prices, increasing rental costs, and a tightening market indicate a need for strategic interventions to ensure that housing supply meets future demand. Proactive housing policies and development initiatives will be essential to maintaining a resilient and sustainable community.

## 8. Stakeholder Surveys and Interviews

As part of the Dubreuilville Housing Needs, Demand, and Supply Study, a comprehensive housing survey was conducted to better understand the perspectives of local residents, businesses, and stakeholders regarding housing availability, affordability, and future needs. The survey was administered by Chantal Croft, Economic Development Officer, Township of Dubreuilville, and included approximately 20 key questions designed to capture insights into:

- Current housing challenges faced by residents.
- Preferred housing types and availability of rental vs. ownership options.

- Barriers to homeownership and rental affordability.
- The needs of various population segments, including seniors, families, and workers.
- Potential strategies for attracting new residents and supporting housing development.

The feedback gathered from the survey provides valuable qualitative and quantitative data, helping to shape recommendations for future housing policies and investment in Dubreuilville. This section will analyze the key trends emerging from the survey results and highlight community-driven priorities for housing solutions.

From the data provided in the Dubreuilville Housing Needs Survey, several key takeaways emerge regarding the priorities and concerns of residents:

### 8.1. Housing Availability and Affordability

- **Key Concern:** Many respondents rated the availability of affordable housing in Dubreuilville as poor or fair. This indicates a significant gap in the housing market to meet the needs of residents.
- **Suggested Action:** Building affordable rental homes or income-targeted apartments was a recurring recommendation to support local workers, including those in education, healthcare, and the service industries.

### 8.2. Housing for Seniors

- **Key Concern:** Respondents highlighted the need for specific housing options for seniors, such as one- or two-bedroom apartments. Accessibility improvements were also mentioned, as many homes currently lack features suitable for people with disabilities.
- **Suggested Action:** Developing senior-friendly housing complexes or apartments with accessibility features should be a priority.

### 8.3. Sustainable and Eco-Friendly Development

- **Key Concern:** Many respondents indicated the importance of incorporating sustainable and eco-friendly practices in new housing developments. This aligns with broader trends toward environmentally conscious construction.
- **Suggested Action:** Explore green building techniques and energy-efficient designs for future developments.

#### 8.4. Local Government's Role

- **Key Concern:** Residents expect local government at all three levels, to play an active role in addressing housing issues. Suggestions included facilitating new construction, expanding land availability, and supporting housing diversity.
- **Suggested Action:** The municipality could create incentives for developers and allocate more land for varied housing projects. Community housing projects is also a viable option.

#### 8.5. Housing for the Workforce

- **Key Concern:** The survey emphasized the need for housing that supports key workforce groups, including miners, teachers, healthcare workers, emergency services personnel, and those employed in the retail and service sectors. This is particularly critical given the transient workforce tied to mining operations and the growing demand for local services that support both residents and industry.
- **Suggested Action:** Provide geared-to-income housing and rental homes tailored to the needs of these groups.

#### 8.6. Additional Infrastructure Needs

- **Key Concern:** Respondents highlighted the need for additional services to support population growth, such as schools (including English and French options), healthcare facilities, and community services.
- **Suggested Action:** Collaborate with provincial and federal authorities to invest in necessary infrastructure and community amenities.

#### 8.7. Accessibility Issues

- **Key Concern:** Accessibility for individuals with disabilities was mentioned as inadequate. Apart from a seniors' complex, most housing lacks features for disabled individuals.
- **Suggested Action:** Implement accessibility standards in new construction and consider retrofitting existing structures.

#### 8.8. Preferences for Downsizing

- **Key Concern:** Some residents are contemplating downsizing in the future, while others prefer to age in place. This reflects a demand for smaller, more manageable housing units.
- **Suggested Action:** Develop smaller, energy-efficient homes or co-housing options that cater to retirees and those looking to downsize.

## 8.9. Key Factors for Living or Investing

- **Key Concern:** Factors influencing decisions to live or invest in Dubreuilville include affordability, community quality, job availability, and proximity to work or family.
- **Suggested Action:** Promote Dubreuilville as a welcoming, family-friendly community with opportunities for growth, while addressing housing affordability.

## 8.10. Challenges for Low-Income Families

- **Key Concern:** Many respondents noted the need for affordable housing options for low-income families, such as apartments or co-housing arrangements.
- **Suggested Action:** Targeted policies or partnerships with nonprofits could address this gap.

## General Sentiment

- Residents feel that the housing market is not adequately supporting the current population or workforce, particularly in key industries. Many also believe that solving housing challenges requires a coordinated effort from government, developers, and the community.

## 9. Stakeholder Interviews

### 9.1 Stakeholder Interview Summary – Svitlana Prykhodko

#### Background and Experience in Dubreuilville

Svitlana Prykhodko arrived in Dubreuilville in June 2022, relocating from Ukraine. She initially lived at Relais Magpie Relay Motel, where she worked, before moving into a bachelor apartment once her husband joined her.

She emphasized that accommodation availability was extremely limited and noted that if the motel owner had not provided housing, she would not have been able to accept her job due to the lack of rental options in the town.

#### Observations on Housing and Workforce Recruitment

Through her experiences working at Relais Magpie Relay Motel from June 2022 to January 2024—first as a night auditor, then as an accountant—Svitlana gained key insights into Dubreuilville’s housing constraints and workforce challenges:

- **Motel Occupancy & Seasonal Demand:** The motel was frequently sold out, particularly during peak snowmobile tourism season when rooms were often reserved well in advance, limiting availability for other visitors and workers.

- **Recruitment Struggles for Local Businesses & Institutions:** Employers—including the grocery store and the local school—faced difficulties in hiring and retaining staff due to insufficient housing.
- **Real Estate Investment Barriers:** She recalled instances where real estate investors considered housing developments but ultimately did not proceed due to challenges in securing funding. Lenders viewed Dubreuilville’s mining-driven economy as high-risk, making financing difficult.

### **Challenges with Mining Camp Accommodations & the Need for Housing Diversification**

Svitlana had the opportunity to **visit and assess the Alamos Gold Inc. mining camps**, where she noted:

- The dormitory accommodations are suitable for single workers but not for couples or families.
- Many workers, particularly couples, would prefer to live in apartments or houses, yet the lack of available housing in Dubreuilville prevents this from happening.
- She sees this as a major opportunity for the town to develop residential housing targeted at mining workers who would prefer permanent housing over temporary dormitories.

### **Immigration & Retention Challenges**

As an immigrant herself, Svitlana also highlighted immigration as a key pathway for Dubreuilville’s long-term sustainability but noted significant barriers preventing newcomers from settling permanently:

- **Housing & Immigration Hurdles:** Several newcomers to Canada attempted to establish themselves in Dubreuilville but had to leave due to both immigration challenges and a lack of available accommodations.
- **Difficulties Navigating Immigration Programs:** The Northern Ontario immigration programs proved difficult for some individuals to navigate, preventing them from securing permanent residency.
- **Soft Landing Support:** She stressed that the town should actively assist immigrants in both the immigration process and securing initial housing, as this would increase retention rates and support workforce expansion.

### **Conclusion: The Need for Housing & Economic Diversification**

Svitlana sees economic diversification as critical for the long-term sustainability of Dubreuilville. The town’s heavy reliance on mining makes it difficult for housing projects to secure funding, which in turn limits workforce recruitment and retention. Addressing housing shortages and making the immigration process more accessible would enhance the town’s economic resilience and ensure long-term growth and stability.

## 9.2 Stakeholder Interview Summary – Ben S. Cohen, CEO of Rideout Bay Developments Inc.

### Background and Experience in Dubreuilville

Ben S. Cohen is the CEO of Rideout Bay Developments Inc., a real estate investment and development firm specializing in Northwestern Ontario markets, including Dryden, Sioux Lookout, Hornepayne, and Fort Frances. His company is dedicated to shaping new residential and commercial landscapes in these growing communities.

Ben spent a significant amount of time working on a proposed 22-unit multi-family residential development in Dubreuilville. His extensive feasibility study and building plans demonstrated strong initial potential, and he had secured preliminary commitments from both Alamos Gold Inc. and Argonaut Gold Inc. to occupy 41% of the units for corporate housing. However, several financial and market-based challenges ultimately prevented the project from moving forward.

### Challenges in Securing Corporate Commitments & Financing

- **Impact of the Alamos Gold Inc.-Argonaut Gold Inc. Merger:**
  - Originally, both mining companies had committed to securing 50% of the units for corporate use, reducing Ben’s financial risk and making the project attractive to lenders.
  - However, Alamos Gold later acquired Argonaut Gold, which resulted in a reduction of their corporate commitment post-merger.
  - This dramatically changed the project’s risk profile, making it harder to secure favorable lending terms.
- **Difficulties in Securing Financing & CMHC Challenges:**
  - Ben worked extensively with CMHC (Canada Mortgage and Housing Corporation) to finance the development but encountered significant hurdles.
  - CMHC categorized Dubreuilville as a high-risk mining town, leading to a 30% lower valuation assessment for the project compared to similar developments in non-mining communities.
  - Other lenders also perceived Dubreuilville as high-risk, leading to shorter amortization periods and stricter loan conditions.
- **Lender Risk Aversion & High Costs:**
  - Many lenders were unwilling to offer long-term financing due to concerns about the longevity of Alamos Gold’s operations.
  - Shorter amortization periods combined with higher financing costs significantly impacted the project’s financial viability.
  - Expected high property taxes further reduced the attractiveness of the investment.

## Evaluation of Construction Methods & Cost Considerations

Ben explored various **construction methods** to improve project feasibility:

- **Modular Construction vs. Site-Built Construction:**
  - Modular construction was evaluated as a quicker and more efficient option for Dubreuilville.
  - However, preassembled site-built construction offered some cost savings, though it did not fully offset the other financial challenges.
- **Final Decision:**
  - Despite extensive planning and feasibility analysis, the financial structure of the project could not be optimized due to a combination of restrictive financing terms, risk-averse lenders, reduced corporate commitments, and anticipated high taxes.
  - As a result, Ben ultimately could not move forward with the development.

## Key Takeaways & Policy Recommendations

- **Mining Town Perception Creates Financial Barriers:**
  - Lenders and financial institutions view mining-dependent towns as unstable investment locations, leading to depressed property valuations and unfavorable financing conditions.
  - Addressing this perception issue through government-backed guarantees or loan programs could unlock more housing development opportunities.
- **Corporate Commitments Are Crucial for Project Viability:**
  - Long-term, legally binding corporate commitments from major employers would help developers secure favorable loan terms and reduce project risk.
  - Strengthening public-private partnerships between developers, corporations, and municipalities could encourage long-term investment stability.
- **Tax Incentives & Development Grants Could Improve Feasibility:**
  - Tax reductions, development charge waivers, or infrastructure incentives would make projects more financially viable.
  - Other municipalities in Ontario have successfully used municipal tax abatement programs to encourage real estate investment. Similar measures are currently in place and could help Dubreuilville attract new development. Note: The program is presently set for a three-year term.

## Conclusion: Addressing Barriers to Unlock Development Potential

Ben's experience illustrates the systemic challenges in developing multi-family housing in Dubreuilville. Despite strong initial demand, financing hurdles, restrictive lending conditions, and high-risk perceptions prevented the project from moving forward.

To attract future real estate investment, Dubreuilville should:

- 1) Advocate for CMHC and lenders to reassess the risk profile of the town based on

long-term mining sustainability.

- 2) Encourage corporate housing commitments to give developers confidence in occupancy rates.
- 3) Promote existing tax or incentive programs to lower upfront costs and improve project feasibility.
- 4) Explore federal and provincial support programs that help fund infrastructure for housing developments.

Without proactive solutions, Dubreuilville risks missing out on much-needed housing developments, further exacerbating workforce shortages and economic constraints.

### **9.3 Stakeholder Interview Summary – Austin Hemphill, General Manager, Alamos Gold Inc. (Island Gold Mine)**

#### **Support for Housing Development in Dubreuilville**

Austin Hemphill, General Manager at Alamos Gold Inc., Island Gold Mine, is a strong advocate for new housing development in Dubreuilville. However, he acknowledges that developing new homes in the town is a challenging initiative due to two primary barriers:

1. **Rising Construction Costs** – The cost of building a new single-family home in Dubreuilville has surged past \$400,000, making homeownership increasingly unaffordable for many residents.
2. **Tax Disparity Between New and Existing Homes** – Due to outdated property assessments (MPAC last assessed properties in 2016 or earlier), existing homes are taxed at significantly lower rates than newly built homes, which are assessed at 2025 market values.

This creates a significant imbalance, where new homes bear a disproportionately high tax burden, making development unappealing to both homebuyers and private investors. Austin emphasized that if the municipality expects private investment in new housing, this tax disparity must be resolved to ensure a fairer distribution of property taxes.

#### **The Need for Incentives & Municipal Support**

To encourage housing development in Dubreuilville, Austin suggested that the municipality:

- Implement tax balancing measures to ensure that existing homeowners contribute fairly and new builds are not disproportionately taxed.
- Introduce financial incentives such as tax abatements, development grants, or subsidized infrastructure support to help offset high building costs.

Without these measures, he believes housing investment will remain stagnant, preventing Dubreuilville from growing into a sustainable, long-term mining community.

## **Alamos Gold's Commitment to Dubreuilville's Economic Sustainability**

Austin highlighted that Alamos Gold Inc. is deeply invested in the long-term sustainability and economic prosperity of Dubreuilville. The company:

- Reserves 10 rooms at the Relais Magpie Relay Motel at all times, regardless of usage, to support the local economy.
- Makes Alamos dormitories available to third-party vendors, not just their direct employees, helping to address temporary housing needs for contractors.
- Views a strong local community as vital to Alamos Gold's success, recognizing that a thriving town helps support the mine's workforce and operational stability.

## **The "Trifecta of Sustainability" for Mining Towns**

Based on his global experience in small mining towns, Austin identified a key pattern for long-term community viability—what he calls the “Trifecta of Sustainability”:

1. Strong Schools – Access to quality education attracts and retains families.
2. Reliable & Affordable Grocery Stores – A well-stocked grocery store with fair pricing ensures a stable local economy.
3. Accessible Fuel & Energy Infrastructure – A gas station is crucial for ensuring easy transportation and logistical support.

He emphasized that losing any one of these elements is like removing a leg from a three-legged stool—it destabilizes the entire community. He is committed to supporting Dubreuilville in maintaining all three factors to ensure long-term sustainability.

## **The Need for More Short-Term Accommodations & Corporate Housing Commitment**

Austin acknowledged that Dubreuilville urgently needs more short-term accommodations. He strongly supports a model where single-family homes or townhouses are converted into Airbnb or VRBO rentals, seeing several benefits to this approach:

- Attractive Housing for Professionals & VIP Employees – Alamos Gold Inc. would commit to renting these units for corporate use, helping make the short-term rental model financially viable.
- A Stepping Stone for Permanent Relocation – These rentals could provide transitional housing for working professionals moving to Dubreuilville, allowing them to live in a home environment before finding permanent housing.
- Economic Infrastructure & Business Community Growth – He suggested that the municipality should consider taking on this initiative internally, ensuring that short-term housing is available for businesses and professionals without creating tax burdens for private investors.

## **Conclusion: Addressing Housing Challenges for a Sustainable Dubreuilville**

Austin emphasized that housing development is a fundamental component of Dubreuilville's long-term success. However, for private investment to be viable, the town must:

- 1) Resolve tax disparities between old and new homes to remove financial barriers to development.
- 2) Promote existing incentives or tax reductions to offset high construction costs.
- 3) Expand short-term rental accommodations as economic-enabling infrastructure to attract and retain professionals.
- 4) Ensure the "Trifecta of Sustainability" (schools, grocery stores, fuel stations) remains intact to secure Dubreuilville's long-term viability.

He reinforced that Alamos Gold Inc. is committed to Dubreuilville's future and would support initiatives that enhance the community's sustainability, workforce stability, and economic growth.

### **9.4 Stakeholder Interview Summary – Pat Dubreuil, MBA**

#### **Advisor / Consultant / Angel Investor, President of LRIC Let's Roll "Ideation" Consulting**

##### **Background and Investment in Dubreuilville**

Pat Dubreuil's family has a long and storied history in Dubreuilville, as they were among the founding families of the town. Today, Pat remains heavily invested in Dubreuilville, owning multiple residential, commercial, and industrial properties, as well as critical local businesses, including:

- Relais Magpie Relay Motel
- The community's gas station
- Several vacant land parcels well-suited for future residential expansion

With a real estate portfolio of approximately 18 doors, Pat has firsthand experience with housing demand, rental challenges, and property development constraints in Dubreuilville.

#### **Challenges in Residential Development & Tax Burden**

While Pat supports new housing development, he has faced significant barriers that have made expanding his residential portfolio difficult:

- **Tenant Screening & Vacancy Rates:** Although demand for housing exists, Pat noted that he has left some of his units vacant due to challenges in finding suitable tenants who meet his screening criteria.
- **High Tax Burden on New Builds:** In 2018, he built a modular 3-bedroom home (16 ft x 69 ft, 1,104 sq ft) at 357 Des Saules Ave. Despite being a modest, modern home, he was shocked by the property tax bill. – This was later verified to be less than what the stakeholder had thought.
- **Tax Disparity Between New and Older Homes:** The discrepancy between tax rates on older properties and newly constructed homes discourages further development. Pat emphasized that this significant gap in taxation creates a major financial disincentive for investors looking to build new homes in Dubreuilville.

### **Rental Marketing & Potential for Short-Term Accommodations**

Pat currently markets his rental units through:

- Facebook Marketplace & Kijiji
- Word of mouth
- Flyers at his motel & gas station

He has not yet ventured into Airbnb or VRBO but expressed interest in exploring this model as a viable opportunity.

### **Economic Diversification & Business Development**

Pat is deeply committed to Dubreuilville's long-term economic growth and strongly believes in diversifying the local economy beyond mining. He sees service-based industries supporting mining operations as the best pathway for sustainable economic expansion.

#### **Key opportunities for economic growth in Dubreuilville include:**

- Vehicle & Equipment Maintenance Services
- Metal Fabrication & Welding Operations
- Drill Bit Sharpening & Machining Services

Each of these industries would support existing mining operations while creating independent economic opportunities that extend beyond the mining sector. However, Pat emphasized that workforce availability and adequate housing infrastructure are necessary to attract and retain businesses in these sectors.

### **Tourism as a Growth Sector**

Pat strongly supports tourism as an economic driver and has actively catered to this market through his motel operations. He highlighted:

- Snowmobile tourism as a key contributor to Dubreuilville's economy

- Opportunities to grow ATV, motocross, and fishing tourism in the summer months
- Commitment to maintaining motel availability for seasonal tourism demand

Expanding short-term rental accommodations (Airbnb/VRBO) could help further grow Dubreuilville's tourism sector, attracting more visitors, seasonal workers, and outdoor enthusiasts.

### **Challenges in Workforce Recruitment & Immigration**

Pat has personally struggled to find workers to support his businesses and recognizes the value of immigration as a solution to Dubreuilville's labor shortages.

- He actively provides accommodations for new employees and immigrants, which has been essential for securing staff.
- He supports Northern Ontario immigration programs but wishes Dubreuilville were part of a designated target area to make the process easier for employers.
- He noted that many immigrants faced challenges with both immigration processes and housing availability, preventing them from settling in Dubreuilville long-term.

### **Concerns About Alamos Gold's Housing Model & Impact on Local Accommodations**

Pat expressed concerns about Alamos Gold Inc. offering its dormitories to third-party contractors, as he believes this competes with the local accommodations market.

- He would prefer to see Alamos encourage its contractors and vendors to utilize community infrastructure, such as hotels, motels, and local rentals, rather than offering dorm accommodations in-house.
- He noted that a strong local accommodations market benefits the entire business community, whereas relying on mining dorms creates an insular housing system that does not contribute to long-term community development.

### **Access to Financing & Lender Risk Perception**

Similar to Ben Cohen's experience, Pat has witnessed lenders hesitating to finance projects in Dubreuilville due to perceived economic risk from mining dependence.

- Banks and traditional lenders often shy away from offering financing for housing or business developments, fearing that the mining industry's presence may be shorter-term than it actually is.
- Credit unions and alternative lenders may be a better solution, but efforts are needed to attract financial institutions that understand the long-term potential of Dubreuilville.
- The reality is that Dubreuilville is surrounded by multiple mining operations, including:

- Borden Mine (Newmont)
- Wesdome Gold Mines
- Red Pine Exploration
- Marathon Palladium Project (Generation Mining)

Pat emphasized that correcting lender perceptions and securing alternative financing sources is essential for Dubreuilville's future growth.

### **Conclusion: Keys to Unlocking Dubreuilville's Economic Potential**

Pat firmly believes that Dubreuilville has the potential for sustainable economic expansion, but structural barriers need to be addressed to enable growth.

**Property tax reform** – Align taxation for new and existing homes to encourage residential development.

**Incentivizing real estate investment** – Offer tax breaks, grants, or other financial incentives for new construction.

**Expanding economic diversification** – Develop mining service industries such as maintenance, fabrication, and machining.

**Strengthening local tourism infrastructure** – Grow ATV, fishing, and motocross tourism, supported by short-term rental options.

**Improving access to financing** – Work with credit unions and alternative lenders to overcome risk perceptions about Dubreuilville's mining-based economy.

Pat remains committed to supporting Dubreuilville's economic future and believes that with the right policies and incentives, the community can achieve long-term prosperity and sustainability.

## **10. Current state of Housing**

As of the 2021 Census, Dubreuilville had a total of 284 private dwellings, with 248 of these occupied by usual residents. This indicates that approximately 87% of the available homes were occupied at that time.

In 2016, the township reported 310 occupied private dwellings, with 83% being owner-occupied and 17% rented. The average monthly shelter cost for owned dwellings was \$784, while for rented dwellings, it was \$695. The average value of owned dwellings was estimated at \$86,260.

These figures suggest a slight decrease in the number of occupied dwellings between 2016 and 2021, which aligns with the modest population decline observed during that period. To the best of our knowledge, our findings would suggest that this trend has reversed and occupied dwellings have been on a steady increase from 2021 to 2025.

The decrease in the number of occupied homes in Dubreuilville between 2016 and 2021 can be attributed to several factors tied to the town's economic and demographic challenges:

### 10.1. Economic Reliance on Mining and Resource Sectors

- **Boom-Bust Cycles:** Dubreuilville is heavily dependent on resource-based industries, primarily gold mining. While mining brings significant economic activity, many workers are transient (fly-in/fly-out) and do not settle permanently in the community, leaving some homes unoccupied.
- **Closure of Sawmill in 2008:** The long-term effects of the sawmill's closure have likely contributed to fewer permanent residents in the area, as former sawmill workers may have relocated for new employment.

### 10.2. Aging Population

- **Outmigration of Youth:** Like many small, resource-based communities, Dubreuilville experiences outmigration of younger residents seeking education or employment opportunities elsewhere, leaving behind an aging population with reduced household sizes.
- **Downsizing and Vacancies:** Older residents may move to seniors residences or larger urban centers for healthcare access or downsized accommodations, leading to vacant homes that can be resold to young professionals or families.

### 10.3. Housing Challenges

- **Limited Housing Options:** The existing housing stock may not meet the needs of potential new residents, especially families or professionals who might consider moving to the area for work. The survey also highlights concerns about affordability and availability, which could deter new residents.

### 10.4. Lack of Supporting Infrastructure

- **Short-Term Accommodations Deficit:** The lack of sufficient short-term accommodations (e.g., motels, Airbnb) makes it difficult for potential investors, workers, or visitors to stay in the community, potentially stalling population growth and investment in housing.

### 10.5. Regional Competition

- Dubreuilville competes with other Northern Ontario towns for residents and investment. Communities with better infrastructure, amenities, or housing options may attract people away. However, Dubreuilville has demonstrated strong success in addressing infrastructure gaps to meet the needs of its residents. A notable example is the municipality's efforts to bring reliable internet connectivity to the community, significantly improving access to online services, education, and remote work opportunities.
- Another key opportunity lies in expanding cellphone connectivity, as Bell Canada currently does not provide service in the community. Given Bell's role as a major network provider in Canada, the municipality could treat this issue with the same priority as internet connectivity and actively advocate on behalf of its residents to bring improved cellular service to Dubreuilville. Addressing this gap would further enhance the community's attractiveness for both residents and businesses.

## 10.6. COVID-19 Pandemic Impact

- **Temporary Migration Patterns:** The pandemic led to shifts in where people choose to live, with some returning to urban areas or relocating closer to family. However, the rise of remote work has created new employment opportunities, allowing individuals to work in office-related jobs from anywhere. This has particularly benefited rural and Northern Ontario, enabling residents to access career opportunities that were previously concentrated in larger cities, creating new opportunities for smaller towns like Dubreuilville.

These factors present both risks and opportunities for housing and community development. Active municipal governments must remain aware of these evolving dynamics, continuously assessing and responding to changing economic and social environments. By proactively addressing housing availability, infrastructure gaps, and long-term economic sustainability, municipalities can create conditions where housing can thrive, communities can grow, and residents can prosper.

As previously noted, recent data indicates a trend of growth in Dubreuilville, with the number of occupied dwellings steadily increasing from 2021 to 2025. According to Houseful.ca, the median list price of homes in Dubreuilville was \$262,400 in January 2025, reflecting a 2.78% decrease from \$269,900 in December 2024. The median price per square foot stood at \$188, with homes typically remaining on the market for 74 days.

Notably, the number of homes for sale increased by 33.33% month-over-month, signaling a growing housing market and a potential increase in housing availability for prospective buyers.

The increase in occupied dwellings from 2021 to 2025 can be attributed to several factors, some include the following:

## 1. Economic Growth and Diversification

- **Mining Industry Expansion:** The continued development of local gold mines has attracted an increasing number of workers to the area, some of whom have chosen to establish permanent residences in Dubreuilville. There is growing evidence that more workers wish to transition from company-provided dormitories to private offsite accommodations; however, the limited availability of housing units remains a key barrier to this transition. Expanding housing options could help meet this demand and further support the community's growth.
- **Infrastructure Investments:** Improvements in local infrastructure, including road networks, internet and data connectivity, and public services, have enhanced Dubreuilville's appeal to potential residents. These advancements contribute to a higher quality of life, support economic growth, and make the town a more attractive option for those looking to establish permanent residency.

## 2. Housing Market Dynamics

- **Increased Housing Demand:** The rise in median list prices suggests a higher demand for housing, prompting new constructions and renovations to accommodate incoming residents.
- **Competitive Housing Market:** Dubreuilville's housing market is described as extremely competitive, with residential housing considered affordable and relatively new, as the majority of homes were constructed between 1961 and 1990.

## 3. Community Initiatives – Municipal Support for Development

The Township of Dubreuilville has actively implemented a range of initiatives to support and stimulate residential development. These efforts are designed to attract investment, increase the number of occupied dwellings, and enhance the overall housing landscape within the community.

### A. Incentive Programs

To encourage private sector development, the municipality launched the **Community Improvement Plan for Economic Growth (CIPEG)**—a suite of financial incentive programs that offer targeted support to developers, property owners, and businesses. These programs are available to projects within the urban settlement area and are designed to reduce financial barriers to development and improvement.

### CIPEG Financial Incentive Programs – Summary

1. **Façade Improvement Grant**
  - Up to 50% of eligible costs, to a maximum of \$2,000 per project.
  - Supports visual improvements to building exteriors visible from the street.
2. **Accessibility Improvement Grant**
  - Up to 50% of eligible costs, to a maximum of \$2,500.

- Covers wheelchair ramps, automatic doors, and other accessibility upgrades external to the building.
- 3. **Landscape and Property Improvement Grant**
  - Up to 50% of eligible costs, to a maximum of \$2,000.
  - Supports enhancements such as landscaping, patios, benches, bike racks, fencing, and lighting.
- 4. **Architectural / Engineering Design Grant**
  - Up to 50% of eligible costs, to a maximum of \$1,000.
  - For concept drawings, façade designs, engineering plans, and related professional services.
- 5. **Township Application / Permit Fee Rebate**
  - Up to 50% rebate of eligible municipal application and permit fees, to a maximum of \$1,000.
  - Applies to building permits, zoning by-law amendments, site plan applications, and more.
- 6. **Tax Increment Grant**
  - Rebates a portion of the property tax increase resulting from eligible improvements:
    - *Residential, Multi-Residential, Seniors/Affordable Housing:*
      - 100% (Year 1), 75% (Year 2), 50% (Year 3), 25% (Year 4)
    - *Commercial/Industrial Developments:*
      - 75% (Year 1), 50% (Year 2), 25% (Year 3)
  - Applies to the **Township portion** of the increased taxes only.
- 7. **Environmental Site Assessment Grant**
  - Up to 50% of eligible costs:
    - \$2,500 per study, to a maximum of \$5,000 per property.
  - Supports Phase II ESAs, remedial work plans, and risk assessments for redevelopment of brownfield sites.
- 8. **Residential Demolition Grant**
  - Covers demolition permit fees and waives landfill tipping fees for one eligible residential project.
  - Must be tied to rehabilitation or redevelopment potential.

## B. Broadband Internet Infrastructure

In addition to financial incentives, Dubreuilville has made significant investments in digital infrastructure to support residential growth and economic development. In partnership with Community Network Partners, the Township launched a next-generation fibre optic network, becoming one of the first rural Canadian municipalities to own and operate its own fibre-to-the-home system.

This \$1.15 million investment has expanded connectivity across the municipality and successfully connected over 70% of residents to high-speed internet. The improved digital access enhances opportunities for education, healthcare, remote work, and local business development, making Dubreuilville an increasingly attractive place to live, work, and invest.

In summary, while Dubreuilville experienced a decline in occupied dwellings between 2016 and 2021, recent trends from 2021 to 2025 indicate a positive shift. This growth is driven by economic expansion, a competitive and affordable housing market, and supportive community initiatives, all contributing to an increase in occupied dwellings and a revitalized local economy. Unfortunately, very few new homes are being built in Dubreuilville, despite the presence of demand for housing. This phenomenon is influenced by several interconnected factors:

### 10.7 Economic Dependence on Mining

- **Transient Workforce:** Much of the demand for housing in Dubreuilville comes from miners and workers associated with nearby gold mines. However, many of these workers are fly-in/fly-out or live in temporary accommodations like dormitories or rental units provided by mining companies. This limits the need for permanent, privately-owned housing.
- **Cyclical Nature of Resource Industries:** Mining is a boom-and-bust industry, and developers may hesitate to invest in new housing due to uncertainty about long-term economic stability and demand.

### 10.8 Limited Local Population Growth

- **Stagnant or Declining Population:** Dubreuilville's population has remained relatively stable or declined slightly over the past years. Although the community has seen growth over the past decade, the history of decline limits the appetite for developers to build new homes, as the market size is small and growth prospects are modest.
- **Outmigration:** Many younger residents leave Dubreuilville for education or employment opportunities elsewhere, reducing the potential demand for family homes.

## 11. Challenges for Developers

- **High Construction Costs:** Developing in remote areas like Dubreuilville presents higher construction costs due to transportation challenges, limited material availability, and supply chain constraints. Additionally, the local workforce is limited, often requiring contractors to bring in skilled labor, which can further drive up costs.
- **Financing and Lending Challenges:** Many lenders perceive mining communities as high-risk, leading to tighter lending terms, higher interest rates, and shorter amortization periods. In some cases, financial institutions may refuse to lend altogether, making new residential developments more expensive and difficult to finance.
- **Infrastructure Considerations:** Expanding residential areas often requires significant investments in roads, water, and sewer systems, which can be cost-

prohibitive for small municipalities. However, Dubreuilville has proactively invested in adequate water and sewer infrastructure, and serviced lots with existing capacity are currently available for development. This positions the community well for future residential growth while minimizing additional infrastructure costs.

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## 12. Governmental and Policy Factors

- **Limited Incentives:** While the municipality has introduced incentive programs to encourage development, additional financial support mechanisms—such as tax incentives, infrastructure grants, or development subsidies—would further enhance the attractiveness of new construction in Dubreuilville. Given the high costs and financing challenges associated with remote development, the risk-reward ratio remains a barrier for many potential investors.

Considering the critical role of housing availability in economic development, it is reasonable to seek funding support from the provincial government through the Northern Ontario Heritage Fund (NOHFC) or the federal government through FedNor. Targeted financial assistance could help address the housing shortage, ensuring Dubreuilville remains competitive in attracting workers and businesses to the region.

- **Zoning and Land Availability:** While Dubreuilville has already designated land for residential development, maintaining sufficient zoning flexibility is essential to accommodate future growth. Regularly reviewing zoning policies and making strategic adjustments where needed can help facilitate new housing projects.

Additionally, streamlining permitting processes and reducing bureaucratic hurdles would make it easier for developers to move forward with projects. Through our analysis, it is evident that Dubreuilville has a number of lots ready for development, with access to key services such as water, power, and sewer. These existing assets provide an opportunity for immediate residential expansion if the right incentives and development strategies are put in place.

## 13. Lack of Local Housing Market Dynamism

- **Small Market Size:** With so few transactions happening in the local real estate market, there's little momentum to drive new development.
- **Limited Speculative Interest:** Unlike urban or suburban areas, there's minimal speculative interest from investors or developers who might build homes in anticipation of future demand.

## 14. Potential Bottlenecks in Financing

- **Lack of Financing for Buyers:** Potential homebuyers in Dubreuilville may face difficulties in securing mortgages, as lenders might perceive higher risks due to the town's economic reliance on a single industry and low property values.
- **Limited Local Developers:** With few developers active in the region, the capacity for large-scale residential projects is restricted.

## 15. Opportunities to Stimulate Housing Development

To address Dubreuilville's housing challenges, it is essential to explore proactive solutions that can encourage new construction and investment. The following section outlines potential strategies that could help overcome existing barriers, including financial incentives, partnerships, municipal initiatives, and regulatory improvements. By implementing these approaches, Dubreuilville can create a more supportive environment for housing development and long-term community growth.

### 1. Government Support:

- Incentivize developers with grants or tax credits to reduce financial risks.
- Invest in infrastructure to support new residential developments.

### 2. Public-Private Partnerships:

- Public-Private Partnerships (PPPs) present a valuable opportunity to stimulate housing development in Dubreuilville by leveraging the strengths of both the public and private sectors. These partnerships can help reduce financial risk, accelerate project timelines, and ensure that new housing developments align with municipal goals such as affordability, accessibility, and sustainability. In a small and remote community like Dubreuilville, where market conditions may deter private developers, municipal involvement—whether through land contributions, tax incentives, or infrastructure support—can make housing projects more financially viable. The Township should actively collaborate with mining companies to co-fund housing developments, ensuring housing availability for workers while creating long-term benefits for the town. Partnering with employers on workforce or mixed-income housing can ensure long-term occupancy while meeting the needs of essential sectors such as healthcare, retail, and public services. To successfully develop PPPs, the Township should engage early with stakeholders, identify shared objectives, and formalize agreements through clear roles, responsibilities, and benefit-sharing models. These partnerships are essential to bridging the housing gap and fostering sustainable, community-aligned development.

### 3. Spec Housing by Municipality:

- Dubreuilville could consider building municipal spec homes to fill the gap, especially if demand exists but private developers are hesitant.

#### 4. Streamlining Development Processes:

- Simplify zoning, permits, and approval processes to encourage faster development.

While there is demand for housing in Dubreuilville, the combination of economic, demographic, and structural barriers significantly limits new construction. Addressing these issues will likely require coordinated efforts between the municipality, developers, and higher levels of government.

### 16. Lack of Short-Term Accommodations

The absence of short-term accommodations in Dubreuilville presents a significant barrier to economic development. Without hotels, motels, or Airbnb-style lodging, the town struggles to attract investors, professionals, and potential new residents. This lack of temporary housing not only deters those looking to explore long-term opportunities but also limits workforce mobility, stifles tourism, and restricts economic diversification. A thriving local economy depends on the ability to welcome visitors, whether they are investors assessing the market, skilled workers considering job opportunities, or tourists contributing to local businesses. The following points outline the specific ways in which the lack of short-term accommodations is hindering Dubreuilville's growth and development.

- **Barrier to Investors and Buyers:** Potential investors and prospective homeowners face difficulties finding short-term accommodations in Dubreuilville, such as hotels, motels, or Airbnb options. This prevents them from spending sufficient time in the community to explore long-term housing opportunities or assess the local market.
- **Missed Opportunities:** The absence of short-term lodging makes it challenging for potential buyers to visit the town for extended stays, view available properties, and experience the community's lifestyle. This results in a reduced likelihood of investment or relocation.
- **Impact on Economic Growth:** Without adequate accommodations, Dubreuilville also misses out on attracting professionals, consultants, and developers who might otherwise consider working on housing or infrastructure projects in the town.
- **Dependency on Mining Accommodations:** Many mining companies provide temporary worker housing, but this does not cater to external visitors or potential residents, creating a gap in the market.

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## 16.1 Potential Solutions for Short-Term Accommodation Gap

### 1. Municipality-Led Projects:

- Develop or subsidize short-term rental accommodations to encourage visitors, investors, and potential residents.

### 2. Encourage Private Investment:

- Provide incentives to local entrepreneurs to establish motels, B&Bs, or short-term rental options.

### 3. Collaboration with Mining Companies:

- Work with mining companies to free up existing accommodations for visitors during off-peak periods.

### 4. Marketing Community Living:

- Promote Dubreuilville through platforms like Airbnb or VRBO to attract short-term visitors who might eventually consider long-term housing.

This lack of short-term accommodations directly affects Dubreuilville's ability to attract new residents, investors, and developers, making it a critical issue to address for housing market growth and broader economic development. Including this as a key barrier highlights a strategic opportunity for the municipality to improve its infrastructure and investment appeal.

The shortage of both short-term and long-term accommodations in Dubreuilville significantly hampers the town's ability to attract and retain talent across various sectors beyond mining. This housing deficit creates substantial challenges for businesses and institutions attempting to fill open positions.

## 16.2 Impact on Non-Mining Job Opportunities:

The lack of short-term accommodations in Dubreuilville not only affects investors and potential residents but also significantly limits job opportunities outside the mining sector. Many businesses, including those in retail, healthcare, and service industries, struggle to attract skilled workers who require temporary lodging before committing to a permanent move. Additionally, professionals such as consultants, contractors, and educators who might contribute to economic diversification are deterred from working in the community due to the absence of adequate short-term housing. Without a solution to this issue, Dubreuilville risks limiting job creation and sustaining a workforce that can support a broader range of industries beyond mining.

- **Limited Housing Options:** The scarcity of available housing makes it difficult for potential employees to find suitable living arrangements. Without accessible accommodations, accepting job offers becomes impractical, especially for those relocating from other regions.
- **Commuting Challenges:** Given Dubreuilville's remote location, commuting from nearby towns like Wawa or White River is often not feasible on a daily basis, further complicating employment prospects for non-residents.

### 16.3 Current Non-Mining Job Opportunities in Dubreuilville

While Dubreuilville's economy is primarily driven by mining, several non-mining job opportunities exist across different sectors, contributing to the town's economic diversification. Key industries providing employment include:

- **Education, Health, and Social Services:** Approximately **9.3%** of the workforce is engaged in these essential services, including educators, healthcare professionals, and social workers, supporting both residents and transient workers.
- **Wholesale and Retail Services:** Accounting for **6.9%** of employment, retail jobs provide necessary goods and services to the local community, though growth is limited by population size and visitor numbers.
- **Construction and Manufacturing:** Representing **3.2%** and **3.7%** of the workforce, respectively, these industries contribute to infrastructure development and production. The demand for construction remains tied to housing and commercial development.
- **Public Administration:** Engaging **3.2%** of workers, municipal and government-related jobs ensure the smooth operation of local governance and essential public services.
- **Service Sector:** The service industry, including hospitality, food services, and personal services, plays a crucial role in supporting both residents and workers. However, its growth is hindered by the lack of short-term accommodations, which limits tourism and business travel.
- **Tourism and Hospitality:** Despite Dubreuilville's potential as a gateway to outdoor recreational activities and regional attractions, the tourism sector remains underdeveloped due to the absence of hotels, motels, and Airbnb-style accommodations. Without lodging options, the town struggles to attract visitors who could support restaurants, tour services, and other local businesses.

Notably, **32.3%** of employment falls under the 'Other' category, suggesting a mix of diverse occupations that do not fit into traditional classifications.

These figures highlight Dubreuilville's existing non-mining job opportunities while emphasizing the challenges in expanding service and tourism sectors due to infrastructure limitations. Addressing the short-term accommodation gap could

significantly enhance employment prospects in these industries, fostering a more resilient and diversified economy.

### Challenges in Filling Positions:

- **Unfilled Roles:** The lack of adequate housing leads to prolonged vacancies in essential services, including education, healthcare, and retail, as potential employees cannot secure necessary accommodations.
- **Economic Diversification:** This housing issue impedes efforts to diversify the local economy, as businesses outside the mining sector struggle to attract and retain staff, limiting the town's economic growth and resilience.

### Broader Implications:

The Ontario Chamber of Commerce has highlighted a province-wide mismatch between housing supply and demand, noting that such disparities make it more challenging for employers to fill labor gaps, particularly as global competition for talent intensifies.

### Conclusion

Addressing Dubreuilville's housing shortage is crucial not only for filling non-mining job vacancies but also for fostering long-term economic diversification. A diversified economy is key to the town's future prosperity, reducing its dependency on the cyclical nature of the mining industry and ensuring resilience in the face of economic fluctuations. By attracting new businesses and industries—such as retail, healthcare, professional services, and tourism—Dubreuilville can create a more stable job market and broaden its economic foundation.

However, the lack of short-term accommodations is a major barrier to this diversification. Without sufficient lodging options, potential investors, skilled workers, and entrepreneurs are unable to explore opportunities in the community. Consultants, contractors, and professionals in key industries such as healthcare, education, and infrastructure development are deterred from working in Dubreuilville due to the absence of temporary housing. Additionally, businesses considering expansion or relocation often require transitional accommodations for employees before permanent housing is secured.

Short-term accommodations are most certainly **economic-enabling infrastructure**—a fundamental necessity for growth. Just as roads, utilities, and internet access are essential for development, so too is the ability to host visitors, whether they are investors, professionals, or tourists. Without this critical infrastructure, Dubreuilville cannot effectively attract new industries, support emerging businesses, or facilitate workforce mobility.

By implementing strategies to develop both short-term and long-term housing solutions, Dubreuilville can create an environment where new sectors and companies can establish

and expand. Ensuring that adequate accommodations are available will not only unlock new economic opportunities but also build a diverse and sustainable community, positioning Dubreuilville for long-term success and resilience.

## 17. Modern Housing and Cost Considerations

The way homes are built has evolved significantly over the years, with advancements in building technology, materials, and supply chain efficiencies shaping modern construction practices. In a remote northern community like Dubreuilville, these changes are particularly relevant, as high transportation costs, harsh weather conditions, and labor shortages make traditional building methods increasingly expensive and impractical. To ensure affordability while maintaining quality and durability, modern housing developments in Dubreuilville must adopt innovative construction techniques and cost-saving strategies.

### 17.1 Advancements in Building Technology

New housing developments in Northern Ontario must account for climate challenges, high material costs, and the need for energy efficiency. Several advancements in construction help address these concerns:

- **High-Performance Insulation and Building Envelopes:** Modern homes utilize **spray foam insulation, insulated concrete forms (ICFs), and structural insulated panels (SIPs)** to improve energy efficiency and reduce heating costs. These technologies are particularly beneficial in cold climates, where heating expenses can be a major factor in homeownership costs.
- **Energy-Efficient Windows and Doors:** Triple-pane, argon-filled windows and insulated doors help minimize heat loss, making homes more affordable to operate in the long term.
- **Prefabricated and Modular Homes:** Prefabrication allows for construction in a controlled factory environment, reducing waste and ensuring consistent quality. **Modular homes**, which are built in sections and then assembled on-site, reduce labor costs and can be completed much faster than traditional stick-built homes.
- **Heat Recovery Ventilation (HRV) Systems:** These systems improve indoor air quality while recovering heat from exhaust air, lowering heating costs and improving overall home efficiency.
- **Solar-Ready Designs:** Many modern homes are designed to accommodate **solar panels** in the future, offering homeowners the option to reduce reliance on expensive grid power.

### 17.2 Supply Chain Challenges and Solutions

Building in Dubreuilville comes with logistical challenges due to its remote location. Traditional construction requires multiple deliveries of materials over long distances, increasing costs and the risk of delays. However, modern supply chain strategies help mitigate these issues:

- **Bulk Material Purchasing and Pre-Fabrication:** Ordering materials in bulk or pre-assembling key components off-site reduces waste and minimizes the number of deliveries required.
- **Use of Durable, Low-Maintenance Materials: Metal roofing, composite siding, and engineered wood products** last longer and require less maintenance, reducing long-term costs for homeowners.
- **Local Partnerships and Workforce Development:** Training local labor in modern construction methods ensures a skilled workforce is available for ongoing development, reducing reliance on outside contractors.

### 17.3 Why Modular Construction Makes Sense for Dubreuilville

Modular construction offers multiple benefits for remote communities like Dubreuilville:

- **Speed of Construction:** Since homes are built in a factory while the foundation is being prepared on-site, the entire process can be completed in a fraction of the time required for traditional construction.
- **Cost Control:** Factory construction ensures consistent pricing for materials and labor, reducing the risk of cost overruns.
- **Adaptability:** Modular homes can be customized to meet Dubreuilville's specific housing needs, from small single-family homes to larger multi-unit dwellings.
- **Built for Harsh Climates:** Many modular home builders specialize in designing units for northern conditions, incorporating high R-value insulation, efficient heating systems, and durable materials that withstand extreme temperatures.

### 17.4 Best Practices for Cost-Effective Housing

Modern homebuilders have adopted best practices to keep homes affordable while maintaining quality:

- **Simplified Designs:** Minimizing unnecessary architectural complexity reduces material waste and labor costs.
- **Multi-Unit and Row Housing:** Townhomes, duplexes, and apartment-style units share walls, reducing heating costs and overall construction expenses.

- **Energy-Efficient Building Codes:** New homes are designed to meet or exceed provincial energy efficiency standards, reducing long-term operating costs for homeowners.
- **Flexible, Expandable Housing:** Some homes are designed with future expansion in mind, allowing homeowners to add additional rooms or features as their needs and budgets allow.

## 17.5 Types of Foundations and Homes

Developing housing in Dubreuilville requires careful consideration of foundation types and home designs that best suit the region's climate, geography, and infrastructure needs. This section explores potential options for housing construction and the various foundation types that could be used to support new developments. By evaluating different building approaches, the municipality and developers can identify the most practical, cost-effective, and sustainable methods to proceed with residential expansion. These insights will help guide future housing initiatives, ensuring they align with local needs, environmental conditions, and long-term growth strategies.

### Foundations

**Basements:** They offer extra living or storage space and can increase a home's value. However, they can be more expensive to build and may be prone to issues like flooding or moisture problems, especially if not properly waterproofed.

**Crawl spaces:** These are a cheaper alternative to basements, providing easy access to plumbing and electrical systems. They also elevate the home above ground level, which can be beneficial in flood-prone areas. However, they can be susceptible to moisture issues and pests if not properly ventilated and insulated.

**Slab-on-Grade:** These homes are built directly on a concrete slab, making them a cost-effective option with minimal risk of flooding. They are ideal for warmer climates and level terrain. However, they do not provide additional storage or living space below the main floor. Slab-on-grade designs typically feature minimal steps, making them an attractive option for seniors seeking a one-level home with easy accessibility. Additionally, in-floor hydronic heating offers a comfortable and user-friendly heating solution, particularly well-suited for seniors living in Northern Ontario.

Considering Dubreuilville's likely high water table, a slab-on-grade foundation could be the most practical choice, but it ultimately depends on specific site conditions and homeowner preferences.

## 17.6 Modular Advantage

Modular construction presents a strategic solution for Dubreuilville’s housing needs, particularly given its remote location, labour constraints, and harsh weather conditions. The advantages of modular homes in this context include:

- **Accelerated Construction Timelines:** Modular units are constructed in factory-controlled environments while site preparation occurs concurrently, drastically reducing overall project timelines.
- **Enhanced Quality Control:** Factory production ensures consistent quality, reduced material waste, and protection from weather-related delays or damage.
- **Cost Efficiency:** Bulk purchasing of materials, streamlined labour, and shorter construction windows all contribute to lower overall costs.
- **Adaptable Designs:** Modular construction allows for a wide range of customizable layouts to suit various community needs, including single-family homes, duplexes, and multi-unit dwellings.
- **Energy Efficiency:** Many modular homes are built to high energy-efficiency standards, helping to lower long-term operational costs for homeowners.

### Recommended Modular Home Manufacturers

The following manufacturers are well-suited to provide modular housing solutions that meet the specific needs of Dubreuilville:

- **NRB Modular Solutions** (*Grimsby, Ontario*) – A recognized leader in permanent modular construction across Canada.
- **Horizon North (a division of Dexterra Group)** (*Calgary, Alberta*) – Offers end-to-end solutions, including remote workforce housing and community developments.
- **Metric Modular** (*Agassiz, British Columbia*) – Specializes in residential, commercial, and institutional modular buildings.
- **Smart Modular** (*Thunder Bay, Ontario*) – Known for contemporary designs and flexible housing units suitable for both urban and rural applications.
- **Guildcrest Homes** (*Morewood, Ontario*) – Provides energy-efficient modular homes with customizable floor plans.
- **Champoux Homes** (*Lefaivre, Ontario*) – Has decades of experience in factory-built homes and offers a variety of home models tailored to Northern Ontario conditions.

- **Quality Homes** (*Kenilworth, Ontario*) – Builds and delivers custom modular homes across the province.
- **Royal Homes** (*Wingham, Ontario*) – With over 50 years of experience, offers a range of prefabricated home models built to suit northern climates.
- **iModular Homes** (*Toronto, Ontario*) – Focuses on sustainable, modular solutions with customizable layouts, ideal for affordable and remote community housing.

By partnering with experienced modular home manufacturers—particularly those located within Ontario—Dubreuilville can streamline development timelines, reduce construction costs, and deliver high-quality, climate-appropriate housing options. These manufacturers offer scalable solutions that align with the town's vision for sustainable growth and community revitalization.

### 17.7 Solutions and Recommendations

Modern housing development in Dubreuilville must embrace technological advancements and cost-saving strategies to ensure affordability and sustainability. By utilizing modular construction, energy-efficient designs, and durable materials, the community can develop homes that are both practical and cost-effective. Investing in smart building practices will not only make homeownership more accessible but also support economic growth by attracting new residents and businesses to the region.

Selecting the right foundation and housing type is critical to ensuring long-term sustainability and resilience in Dubreuilville's residential development. Given the region's high water table and climate conditions, foundation choices must balance cost, durability, and risk mitigation. While basements provide additional living space, they require extensive waterproofing to prevent flooding. Crawl spaces can elevate homes above ground level, offering easier access to utilities but requiring proper ventilation. Meanwhile, slab-on-grade foundations present a cost-effective and low-maintenance option, making them particularly well-suited for areas with water infiltration concerns.

Additionally, modular housing presents a compelling solution for Dubreuilville's housing needs. With the ability to reduce construction time, improve quality control, and lower costs, modular homes can help address housing shortages efficiently. These prefabricated units can be tailored to meet community-specific requirements, providing flexibility in both design and functionality.

Ultimately, a strategic approach to foundation and housing selection will play a crucial role in supporting Dubreuilville's economic and population growth. By prioritizing construction methods that align with local conditions and leveraging innovative solutions like modular homes, the town can develop resilient, cost-effective housing that meets both immediate and long-term needs.

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## 18. Housing, Economic Development, and Tourism – How They Connect

Dubreuilville has made significant efforts to promote tourism by leveraging its natural surroundings and proximity to recreational activities such as snowmobiling, fishing, and outdoor adventure. This sector has historically played an important role in the local economy and holds strong potential for further diversification. However, the lack of short-term accommodations remains a critical bottleneck, limiting the tourism sector's ability to grow and reach its full potential.

The following section provides a detailed analysis of how the absence of adequate lodging impacts tourism, economic development, and overall community growth.

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### 18.1. Tourism Efforts in Dubreuilville

- **Snowmobiling Hub:** Dubreuilville has positioned itself as a snowmobiling destination, with trail systems that attract outdoor enthusiasts. Reports indicate that the town receives thousands of visitors annually during peak snowmobiling season.
  - **Proximity to Nature:** The town's location near pristine natural environments offers opportunities for fishing, hunting, and eco-tourism, which could attract a wider range of tourists.
  - **Adventure Tourism:** Local initiatives have aimed to promote motorcycle trails and year-round adventure tourism, enhancing its appeal beyond winter activities.
  - **Marketing Efforts:** Dubreuilville has invested in online and social media marketing to attract tourists, emphasizing its unique outdoor experiences.
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### 18.2. The Lack of Short-Term Accommodations

- **Bottleneck for Visitors:** Visitors struggle to find places to stay in Dubreuilville due to limited short-term accommodations such as motels, Airbnb, or bed-and-breakfasts.
- **Overflow to Nearby Towns:** Tourists may end up staying in nearby towns like Wawa or White River, spending their dollars there instead of in Dubreuilville, effectively exporting economic activity.
- **Limits on Tourism Events:** The lack of accommodations prevents the town from hosting larger-scale events, tournaments, tours, or festivals, which could draw significant crowds and revenue.

### 18.3. Impacts on Economic Growth

#### Tourism as Economic-Enabling Infrastructure

Short-term accommodations are considered "economic-enabling infrastructure" because they:

- **Facilitate Visitor Stays:** They allow tourists to spend more time in the area, directly increasing spending on food, recreation, and local goods.
  - **Support Other Sectors:** By enabling tourism, short-term accommodations boost demand for services such as restaurants, retail, transportation, and guided tours.
  - **Create Jobs:** Accommodation facilities generate employment opportunities in hospitality, cleaning, maintenance, and management.
  - **Encourage Investment:** Accommodations create a foundation for businesses to invest in related industries, like adventure tourism or eco-tourism.
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### 18.4. Missed Opportunities

- **Tourist Spending Leakage:** Every tourist who cannot stay in Dubreuilville represents lost revenue. For example:
    - **Average Daily Tourist Spend:** In Northern Ontario, a tourist typically spends \$150-\$250 per day on lodging, dining, and activities.
    - **Missed Revenue:** If Dubreuilville loses just 50 potential visitors per month due to lack of accommodations, the town could miss out on \$90,000 to \$150,000 in monthly tourism revenue, or over \$1 million annually.
  - **Job Creation Loss:** Accommodations could generate several direct and indirect jobs, from front-line workers to suppliers of goods and services.
  - **Stalled Economic Diversification:** Tourism could act as a critical pillar in diversifying Dubreuilville's economy, reducing its dependence on mining, but the lack of infrastructure stunts this potential.
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### 18.5. Solutions and Recommendations

To unlock the economic potential of tourism and address the accommodation gap, the following strategies could be considered:

1. **Public-Private Partnerships:** Encourage partnerships between the town, private investors, and local entrepreneurs to develop short-term accommodations such as motels, cabins, or Airbnb rentals.
2. **Incentives for Development:**
  - Provide tax breaks or grants for building new accommodations.
  - Offer low-interest loans to entrepreneurs interested in entering the hospitality sector.
3. **Utilize Existing Buildings:**
  - Repurpose unused municipal or commercial buildings into short-term accommodations.
  - Develop modular or prefabricated housing as cost-effective lodging options.
4. **Collaborate with Mining Companies:**
  - Engage mining companies to provide a portion of their workforce housing for tourists during off-peak periods.
5. **Market the Opportunity:**
  - Actively promote the need for accommodations to investors and highlight the high return potential of tapping into unmet demand.

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## 18.6. Long-Term Vision

By addressing the short-term accommodation gap, Dubreuilville could:

- **Double or Triple Visitor Numbers:** A boost in accommodations could significantly increase the volume of tourists.
- **Drive Local Spending:** Increase revenue for local businesses, creating a multiplier effect across the economy.
- **Strengthen Economic Resilience:** Diversify the economy by reducing over-reliance on the mining sector and building a sustainable tourism sector.

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Short-term accommodations are critical economic-enabling infrastructure that Dubreuilville must develop to realize its tourism potential. Without them, the town misses out on significant economic opportunities, from direct tourism revenue to broader

economic growth. Filling this gap would not only enhance the town's appeal to tourists but also support its long-term goals of economic diversification and resilience.

Diversifying Dubreuilville's economy is crucial for its long-term sustainability and resilience, as the town is currently heavily reliant on the mining sector. Tourism presents a promising avenue for diversification, but the success of this strategy hinges on addressing the critical gap in short-term accommodations. Here's why:

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## 19. The Importance of Economic Diversification

### a. Reducing Dependency on Mining

- **Economic Volatility:** The mining industry is highly cyclical, subject to global commodity prices and economic fluctuations. Relying solely on mining creates economic instability for Dubreuilville.
- **Finite Resources:** Mines eventually deplete their resources, leading to closures that could have devastating effects on the town's economy and population.
- **Broader Job Opportunities:** A diversified economy creates jobs across various sectors, reducing unemployment and improving economic resilience.

### b. Building Long-Term Resilience

- **Sustainable Growth:** Diversification spreads economic risk across multiple industries, ensuring the town thrives even if mining declines.
- **Attracting Residents:** A diversified economy with multiple sectors encourages more families and workers to settle in the area, boosting population growth.

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## 19.2. Why Tourism is Central to Diversification

Tourism is an ideal sector for Dubreuilville to focus on because of its potential to capitalize on existing assets and create complementary economic activity:

### a. Natural and Cultural Assets

- **Outdoor Recreation:** Dubreuilville is surrounded by pristine wilderness, making it a perfect destination for snowmobiling, fishing, hunting, and eco-tourism.
- **Cultural Tourism:** The town's Francophone heritage and small-community charm offer unique experiences for visitors.

### b. Economic Impact of Tourism

- **Direct Revenue:** Tourists spend on accommodations, food, activities, and local goods, injecting money directly into the local economy.
- **Job Creation:** Tourism creates employment in hospitality, retail, recreation, and service industries.
- **Multiplier Effect:** The increased revenue supports local businesses and can spur additional investment in the community.

### c. Attracting Investment

- **Increased Visibility:** A thriving tourism sector makes the town more attractive to outside investors, who see a vibrant, economically active community.
- **Incentivizing Infrastructure Development:** Tourism can justify investments in infrastructure, such as improved roads and amenities, which benefit other industries and residents.

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## 19.3. The Role of Short-Term Accommodations

Short-term accommodations are the foundation of a successful tourism strategy. Without them, tourism cannot thrive, and economic diversification remains unattainable.

### a. Enabling Visitor Stays

- Tourists need places to stay. Without short-term accommodations like motels, inns, or Airbnb properties, visitors are forced to look elsewhere, bypassing Dubreuilville entirely.
- Accommodations also allow visitors to extend their stay, increasing their overall spending in the local economy.

### b. Supporting Tourism-Driven Businesses

- Without accommodations, other tourism-related businesses (e.g., restaurants, activity providers, retail shops) struggle to attract customers, stalling economic growth.

### c. Reducing Leakage to Other Towns

- Currently, nearby towns like Wawa or White River capture the economic benefits of tourism when visitors stay there instead of in Dubreuilville.

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## 19.4. Why Investment in Short-Term Accommodations is Essential

### a. Unlocking Tourism Potential

- Dubreuilville has already made efforts to promote tourism, but these efforts are undercut by the lack of places for visitors to stay.
- Building short-term accommodations enables the town to fully leverage its natural and cultural tourism assets.

### b. Economic Ripple Effects

- **Direct Benefits:** Accommodations generate revenue for the owners and create jobs in hospitality and maintenance.
- **Indirect Benefits:** Tourists staying in the town spend money at local businesses, fueling growth across multiple sectors.

### c. Attracting Tourists, Investors, and New Residents

- Accommodations serve as a gateway for potential investors and future residents to explore the community, paving the way for further economic growth and diversification.

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## 19.5 Quantifying Missed Opportunities

- **Tourism Revenue Loss:** As previously mentioned, Dubreuilville could be missing out on \$1 million or more in annual tourism revenue due to the lack of accommodations.
- **Employment Opportunities:** With an active tourism sector, the town could create numerous direct and indirect jobs, reducing unemployment and attracting a more diverse workforce.
- **Long-Term Growth:** Without accommodations, Dubreuilville limits its ability to host larger events, attract repeat visitors, and foster the kind of economic activity needed for sustainable growth.

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## 19.6 Moving Forward

To diversify its economy and capitalize on tourism, Dubreuilville must:

1. **Invest in Short-Term Accommodations:** Encourage private and public investments in motels, cabins, or Airbnb-style properties.

2. **Collaborate with Stakeholders:** Partner with mining companies, entrepreneurs, and local businesses to create housing solutions that serve both visitors and the workforce.
  3. **Promote Tourism Aggressively:** Use online marketing, partnerships, and events to attract visitors once accommodations are available.
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Tourism represents an untapped opportunity for Dubreuilville to diversify its economy and reduce its reliance on mining. However, the lack of short-term accommodations is a critical barrier preventing the town from realizing its potential. By investing in this essential infrastructure, Dubreuilville can unlock significant economic benefits, create jobs, and build a more resilient and sustainable economy. This investment is not just a step toward economic growth—it is a necessary foundation for the town’s future.

Investing in short-term accommodations in Dubreuilville is a strategic and necessary step for all levels of government—municipal, provincial, and federal—to support economic diversification and long-term growth in the community. Here’s why this investment makes sense and how each level of government can contribute:

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## 20. Why the Municipality Should Take the Lead

The municipality is best positioned to initiate and lead the development of short-term accommodations because it understands the local context and has a vested interest in ensuring sustainable growth.

### a. Economic Diversification and Growth

- **Critical Infrastructure:** Short-term accommodations are economic-enabling infrastructure that will directly contribute to the town’s ability to attract tourists, investors, and new residents.
- **Supporting Local Businesses:** By enabling visitors to stay in Dubreuilville, the town will increase spending at local businesses, creating jobs and stimulating the economy.

### b. Municipal Ownership and Control

- **Ensuring Alignment with Goals:** By owning and managing these accommodations, the municipality can ensure they are used strategically to support economic diversification rather than being repurposed solely for mining-related needs.

- **Preventing Private Misalignment:** Private operators might prioritize short-term profitability over long-term community benefits, such as focusing solely on housing mining workers instead of supporting broader tourism and economic goals.
- **Revenue Generation:** Municipal ownership allows the town to reinvest profits into other essential infrastructure and services.

### c. Building Investor Confidence

- **Setting the Stage:** By leading this initiative, the municipality sends a strong message to other investors that Dubreuilville is committed to growth and diversification.
- **Encouraging Private Investment:** Once the town demonstrates success with short-term accommodations, private developers may follow suit, further expanding housing and tourism options.

## 20.1 Why the Province Should Invest

The provincial government, through mechanisms like the **Northern Ontario Heritage Fund Corporation (NOHFC)**, has a strong mandate to support economic development in Northern Ontario. Investing in Dubreuilville aligns with these goals for several reasons:

### a. Supporting Regional Economic Development

- **Reducing Regional Disparities:** Northern Ontario faces unique economic challenges compared to southern regions. Investing in Dubreuilville helps bridge this gap by supporting sustainable industries like tourism.
- **Enhancing Resilience:** By diversifying Dubreuilville's economy, the province reduces its reliance on volatile resource industries, strengthening the region's long-term stability.

### b. NOHFC as a Funding Mechanism

- **Mandate Alignment:** NOHFC's mission is to support job creation and economic growth in Northern Ontario. Funding short-term accommodations in Dubreuilville aligns perfectly with this mandate, as it will create jobs in construction, hospitality, and tourism.
- **Catalyst for Growth:** Provincial funding can act as a catalyst for additional investment from other sources, including private and federal contributions.

### c. Addressing Workforce Challenges

- **Filling Jobs in Critical Sectors:** The lack of accommodations is a barrier to attracting talent in healthcare, education, and other essential services. Provincial

investment would help alleviate these shortages, improving quality of life in Dubreuilville.

**Additional funding opportunities: Rural Ontario Development Program:** Launched recently, this program allocates \$10 million annually to enhance economic growth, workforce capacity, and business development in rural areas. While specific guidelines and application details are forthcoming, the program aims to support projects that could include housing initiatives as part of broader economic development strategies.

## 20.2 Why the Federal Government Should Invest

The federal government, through mechanisms like **FedNor**, has a clear role in supporting rural and remote communities to foster economic growth and address infrastructure gaps.

### a. FedNor's Role

- **Economic Development in Northern Ontario:** FedNor is specifically designed to invest in initiatives that promote economic diversification and sustainability in Northern Ontario. Supporting short-term accommodations in Dubreuilville aligns with its objectives.
- **Tourism as a Federal Priority:** Tourism is a key pillar of Canada's economic strategy, particularly in rural and remote areas. Investing in accommodations enables Dubreuilville to tap into this sector and attract visitors from across the country and beyond.

### b. Supporting Indigenous Reconciliation and Inclusion

- **Opportunities for Partnerships:** Investments in Dubreuilville's tourism infrastructure could include partnerships with nearby Indigenous communities, incorporating cultural tourism elements and fostering reconciliation efforts.

### c. National Economic Benefits

- **Strengthening Rural Economies:** By investing in Dubreuilville, the federal government contributes to the broader goal of strengthening rural communities, which are vital to Canada's economic fabric.
- **Environmental Sustainability:** Investments can prioritize eco-friendly and sustainable accommodation options, aligning with federal climate and environmental goals.

**Additional funding opportunities: Green Municipal Fund – Sustainable Affordable Housing:** This program provides grants and loans to support the construction of new affordable housing projects that meet higher environmental performance standards.

**Additional funding opportunities: Canada Mortgage and Housing Corporation (CMHC) Funding Programs:** CMHC offers various funding options under the National Housing Strategy to support the development of affordable housing:

- **Affordable Housing Fund:** Provides low-interest, forgivable loans and contributions for constructing new affordable housing and repairing existing units.
- **Rental Construction Financing Initiative:** Offers low-cost loans to encourage the construction of sustainable rental apartment projects across Canada.
- **Rapid Housing Initiative:** Provides capital contributions for the rapid construction of new housing or the acquisition of existing buildings for rehabilitation or conversion to permanent affordable housing.

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### 20.3 Why Joint Investment is Essential

Joint investment from municipal, provincial, and federal governments is essential to leveraging resources efficiently and ensuring that housing serves as economic-enabling infrastructure in Dubreuilville. By pooling funding from all three levels of government, the financial burden is shared, making large-scale housing projects more feasible while maximizing impact. Housing is not just about providing shelter—it is a critical foundation for workforce attraction, business expansion, and overall economic growth. Without adequate housing, industries beyond mining struggle to establish, workers cannot relocate, and key services such as healthcare and retail remain understaffed. Provincial and federal investment, combined with municipal planning, ensures that housing development aligns with infrastructure needs, such as roads, utilities, and public services, creating a sustainable framework for long-term prosperity. For Dubreuilville to attract investment, retain workers, and diversify its economy, all three levels of government must collaborate to fund and develop the housing required to unlock the community's full potential.

#### a. Shared Responsibility for Growth

- Each level of government benefits from a thriving Dubreuilville:
  - **Municipal:** Increased local revenue, jobs, and community stability.
  - **Provincial:** Economic growth in Northern Ontario and reduced dependency on resource sectors.

- **Federal:** Strengthened rural economies and alignment with national tourism and reconciliation goals.

#### **b. Multiplying Impact**

- **Leveraging Funds:** Joint investments allow resources to go further. For example:
  - The municipality can provide land or manage the project.
  - NOHFC can fund infrastructure development and tourism promotion.
  - FedNor can contribute to capital costs or operational support.

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## **20.4. Solutions and Recommendations**

Investing in short-term accommodations is a **strategic and essential step** for Dubreuilville’s economic diversification. It addresses immediate barriers to growth in tourism and workforce attraction while laying the foundation for long-term sustainability.

### **Municipal Role**

The municipality should lead this initiative to ensure alignment with community goals, taking ownership of the project to prioritize its use for diversification and growth.

### **Provincial Role**

The province, through NOHFC, should invest to stimulate regional economic development, create jobs, and address infrastructure gaps that hinder workforce attraction and retention.

### **Federal Role**

The federal government, through FedNor and other mechanisms, should support this project as part of its commitment to rural economic development, tourism growth, and reconciliation efforts.

Together, these investments would unlock significant economic potential, reduce dependence on mining, and position Dubreuilville as a thriving, diversified community. This is not just an investment in infrastructure—it’s an investment in the future of the town.

### **Short-Term Rental Opportunities in Dubreuilville**

Dubreuilville currently has **limited short-term rental options** listed on major platforms like Airbnb and VRBO, with **Relais Magpie Relay Resort** being one of the few local accommodations. Given the town’s growing need for flexible lodging, expanding listings

on these platforms could significantly **enhance visibility, attract visitors, and support local businesses.**

## 20.5. Strong Demand for Short-Term Accommodations

Dubreuilville faces a clear shortage of short-term lodging, particularly for tourists, business travelers, and workers outside the mining sector. Many visitors, including snowmobilers, outdoor adventurers, and prospective investors, are forced to stay in nearby towns like Wawa, resulting in lost economic opportunities for Dubreuilville. With little competition on Airbnb and VRBO, new listings would likely capture a significant share of this unmet demand.

## 20.6. Potential Target Markets

- **Tourism:** Dubreuilville's natural attractions make it a prime destination for **snowmobilers, hunters, anglers, and eco-tourists**, especially during peak winter months.
- **Mining-Related Travel:** Contractors, consultants, and temporary workers connected to **mining operations** often need **comfortable, home-like short-term stays** beyond company-provided housing.
- **Business and Event Visitors:** Prospective **investors, developers, and government officials** visiting for meetings or project assessments would benefit from flexible accommodation options.

## 20.7. Key Factors for Success

- **Location & Quality:** Rentals near key attractions (e.g., **snowmobile trails**) or essential services (e.g., **restaurants, stores**) will perform better. Clean, modern accommodations with amenities like **Wi-Fi, kitchens, and laundry** will attract more bookings.
- **Pricing Strategy:** Competitive rates between **\$120-\$200 per night** would balance affordability with demand-driven value.
- **Seasonality:** **Peak winter months** will drive strong occupancy from snowmobilers, while summer will attract anglers and eco-tourists. Shoulder seasons may require **discounts or strategic marketing**.
- **Marketing & Visibility:** High-quality **photos, strong guest reviews, and engaging descriptions** will be critical for standing out. Collaboration with **local tourism boards** can further enhance exposure.

## 20.8. Predicted Performance & Economic Benefits

- **Occupancy Rates:** Estimated **60%-80% during peak seasons; 30%-50% in shoulder seasons.**
- **Revenue Potential:** With nightly rates of **\$120-\$200**, a single property at **50% occupancy** could generate **\$3,600-\$6,000 per month.**
- **Community Impact:** Expanding short-term rentals can drive **tourism growth, support local businesses, and attract new talent and investors**, helping diversify Dubreuilville's economy.

## 20.9. Challenges & Considerations

- **Remote Location:** Dubreuilville's isolation may limit its appeal to **casual travelers**, requiring **targeted marketing.**
- **Seasonal Demand Fluctuations:** Off-peak months may see **lower occupancy**, requiring creative strategies like **longer-term stays** for contractors.
- **Property Management:** Hosts may face **challenges maintaining and managing properties** remotely, necessitating local partnerships or **short-term rental management services.**

## Solutions and Recommendations

Airbnb and VRBO provide effective promotional tools that introduce new travelers to Dubreuilville, increasing tourism and unlocking economic potential. By expanding short-term rental offerings, the town can better accommodate visitors, drive local spending, and position itself as an attractive destination for tourism and business development. With strategic investment in quality listings, pricing, and marketing, short-term rentals could become a key driver of growth and diversification for Dubreuilville's economy.

## 21.1 Investment Attraction – Private Sector

Attracting private sector investment is essential for expanding Dubreuilville's housing stock and ensuring sustainable growth. Given the town's remote location and unique economic landscape, the municipality must take proactive steps to encourage developers and investors to build new homes. By creating a supportive investment climate, Dubreuilville can reduce financial risks, streamline development processes, and enhance the overall attractiveness of the community for private investment.

One of the most effective strategies is implementing incentive programs such as tax breaks, reduced development fees, or expedited permit approvals. These measures can significantly lower the upfront costs and bureaucratic hurdles associated with new developments, making investment more appealing. Additionally, public-private partnerships (PPPs) offer a collaborative approach where the municipality and private

developers share the risks and rewards of housing projects, ensuring that developments align with both community needs and investor expectations.

Providing affordable or strategic land access can further incentivize investment. The municipality could offer land at reduced costs or provide long-term leases to developers committed to building affordable or mixed-income housing. This approach not only encourages construction but also ensures that new developments address the town's pressing housing needs. However, land availability alone is not enough—infrastructure improvements play a crucial role in making Dubreuilville an attractive investment destination. Investments in roads, utilities, high-speed internet, and municipal services will create the necessary foundation for successful housing projects.

Zoning flexibility is another key factor in attracting private sector investment. By adjusting zoning regulations to allow for higher-density housing or mixed-use developments, the municipality can encourage more efficient land use and create opportunities for developers to build a variety of housing types that cater to different market segments. Pairing zoning adjustments with strong marketing efforts will further elevate Dubreuilville's appeal. Promoting the town's quality of life, economic potential, and outdoor amenities can position it as an attractive destination for developers and future residents alike.

Finally, supporting workforce development initiatives will complement housing investment by ensuring a stable, skilled labor pool is available to support construction projects and local businesses. By collaborating with trade schools, employment programs, and industry partners, the municipality can help develop a local workforce capable of sustaining long-term growth in the housing sector.

By implementing these strategies, Dubreuilville can foster a competitive and investor-friendly environment, ensuring that private sector engagement contributes to the town's long-term economic resilience and housing expansion.

## **21.2 Investment Attraction – Public Sector**

Public sector investment is essential for addressing Dubreuilville's housing shortages, supporting economic growth, and ensuring long-term sustainability. Given its strategic role in Ontario's mining sector, Dubreuilville is a key contributor to regional and national economic development, providing a workforce for major employers like Alamos Gold and Argonaut Gold. However, housing shortages and population retention challenges limit the town's ability to convert transient workers into permanent residents, hindering local economic stability. Public sector funding from both provincial and federal governments can play a crucial role in overcoming these barriers by facilitating new housing development and supporting workforce attraction efforts.

Investing in housing infrastructure in Dubreuilville aligns with government priorities such as rural economic development, workforce housing, and housing affordability initiatives. Expanding housing availability can also reduce pressure on nearby urban centers,

encourage long-term private-sector investment, and foster economic diversification beyond mining. Furthermore, Ontario's Critical Minerals Strategy highlights the importance of resource-rich northern communities like Dubreuilville in securing supply chains for key minerals that support green energy, technology, and advanced manufacturing. Housing investment in these communities is a critical enabler for ensuring a stable, long-term workforce, which is essential for supporting mining operations and the broader supply chain of Ontario's critical mineral development plans.

One of the most impactful resources is the Canada Mortgage and Housing Corporation (CMHC), which offers programs like the National Housing Co-Investment Fund, providing loans and financial contributions to support the creation of affordable housing. Additionally, federal and provincial grants for rural and northern housing development can help fund both affordable and workforce housing projects, ensuring that Dubreuilville remains competitive in attracting and retaining skilled labor.

The Federation of Canadian Municipalities (FCM) also offers funding opportunities, particularly through the Green Municipal Fund, which supports sustainable and energy-efficient affordable housing initiatives. By incorporating modern, eco-friendly housing designs, Dubreuilville can access these funds while ensuring long-term affordability and lower utility costs for residents.

Public-private partnerships (PPPs) present another strategic approach to maximizing resources and expertise. By collaborating with private developers, non-profit organizations, and housing agencies, the municipality can expand its housing stock while sharing costs and risks, making development projects more financially feasible.

### **The Need for Public Investment in Critical Mineral Regions**

Dubreuilville's role in Ontario's mining economy makes it an ideal candidate for public investment in housing and infrastructure. The Ontario Critical Minerals Strategy emphasizes the need for long-term workforce stability in key mining regions, and adequate housing is essential for attracting and retaining skilled workers to sustain the mining sector. Without sufficient housing investment, the workforce required for mining operations may be forced to relocate elsewhere, potentially disrupting mineral production and supply chain reliability.

By strategically leveraging public investment, grants, and partnerships, Dubreuilville can develop the necessary housing infrastructure to support workforce growth, economic stability, and long-term community resilience. A strong public-sector investment strategy will not only enhance housing availability but also stimulate further private-sector development, ensuring the town remains an attractive and sustainable place to live and work while reinforcing its position as a critical mineral hub in Ontario's resource economy.

## **22.0 Taxation and Its Impact on Housing Development in Dubreuilville**

Property taxes play a crucial role in shaping housing development, private sector investment, and overall economic growth in Dubreuilville. As a small, remote municipality, Dubreuilville has a higher property tax rate compared to many larger urban centers, largely due to a smaller tax base and higher per capita service costs. While these tax revenues fund essential infrastructure and public services, the tax burden—particularly for newly constructed homes—presents challenges for housing affordability and private investment.

### 22.1. Understanding Dubreuilville’s Property Tax Structure

Dubreuilville's municipal tax rate for residential, commercial, and industrial properties is set at 1.5% (0.01500000), which is on the higher end compared to similar-sized communities in Northern Ontario. Additionally, the provincial education tax adds 0.153% for residential properties and 0.88% for commercial and industrial properties, further contributing to overall tax costs. These rates apply per dollar of assessed property value, meaning higher-value homes or businesses face significantly larger tax bills.

For example:

- A **\$100,000 home** in Dubreuilville would have an annual tax bill of **\$3325** (\$3250 municipal + \$153 education).
- A **newly built \$400,000 home** would face a tax bill of **\$13,911 per year**, making it **less attractive** to potential buyers compared to older, lower-assessed homes.

### 22.2. How Dubreuilville’s Taxes Compare

#### Northern Ontario Towns (e.g., Wawa, Chapleau, Timmins, Sudbury)

- **Residential tax rates:** Typically range from **0.9% to 1.5%**.
- **Commercial/Industrial tax rates:** Often higher, around **2.5% to 3.5%**.
- **Dubreuilville’s 1.5% rate is competitive for a small town but higher than larger cities** like Sudbury and Timmins, where more businesses and higher property values help keep rates lower. For a property with an assessed value of \$400,000 (specifically \$392,000), the estimated municipal taxes amount to approximately \$13,033. In contrast, for a property assessed at \$100,000, the estimated municipal taxes are around \$3,325.

#### Larger Urban Centers (e.g., Toronto, Vancouver, Calgary)

- **Residential tax rates:** Range from **0.5% to 1.0%**, with Vancouver as low as **0.2%** due to high property values.
- **Commercial/Industrial tax rates:** Typically between **1.5% and 3%**.

- **Dubreuilville’s residential rates are significantly higher than these cities**, though commercial rates remain competitive.

### Rural and Remote Communities Across Canada

- **Residential tax rates:** Typically between **1.0% and 1.8%**.
- **Commercial/Industrial tax rates:** Range from **2.0% to 4.0%**.
- **Dubreuilville’s rates align with remote towns**, which often have higher taxes due to **smaller tax bases and infrastructure costs**.

### 22.3. The Impact of Property Taxes on New Housing Development

Dubreuilville’s **low home assessment values** make property taxes **affordable for existing homes**, but newly built homes **face a disproportionately high tax burden** due to their full-value assessment. The average home value in Dubreuilville is **\$86,260**, meaning most homeowners pay **relatively low property taxes**. However, a newly constructed home valued at **\$400,000** would **immediately be taxed at full market value**, making it **far less financially attractive** compared to purchasing an older, lower-assessed home.

#### How This Affects Private Sector Investment

- **Barrier to Homeownership** – The high annual tax cost of a newly built home may **deter potential buyers**, especially if wages and long-term employment in the mining industry are uncertain.
- **Developer Hesitation** – Investors and builders may **avoid new housing projects** due to high property tax burdens making resale or rental prices less competitive.
- **Market Inflexibility** – Older homes, with lower tax assessments, remain **far more attractive** than new builds, discouraging new construction and **limiting housing supply expansion**.
- **Reduced Return on Investment** – With Dubreuilville’s **slow real estate appreciation and lower property values**, high property taxes reduce the long-term profitability of building new homes.

### 22.4. Addressing the Tax Burden to Encourage Development

To **stimulate housing construction** and attract **private sector investment**, Dubreuilville may need to **restructure its tax approach** for new developments. Potential solutions include:

- **Tax Incentives for New Builds** – Offering **temporary tax reductions, phased-in assessments, or rebates** for newly constructed homes to ease the initial tax burden.
- **Encouraging Higher-Density Development** – Promoting **multi-unit housing, rental developments, and mixed-use properties** that distribute tax costs more efficiently.
- **Reassessing Tax Rates** – Reviewing whether **gradual tax adjustments** or a more competitive commercial tax rate could **support economic growth** without overburdening homeowners.

### Solutions and Recommendations

Dubreuilville's property tax structure is competitive for a small, remote municipality, but high tax rates on newly built homes pose a significant challenge for housing expansion and private sector investment. While existing homeowners benefit from lower assessments, new developments face disproportionately high tax costs, discouraging both homebuyers and investors. If Dubreuilville aims to grow its housing stock and attract long-term residents, targeted tax incentives, phased assessments, or strategic tax reforms may be necessary to make new home construction more viable.

The key call to action is for the municipality to conduct a deep dive into the tax assessment structure for new construction and identify solutions to distribute the tax burden more equitably across all residents. The current system places too much financial strain on new builds, effectively deterring development and preventing much-needed housing growth. By restructuring the way property taxes are applied to new construction, the municipality can create a more balanced tax framework that supports growth rather than stifles it. This is a critical task for Dubreuilville's leadership to address, ensuring that new housing can be built without facing unsustainable financial barriers, ultimately fostering a stronger, more sustainable, and economically resilient community.

### Conclusion

Dubreuilville stands at a pivotal moment in its development—a community with deep industrial roots, promising economic potential, and a growing need for housing solutions that align with its future vision. This Housing Needs, Demand, and Supply Study identifies clear challenges and actionable opportunities. To move forward effectively, strategic leadership, cross-sector collaboration, and multi-level government engagement are essential.

A critical and immediate issue lies in the inequity of property taxation between existing homes and newly constructed units. The current MPAC-assessed values create a

significant tax disparity, where new homeowners face disproportionately high property tax bills compared to long-standing residents. This discrepancy discourages private investment, undermines housing affordability, and stalls new development. It is imperative that the Township advocate to MPAC for a reassessment of the local tax base to better reflect the reality of the market and to support fair, growth-oriented taxation policy. In parallel, a locally administered Tax Increment Grant Program should continue to serve as a short-term buffer—but broader systemic change is essential to unlock long-term housing growth.

Simultaneously, the absence of short-term accommodations continues to pose a major barrier to economic expansion and community building. Investors, professionals, visiting workers, and potential residents are unable to stay in Dubreuilville for meaningful periods, stifling the town's ability to attract and retain talent, host tourism, or build business relationships. Short-term accommodations are not a luxury—they are economic-enabling infrastructure, as essential as roads, internet, and utilities. The municipality must take a leadership role in establishing and managing a baseline inventory of transitional housing—such as Airbnb-ready units, furnished rentals, or small-scale motels—to support workforce mobility and investment attraction.

In addressing both long- and short-term housing needs, Public-Private Partnerships (PPPs) are a practical and powerful tool. By collaborating with investors, mining companies, modular homebuilders, and other employers, the municipality can help co-fund housing developments, reduce development risk, and ensure alignment with long-term community priorities. The mines—particularly Alamos Gold Inc. and the former Argonaut Gold Inc. operations—rely on a stable, well-housed workforce. The municipality must formalize cooperative frameworks with these partners to ensure that their housing investments support broader community objectives, including affordability, sustainability, and economic diversification.

Incentive programs like CIPEG offer a strong foundation, but more ambitious housing goals will require external financial support. Fortunately, several targeted funding opportunities exist to assist in this effort:

- **NOHFC (Northern Ontario Heritage Fund Corporation)** for infrastructure, community development, and economic-enabling investments;
- **FedNor** for strategic housing initiatives, especially in support of workforce development and diversification;
- **CMHC programs** such as the **Housing Accelerator Fund** and **Rental Construction Financing Initiative** for affordable and market rental housing;
- **Green Municipal Fund** for energy-efficient, sustainable housing projects.

To realize its housing potential, Dubreuilville needs the active support of all three levels of government. The municipality can provide leadership, land, and local policy reform. The provincial government must offer grant and tax tools that level the playing field for northern communities. The federal government, through agencies like FedNor and CMHC, can supply capital and policy guidance to accelerate project delivery.

Lastly, Dubreuilville must continue to champion modular construction, zoning flexibility, and economic diversification—positioning housing not just as a response to demand, but as a catalyst for long-term community prosperity.

Housing is not merely shelter. It is the foundation of economic development, workforce stability, and community resilience. With the right partnerships, policies, and funding, Dubreuilville can overcome its current barriers and shape a future where growth is not only possible—but sustainable and inclusive.


# COUNCIL RESOLUTION



Moved By: Krystal  
Seconded By: Hélène

DATE: June 11, 2025  
Resolution No. 25-128

Whereas that the Council of the Corporation of the Township of Dubreuilville hereby wishes to receive and approve the attached Housing Needs, Demand and Supply Study, as presented.

 _____	 _____	 _____
<b>Carried</b>	<b>Defeated</b>	<b>Deferred</b>

RECORDED VOTE:	YES	NO
<b>Councillor Hélène Perth</b>	_____	_____
<b>Councillor Krystal Lévesque</b>	_____	_____
<b>Councillor Julila Hemphill</b>	_____	_____
<b>Councillor Jr. Vallières</b>	_____	_____
<b>Mayor Beverly Nantel</b>	_____	_____

Declaration of Pecuniary Interest and General Nature Thereof: