



Project Charter - 4.1 Short Term Accommodation

Function: Development Services

Project Team

Project Manager: Development Services Director
Project Coordinator: Economic Development Coordinator

Summary

To examine existing available data and by-laws adopted by other municipalities and present a recommended licensing by-law option for Council to consider to expeditiously address the concerns related to negative impacts on neighbouring properties resulting from short-term accommodation / rental (STA) activities in residences within the Municipality of Meaford by Q4 of 2023.

Deliverables and Objectives

- Council will be provided with a licensing by-law option and necessary background information and analysis for making a decision on its implementation moving ahead
- Provide an outline of data related to short-term accommodations within the Municipality using only existing available data, which may include:
 - o number and characteristics of units;
 - o history of related by-law enforcement files;
 - o reported complaints and characteristics of complaints (reported through official and unofficial channels);
 - o identified negative impacts;
 - o locations and distribution;
 - o current framework of land use management and by-law / policing enforcement for STAs

- Review and provide an outline of licensing by-laws and processes adopted by other municipalities on this subject, identifying information about:
 - o benefits;
 - o challenges;
 - o costs;
 - o processes and standard operating procedures;
 - o time for implementation.
- Outline of a recommended licensing by-law option for moving ahead with managing / addressing negative impacts from short-term accommodations for Council's consideration, indicating:
 - o costs and necessary resources;
 - o expected outcomes;
 - o key implementation actions;
 - o forecast of timing for implementation
 - o human resources;
 - o revenue;
 - o procedures;
 - o required templates / procedures;
 - o limitations;
 - o necessary partners

Benefits

- Provide Council and the community with clarity from existing documented data relating to the characteristics of short-term accommodations within Meaford
- Provide Council and the community with information about how other municipalities have implemented licencing by-laws to managing negative impacts of short-term accommodations
- Providing an outline of information for assessing and determining an action on a recommended licensing by-law for Council

Scope Description

- Develop an outline of available data relating to short-term accommodations in the Municipality of Meaford

- Conduct an on-line questionnaire and one public meeting with Council on the subject to gather information and insights from the community and stakeholders about short-term accommodations within the context of this project
- Identify, assess, and present a recommended licensing by-law adapted from other municipalities for Council to consider for addressing the negative impacts of short-term accommodations in Meaford, including required resources and implementation measures, etc.

Out of Scope

- Including long-term rentals (30 days or more) of any kind in any aspect of this project
- Including a municipal accommodation tax in any aspect of this project
- Implementation of any proposed action (this would take place with Council's adoption of a by-law)

Process/Schedule

Present Council with findings and optional courses of action relating to the management of negative impacts of STAs in Meaford by **Q4 2023**.

It is expected that the Project will be executed by staff in an expeditious and priority manner to allow for rapid action on a licensing by-law by Council in their stated goal to manage short-term accommodations within Meaford. The following is the intended sequence of key stages:

- **Q2 2023** Background research and analysis of existing data on the characteristics of short-term rental accommodations in Meaford.
- **Q2 - Q3 2023** Gathering and analysis of examples from other municipalities of licensing approaches to manage short-term accommodations.
- **Q2 - Q3 2023** Description and analysis of resources and expected outcomes for implementation of a licensing by-law adapted from another municipality(s).
- **Q3 2023** Develop and execute a streamlines public engagement strategy, specifically:
 - o One on-line questionnaire;
 - o One in-person public meeting with Council.

- **Q4 2023** Presentation of a recommended licensing by-law to Council at regularly scheduled public meeting

Risks

Risk Description	Probability	Impact	Action to Avoid Risk
Staff work programme, capacity, directed priorities conflict with the project schedule	Medium	High Completion of Project will be delayed and delay decision and potential implementation actions by Council	Regular meeting schedule with key participants
Community and stakeholder engagement is too limited and/or not available	Low	Medium The dialog about the project and key characteristics / information is missing or reduced and the findings are skewed	Well planned and executed communications strategy to inform the community about the project
Miscommunication about the project in the community	High	High The dialog about the project misrepresents available data.	Clear description of the Project posted on the Municipal website with direction of how persons can contact appropriate staff.

Risk Description	Probability	Impact	Action to Avoid Risk
		Excessive time is spent dispelling misinformation and responding to unfounded allegations instead of progress on project tasks, thereby causing delays	Avoiding direct confrontation / argumentation with sources of miscommunication
Community opposition to the findings of the research portion of the project	Medium	High Opposition would likely express itself in the form of online forums providing exaggerated / over-simplified descriptions of “challenges and solutions”; as well as, petitions presented to Council that would have to be responded to in some form. Could also yield to unfounded	Clear description of the Project posted on the Municipal website with direction of how persons can contact appropriate staff. Avoiding direct confrontation / argumentation with sources of opposition

Risk Description	Probability	Impact	Action to Avoid Risk
		allegations of inappropriate actions by staff.	
“Scope creep” as pressure is applied, and / or requests are made to expand the agreed upon work and deliverables	Medium	High Timeline for completion would be impacted. Completed work programme and effort could be made redundant or be undermined for newly directed focus. Information provided during stakeholder engagement process could be made inaccurate for the new scope and require repeating of this process. Background research and analysis could become irrelevant or	Rapid execution of the Project as per the Charter

Risk Description	Probability	Impact	Action to Avoid Risk
		lacking for the newly stated focus.	

Budget / Resources

There is no dedicated budget allocated for this project. It will be executed using existing staff and equipment resources.

Charter Adoption

Date: _____

CAO: _____

Project Manager: _____

Appendix 1 – Project Governance (RASCI) Responsibility Assignment Matrix

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Decision
Project Manager	X	X		X	X	
Project Coordinator		X				
Communications representative	X		X	X		
Planning Staff			X	X		
CBO			X	X		
Fire Chief			X	X		
Municipal customer service rep			X	X		
CAO				X	X	

Individual	Responsible	Accountable	Supportive	Consulted	Informed	Decision
Municipal Senior Management Team				X	X	
Municipal Legal Counsel			X	X		
External stakeholders				X	X	
Community				X	X	
Council					X	X

Responsible – The project owner. There can be multiple people responsible for a task.

Accountable – This person has final control over a project task and the resources associated with it. They will generally assign and delegate project work responsibilities. Only one person accountable to one task.

Supportive – Supportive people are able to provide resources to the Responsible project team members. They are actively involved in working with the Responsible person to see the project through to completion. Supportive persons and Responsible persons both have the same goals to achieve.

Consulted – Those who are Consulted are there to help the Responsible person finish tasks with success. These people can be consultants in their respective field that bring valuable subject matter expertise to the project.

Informed – These are people who need to be kept in the loop during the project life-cycle. Due to their status as a project stakeholder or the fact they will be impacted by the project, they will need to be informed about progress, at all stages, up-to and including project completion.