



## General Committee Meeting Consolidated Agenda

Please note that added or revised items are denoted by an asterisk (\*).

Tuesday, January 15, 2019

2:30 p.m.

Council Chamber, Town Hall

1. **CALL TO ORDER**

2. **DISCLOSURE OF PECUNIARY INTEREST**

3. **CONSENT AGENDA**

- 3.1 Staff Report 2019-4 Strategic Asset Management Policy
- 3.2 Staff Report 2019-3 Delegation of Property Tax Ratios from the Region of Peel
- 3.3 Staff Report 2019-14 Appointment to the Board of Management of the Bolton Business Improvement Area
- 3.4 Staff Report 2019-10 Noise By-law Exemption Request Extension – Dixie Road Sanitary Sewer and Watermain Construction (Dixie Road – from Mayfield Road to Old School Road) Ward 2

4. **DELEGATIONS**

5. **STAFF REPORTS**

- 5.1 Staff Report 2019-6 Establishment of a Community Climate Change Action Planning Taskforce to Inform the Town's Community Climate Change Action Plan Update
- 5.2 Staff Report 2019-9 Alternate Member to Regional Council
- 5.3 Staff Report 2019-11 Governance Review and Council Committee Appointments
- 5.4 Staff Report 2019-12 Council Committee Appointment to Statutory Committees, Boards and Task Forces
- 5.5 Staff Report 2019-16 Cannabis Retail Stores

6. **RECOMMENDATIONS OF ADVISORY COMMITTEES**

## 7. NOTICES OF MOTION

### 7.1 Councillor I. Sinclair re: Alton Village Drainage Study

Whereas the Alton Village Study has been underway for over ten years;

And whereas an important part of a village study is a drainage plan;

And whereas Alton is an old village, grown over a period of 186 years with only a basic road grid survey to guide development;

And whereas current surface water drains along some roadsides, across some private lands or onto private lands without any coordinated plan;

Now therefore it be it resolved that a drainage study be conducted for the Village of Alton describing and characterizing the current surface water drainage;

And that the drainage study also include a section characterizing the current drainage capacity during a regional flood, including Shaw's Creek;

That the costs of the drainage study be funded out of the Alton Village Study budget; and

That the drainage study be completed in 2019.

### 7.2 Councillor I. Sinclair re: Topographic Surveys

Whereas basic information for any design or future construction work are property and topographic surveys;

And whereas two former station lands on the Caledon Trailway at Terra Cotta and Inglewood have potential for improved park nodes along the Caledon Trailway;

And whereas Queen Street West in the Village of Alton was given a road allowance and has varied property lines and building setbacks along its length;

Now therefore be it resolved that property and topographic surveys be completed on the following sites, Queen Street in the Village of Alton extending from Main Street westerly to Mississauga Road, Caledon Trailway Station Lands in the Village of Inglewood and, Caledon Trailway Station Lands in the Village of Terra Cotta;

That the topographic information extend 30 metres beyond the property boundaries in order to characterize adjacent drainage; and

That the aforementioned survey work be completed by and presented to Council during a June 2019 Meeting.

## 8. CORRESPONDENCE

### 8.1 Memorandums

#### 8.1.1 Adults 55+ Strategic Plan Annual Report

Memorandum from Katie Sawyers, Adult 55+ Administrator, Community Services dated January 15, 2019 re: Adults 55+ Strategic Plan Annual Report

#### 8.1.2 Friday Night Fusion – Pilot Project Update

Memorandum from Heather Savage, Manager, Recreation, Community Services, dated January 15, 2019 re: Friday Night Fusion – Pilot Project Success

#### 8.1.3 Community Service Agreements 2018

Memorandum from Ryan Giles, Recreation Supervisor, Community Services dated January 15, 2019 re: Community Service Agreement 2019

#### \*8.1.4 New Information re: Staff Report 2019-16 - Cannabis Retail Store

Memorandum from Laura Hall, Interim General Manager, Corporate Services dated January 15, 2019 re: New Information re: Staff Report 2019-16 - Cannabis Retail Store

### 8.2 Presentation Requests

#### 8.2.1 Caledon Leash-Free Action Committee

Presentation request from Caledon Leash-Free Action Committee dated December 17, 2018 re; Upgrades and Maintenance

#### 8.2.2 Central Counties Tourism

Presentation request from Central Counties Tourism dated January 7, 2019 re: Tourism as an Economic Driver

#### 8.2.3 Dan O'Reilly

Presentation request from Dan O'Reilly dated January 8, 2019 re: Bill 66

### 8.3 General Correspondence

#### 8.3.1 South Western Integrated Fibre Technology (SWIFT) Board of Directors Application

Geoff Hogan, CEO, South Western Integrated Fibre Technology dated January 2, 2019 re: SWIFT Board of Directors Application

#### 8.3.2 2019 Ontario Municipal Partnership Fund (OMPF)

Vic Fedeli, Minister of Finance, Government of Ontario dated December 21, 2018 re: 2019 Ontario Municipal Partnership Fund (OMPF)

## 9. CONFIDENTIAL SESSION

9.1 Confidential Staff Report 2019-1 Personal matters about an identifiable individual - Accessibly Advisory Committee Appointments 2018-2022

9.2 Confidential Staff Report 2019-2 Personal matters about an identifiable individual - Heritage Caledon Appointments 2018-2022

9.3 Confidential Staff Report 2019-3 Personal matters about an identifiable individual - Committee of Adjustment Appointments 2018-2022

9.4 Confidential Staff Report 2019-4 Personal matters about an identifiable individual – Property Standards Committee Appointments 2018-2022

9.5 Confidential Staff Report 2019-5 Personal matters about an identifiable individual – Appeal Board Appointments 2018-2022

9.6 Confidential Staff Report 2019-6 Personal matters about an identifiable individual – Seniors' Task Force Appointments 2018-2022

9.7 Confidential Staff Report 2019-7 Personal matters about an identifiable individual - Active Transportation Task Force Appointments 2018-2022

9.8 Confidential Staff Report 2019-8 Personal matters about an identifiable individual - Caledon Public Library Board Appointments 2018-2022

## 10. ADJOURNMENT



## 11. **Accessibility Accommodations**

Assistive listening devices for use in the Council Chamber are available upon request from the Staff in the Town's Legislative Services Section. American Sign Language (ASL) Interpreters are also available upon request.

Please provide advance notice if you require an accessibility accommodation to attend or participate in Council Meetings or to access information in an alternate format please contact Legislative Services by phone at 905-584-2272 x. 2366 or via email to [legislative.services@caledon.ca](mailto:legislative.services@caledon.ca).

## **Staff Report 2019-4**

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Meeting Date: Tuesday, January 15, 2019

Subject: Strategic Asset Management Policy

Submitted By: Vidit Aneja, Senior Asset Management Analyst, Finance and Infrastructure Services

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### **RECOMMENDATION**

That the Strategic Asset Management Policy as outlined in Schedule A of report 2019-4 be approved.

### **REPORT HIGHLIGHTS**

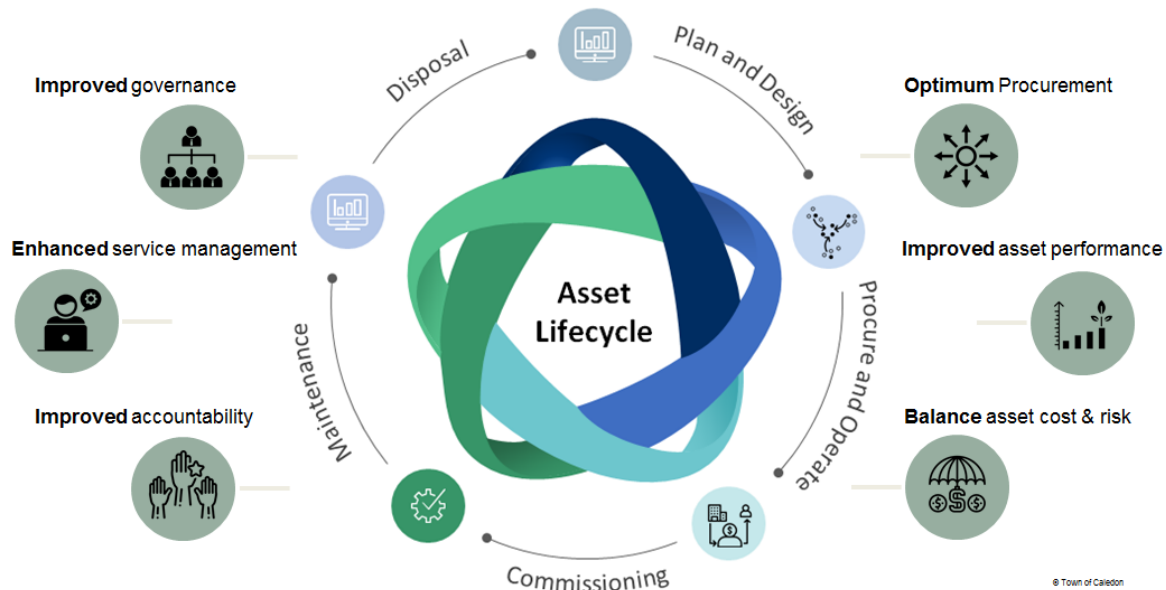
- The Province of Ontario has mandated municipal asset management plans for all Ontario municipalities by 2024 under *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure* (O. Reg. 588/17).
- To start the process, all municipalities in Ontario are required to have a Council-approved Strategic Asset Management Policy (the Policy) by July 1, 2019.
- The Policy outlines key principles, guidelines and requirements to effectively implement an organization-wide asset management (AM) system and assist the Town to better understand its infrastructure needs.
- The Policy also outlines the roles and responsibilities for Council and Staff related to asset management.
- The Provincial regulation also required that the Policy be reviewed and, if necessary, updated at least every five years.
- Following the approval of the Policy, staff will post the Policy on the Town's website and:
  - (i) Continue with the next steps in the development and adoption of different stages of a comprehensive asset management plan over the next five years, in compliance with O. Reg. 588/17; and
  - (ii) completely integrate the Strategic Asset Management Policy and the Asset Management Plan (AMP) into the organization's business and decision making processes.

### **DISCUSSION**

#### Introduction

The Town of Caledon is one of the fastest growing municipalities in the Region of Peel and is forecasted to reach 108,000 residents and 46,000 jobs by 2031. The need to deliver a diverse array of services increases with growing population and jobs, and a majority of these services are provided through tangible assets. The Strategic Asset Management Policy, as outlined in Schedule A, sets the foundation and framework for

establishing an Asset Management (AM) system at Town of Caledon. An AM system enables an organization to sustainably deliver acceptable levels of service at minimal cost of asset ownership through effective asset planning and efficiently tackling infrastructure needs at different stages of asset lifecycle as shown in the figure below.



### **Purpose**

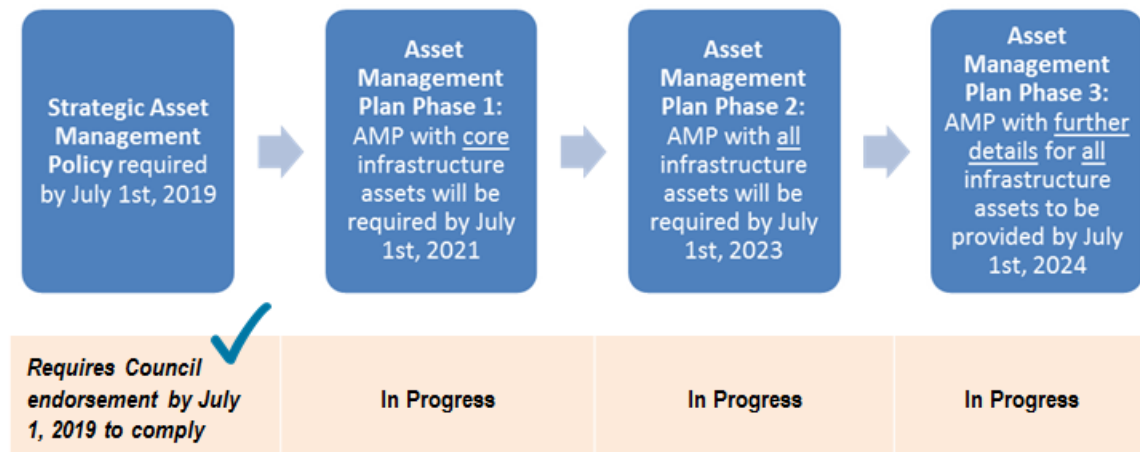
The purpose of the Policy is to communicate the Town's leadership, commitment and intentions with regards to AM to its managers, employees and stakeholders.

### **Scope**

The Policy applies to all internal departments who oversee tangible assets and also to those who have a financial stake in them.

### **Regulatory Compliance**

O. Reg. 588/17 sets out the requirements for AM planning to assist municipalities in making effective and informed investment decisions by understanding their infrastructure challenges and requirements. All municipalities across Ontario are required to comply with these regulations to be phased in the next five years to ensure continuous improvement and consistency in AM planning. Under O. Reg. 588/17, a Strategic Asset Management Policy is required to be adopted by each Ontario municipality by July 1, 2019. Ontario municipalities must also commit to developing and adopting best practices to effectively provide the required levels of services (LOS) to its residents. The O. Reg. 588/17 timeline for AM planning is as shown below.



Many municipalities across Ontario, as well as across Canada, have adopted AM policies to develop an AM system and to guide various processes and procedures involved to manage their assets optimally. Other municipalities within the Region of Peel and other neighbouring regions, cities and towns already have various initiatives underway in line with the requirements and principles issued by the Ministry of Infrastructure, to better serve their residents and provide a sustainable approach to informed decision-making to the organization.

Town staff developed the asset management goals and guiding principles of the Policy collectively and conducted workshops with the key stakeholders to review and refine the document. The Policy was then presented to management and the senior leadership team for approval. Following Council approval of the Policy:

- It will be posted on the Town of Caledon's website;
- Print copies will be made available at the Service Caledon counter for public review; and
- The Policy will be used to guide staff in completing the future phases of the Town's Asset Management Plan, in compliance with provincial legislation.

As part of the Phase 1 work, noted in the diagram above, that is required by July 1<sup>st</sup>, 2021, Town staff will engage with the public and Council on level of service expectations for the Town's various assets. This will inform and help further refine the assumptions, work program, and funding requirements of the asset management plan for all Town-owned assets that are relied upon by all stakeholders.

### FINANCIAL IMPLICATIONS

There are no immediate financial implications related to this report. However, it is critical to continuously implement the Policy to create an effective and the right balance between the need to sustain existing infrastructure and the need to build new

## **Staff Report 2019-4**

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infrastructure. Incorporating an AM system at the Town of Caledon should lead to more effective and comprehensive financial planning.

### **COUNCIL WORK PLAN**

Infrastructure – To increase overall condition of Town's assets for public use.

### **ATTACHMENTS**

Schedule A – Strategic Asset Management Policy

**Subject: Strategic Asset Management Policy**

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### A. Policy Statement:

The Town of Caledon shall adopt a systematic and coordinated approach to asset management in delivering optimum levels of service to its residents and customers in a sustainable and cost-effective manner. This policy details key principles and guidelines to achieve financial sustainability and an effective long-term management of the Town's infrastructure assets in support of a healthy, rapidly growing and a prospering community.

### B. Application:

This Policy applies to all internal departments who oversee tangible assets (owned in whole or in part, leased or managed) and also to those who have a financial stake in them.

### C. Purpose:

The purpose of this policy is:

- To provide leadership in and commitment to the development and implementation of the Town's asset management program
- Intended to guide the consistent and coordinated use of **asset management** across the Town
- To facilitate logical and evidence-based decision-making for the management of **municipal infrastructure assets** and;
- To support the delivery of sustainable community services now and in the future.

This policy demonstrates an organization-wide commitment to the good stewardship of municipal infrastructure assets. By using sound asset management practices:

- The Town will ensure transparency and accountability by engaging its customers and staff into asset management planning
- The Town will work to ensure that all municipal infrastructure assets meet expected performance levels
- The Town will continue to provide desired service levels in the most efficient and effective manner
- Linking service outcomes to infrastructure investment decisions will assist the Town in focusing on service, rather than budget-driven asset management approaches

In summary,

- The Town will implement an organization-wide asset management program through all departments
- The program will promote lifecycle and risk management of all municipal infrastructure assets, with the goal of achieving the lowest total cost of ownership while meeting desired levels of service.

# Corporate Policy

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## D. Guidelines

To guide the Town, the following policy statements have been developed:

1. The Town will implement continuous improvement protocols and adopt best practices regarding asset management planning, including:
  - i. Complete and Accurate Asset Data
  - ii. Condition Assessment Protocols
  - iii. Risk and Criticality Models
  - iv. Lifecycle Management
  - v. Financial Strategy Development
  - vi. Level of Service Framework
2. The Town will develop and maintain an asset inventory of all municipal infrastructure assets which includes unique ID, description, location information, value (both historical and replacement), performance characteristics and/or condition, estimated remaining life and estimated repair, rehabilitation or replacement date; and estimated cost of repair, rehabilitation or replacement.
3. The Town will develop an **asset management plan** (AMP) that incorporates all infrastructure categories and municipal infrastructure assets that are necessary to the provision of services. This may include assets that fall below their respective capitalization thresholds as outlined in the Town's Tangible Capital Asset Procedure. The scope of these assets will be determined, according to relevance, based on the professional judgment of Town senior staff. The AMP will be reviewed annually to address the Town's progress in implementing its asset management plan and updated at least every five years in accordance with O. Reg. 588/17 requirements, to promote, document and communicate continuous improvement of the asset management program.
4. The Town will integrate asset management plans and practices with its long-term financial planning and budgeting strategies. This includes the development of financial plans that determine the level of funding required to achieving short-term operating and maintenance needs, in addition to long-term funding needs to replace and/or renew municipal infrastructure assets based on full lifecycle costing.
5. The Town will develop meaningful performance metrics and reporting tools to transparently communicate and display the current state of asset management practice to Council and the community.
6. The Town exemplifies its commitment for acting on climate change by participating in the Global Covenant of Mayors for Climate and Energy and the International Council for Local Environmental Initiatives (ICLEI) Framework Building Adaptive, Resilient Communities for climate change adaptation.

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In this context, the Town will leverage new and existing opportunities for reducing greenhouse gas emissions (mitigation) and building resiliency to projected climate change impacts (adaptation) into corporate asset management practices. Applying climate change mitigation and adaptation lenses will be achieved by strategically embedding tactical, operational and reflexive considerations related to climate change into lifecycle management practices for corporate assets. This will reduce vulnerabilities and promote adaptation and resiliency to climate change impacts, incrementally over time. This includes, but is not limited to, incorporating climate change considerations into infrastructure design, risk assessments, anticipated operational costs, changing levels of service, disaster planning and related contingency funding.

7. The Town will align all asset management planning with the Province of Ontario's land-use planning framework, including any relevant policy statements issued under section 3(1) of the Planning Act; shall conform with the provincial plans that are in effect on that date; and, shall be consistent with all municipal official plans.
8. The Town will coordinate planning for interrelated municipal infrastructure assets with separate ownership structures by pursuing collaborative opportunities with neighbouring municipalities and jointly-owned municipal bodies wherever viable and beneficial.
9. The Town will develop processes and provide opportunities for municipal residents and other interested parties to offer input into asset management planning wherever and whenever possible.

## E. Roles and Responsibilities:

The development and continuous support of the Town's asset management program requires a wide range of duties and responsibilities. The following table outline the persons responsible for these tasks:

**Table A:** Roles & Responsibilities

Individual/Group	Roles & Responsibilities
Council	<ol style="list-style-type: none"><li>i. Approve the asset management policy and direction of the asset management program</li><li>ii. Maintain adequate organizational capacity to support the core practices of the asset management program</li><li>iii. Prioritize effective stewardship of assets in adoption and ongoing review of policy and budgets</li><li>iv. Establish and monitor levels of service</li></ol>
Treasurer, Finance	<ol style="list-style-type: none"><li>i. Manage policy and policy updates</li><li>ii. Provide organization-wide leadership in asset management practices and concepts</li><li>iii. Provide departmental staff coordination</li></ol>



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	<ul style="list-style-type: none"> <li>iv. Monitor levels of service</li> <li>v. Coordinate and track asset management program implementation and progress</li> </ul>
Senior Management Team	<ul style="list-style-type: none"> <li>i. Development of policy and policy updates</li> <li>ii. Provide corporate oversight to goals and directions and ensure the asset management program aligns with the Town's strategic plan</li> <li>iii. Ensure that adequate resources are available to implement and maintain core asset management practices</li> <li>iv. Provide departmental staff coordination</li> <li>v. Develop and monitor levels of service and make recommendations to Council</li> <li>vi. Track, analyze and report on asset management program progress and results</li> </ul>
Corporate Management Team and Departmental Staff	<ul style="list-style-type: none"> <li>i. Utilize the new business processes and technology tools developed as part of the asset management program</li> <li>ii. Participate in implementation task teams to carry-out asset management activities</li> <li>iii. Implement and maintain levels of service</li> <li>iv. Provide support and direction for asset management practices within their department</li> <li>v. Track and analyze asset management program progress and results</li> </ul>

## F. Definitions:

Unless otherwise noted, the definitions provided in this document align with those outlined in Ontario Regulation 588/17 (O. Reg. 588/17), Asset Management Planning for Municipal Infrastructure, under the *Infrastructure for Jobs and Prosperity Act, 2015*.

1. **Asset management (AM)** – the coordinated activity of an organization to realize value from assets. It considers all asset types, and includes all activities involved in the asset's life cycle from planning and acquisition/creation; to operational and maintenance activities, rehabilitation, and renewal; to replacement or disposal and any remaining liabilities. Asset management is holistic and normally involves balancing costs, risks, opportunities and performance benefits to achieve the total lowest lifecycle cost for each asset (ISO 55000).
2. **Asset management plan (AMP)** – Documented information that specifies the activities, resources, and timescales required for an individual asset, or a grouping of assets, to achieve the organization's asset management objectives (ISO 55000). Under O. Reg. 588/17, by 2023 AMPs for core municipal infrastructure assets will be required to include the current levels of service being provided; the current performance of each asset

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category; a summary of assets in each asset category, their replacement cost, average age, condition information, and condition assessment protocols; lifecycle activities required to maintain current levels of service; discussion of population and economic forecasts; and documentation of processes to make inventory and condition-related background information available to the public.

3. **Capitalization threshold** – the value of a municipal infrastructure asset at or above which a Town will capitalize the value of it and below which it will expense the value of it.
4. **Green infrastructure asset** – an infrastructure asset consisting of natural or human-made elements that provide ecological and hydrological functions and processes and includes natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces and green roofs.
5. **Level of service** – parameters, or combination of parameters, which reflect social, political, environmental and economic outcomes that the organization delivers. Parameters can include, but are not necessarily limited to, safety, customer satisfaction, quality, quantity, capacity, reliability, responsiveness, environmental acceptability, cost, and availability (ISO 55000).
6. **Lifecycle activities** – activities undertaken with respect to a municipal infrastructure asset over its service life, including constructing, maintaining, renewing, operating and decommissioning, and all engineering and design work associated with those activities.
7. **Municipal infrastructure asset** – an infrastructure asset, including a green infrastructure asset, directly owned by a Town or included on the consolidated financial statements of a Town, but does not include an infrastructure asset that is managed by a joint municipal water board.

## G. Background:

The Town is responsible for providing a range of essential services to the community, including transportation networks; community facilities; and stormwater management. To deliver these services, it owns and manages a diverse municipal infrastructure asset portfolio of roads, bridges, culverts, facilities, vehicles and machinery. As the social, economic, and environmental well-being of the community depends on the reliable performance of these municipal infrastructure assets it is critical to implement a systemic, sustainable approach to their management.

Asset management allows organizations to make informed decisions regarding optimal **lifecycle activities** required to achieve a desired **level of service**. As an organization-wide process, it is useful to adopt a structured and coordinated approach to outlining the activities,

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roles and responsibilities required of organizational actors, as well as the key principles that should guide all asset management decision-making.

The approval of this policy is an important step towards integrating the Town's strategic direction (see Section I) with its asset management program, and ensuring that critical municipal infrastructure assets and vital services are maintained and provided to the community in a reliable and sustainable manner.

## H. Key Principles

The Town shall consider the following principles when making decisions regarding asset management:

(Source: Section 3 of the *Infrastructure for Jobs and Prosperity Act, 2015*)

1. Infrastructure planning and investment should take a long-term view, and decision makers should take into account the needs of citizens by being mindful of, among other things, demographic and economic trends.
2. Infrastructure planning and investment should take into account any applicable budgets or fiscal plans.
3. Infrastructure priorities should be clearly identified in order to better inform investment decisions respecting infrastructure.
4. Infrastructure planning and investment should ensure the continued provision of core public services.
5. Infrastructure planning and investment should be evidence based and transparent, and, subject to any restrictions or prohibitions under an Act or otherwise by law on the collection, use or disclosure of information,
  - i. investment decisions respecting infrastructure should be made on the basis of information that is either publicly available or is made available to the public, and
  - ii. information with implications for infrastructure planning should be shared between the Town and broader public sector entities, and should factor into investment decisions respecting infrastructure.
6. Infrastructure planning and investment should promote community benefits, being the supplementary social and economic benefits arising from an infrastructure project that are intended to improve the well-being of a community affected by the project, such as local job creation and training opportunities, improvement of public space within the community, and any specific benefits identified by the community.
7. Infrastructure planning and investment should ensure that the health and safety of workers involved in the construction and maintenance of infrastructure assets is protected.

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8. Infrastructure planning and investment should minimize the impact of infrastructure on the environment and respect and help maintain ecological and biological diversity, and infrastructure should be designed to be resilient to the effects of climate change.
9. Infrastructure planning and investment should promote accessibility for persons with disabilities.
10. Infrastructure planning and investment should foster innovation by creating opportunities to make use of innovative technologies, services and practices, particularly where doing so would utilize technology, techniques and practices developed in Ontario.
11. Infrastructure planning and investment should promote economic competitiveness, productivity, job creation and training opportunities.
12. Infrastructure planning and investment should endeavour to make use of acceptable recycled aggregates.
13. Where provincial or municipal plans or strategies have been established in Ontario, under an Act or otherwise, but do not bind or apply to the Town, as the case may be, the Town should nevertheless be mindful of those plans and strategies and make investment decisions respecting infrastructure that support them, to the extent that they are relevant.

## **I. Alignment with the Town's Strategic Direction:**

The Town of Caledon's budget will align with this policy. As this policy is updated, it shall be revised to align with emerging and evolving strategies and actions.

## **Staff Report 2019-3**

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Meeting Date: Tuesday January 15, 2019

Subject: Delegation of Property Tax Ratios from the Region of Peel

Submitted By: Hillary Bryers, Manager, Revenue/Deputy Treasurer, Finance and Infrastructure Services

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### **RECOMMENDATION**

That the Town consent to the enactment of a Regional by-law delegating tax ratio setting from the Region of Peel to the City of Mississauga, the City of Brampton and the Town of Caledon, in accordance with Section 310 of the *Municipal Act, 2001 as amended*, for the 2019 property tax year.

### **REPORT HIGHLIGHTS**

- Section 310 of the *Municipal Act, 2001* allows for the upper tier municipality to delegate tax ratio setting to the lower tier municipalities.
- The Region of Peel has delegated its authority to establish tax ratios to the lower tier municipalities since 1998.
- Each year Council must pass a resolution in support of the delegation of tax ratio setting.
- This delegation provides the Town of Caledon the ability to consider the adjustment of tax ratios to meet local needs.

### **DISCUSSION**

#### *Tax Ratios*

In Ontario, there are nine mandatory property tax classes: residential, farm, managed forest, multi-residential, new-multi-residential, commercial, industrial, landfill and pipeline. All properties in Ontario belong to one or more of these nine property classes. Each of these property classes is assigned a tax ratio, which represents each class's share of the tax burden in relation to the residential property class.

Properties in different classes are taxed at different tax rates. This is a result of historical differences in tax burdens that were present prior to the 1998 reform of the property tax system. Commercial, industrial and multi-residential properties typically pay more than residential properties while farm and managed forest properties pay one quarter or less than residential properties. The tax ratios establish the different relative tax burdens among the property classes and are set by each upper tier municipality, unless delegated to the lower tier municipalities.

Provincial legislation dictates that the residential class is always set at 1.00 so the residential tax class is the base for measuring the burden of the different tax classes. The new multi-residential property class has also been established at 1.0. Managed forest ratios are also established by provincial legislation at 0.25 while farm ratios can be established between the permitted range of 0 to 0.25 of the residential rate. Commercial, industrial and multi-residential ratios are often higher than residential rates and the province only permits municipalities to reduce the tax ratios towards established “ranges of fairness”. Any change to one tax ratio changes the burden borne by all of the other tax classes. As such, careful consideration must be undertaken before any tax ratio is changed.

### *Delegation of Tax Ratio Setting*

At the January 10, 2019 Regional Council meeting, the Region of Peel will pass a by-law requesting delegation to the lower-tier municipalities the authority to establish tax ratios for 2019.

Under the *Municipal Act, 2001*, upper tier municipalities have been granted the authority to set the tax ratios for both upper and lower tier purposes. This gives the upper tier municipality the responsibility to establish the tax ratios that would allocate the tax burden among property classes for both upper and lower tier taxation purposes. Consequently, once the upper tier set the tax ratio for each property class, this ratio would apply to all of the lower tier municipalities in setting the Town and Regional tax rates for that taxation year. This would not allow consideration for the differences in the assessment base that exist amongst the different lower tier municipalities within the Region of Peel.

The Provincial legislation also allows for the responsibility for setting tax ratios to be delegated to the lower tier municipality if unanimous consent was given by all the municipalities within the upper tier structure. If responsibility for setting the tax ratios was delegated to the lower tier municipality, then each lower tier municipality could set different tax ratios, if it so desired, to govern the distribution of the tax burden within their own respective jurisdiction for both upper and lower tier taxation purposes.

In late 1997, after numerous meetings with Region of Peel, City of Mississauga and City of Brampton finance staff, it was recommended to Council that Caledon support the delegation of tax ratio setting to the lower tier municipalities. A similar recommendation has been made by staff each year since 1997 and consequently, the Region of Peel has delegated its authority to establish tax ratios and in turn set municipal tax rates to its lower tier municipalities for the fiscal years 1998 to 2018.

Each year municipalities are required to make a number of decisions affecting tax policies. One of those decisions, the establishment of tax ratios, is critical in determining the tax burden for each respective property class.

Section 310 of the *Municipal Act, 2001, as amended*, provides for the Council of an upper tier municipality to delegate to the Council of each of its lower-tier municipalities, the authority to pass a by-law establishing the tax ratios for the year within the lower tier municipality for both upper tier and lower tier levies. The Region, along with Caledon, Brampton and Mississauga, are required to decide prior to February 28 of each year whether to delegate tax ratio setting authority to the three lower-tier area municipalities.

A general consensus was reached with Town of Caledon, Region of Peel, City of Mississauga, and City of Brampton finance staff that staff would recommend once again to their respective municipal Councils that authority for the establishing of tax ratios for both lower and upper tier purposes in the Region of Peel for the 2019 property tax year, be delegated to the lower tier municipalities.

Following this report, staff will provide the Region of Peel with Council's resolution accepting delegation of tax ratio setting from the Region. The Regional delegation by-law and the necessary lower-tier municipal resolutions confirming delegation will then be submitted to the Minister of Municipal Affairs and Housing by the Region of Peel. In Spring 2019, Council will be presented with a report outlining the impacts of assessment changes and any proposed tax ratio changes for all property classes within the Town of Caledon.

### **FINANCIAL IMPLICATIONS**

The financial implications are outlined in other sections of this report.

### **COUNCIL WORK PLAN**

The matter contained in this report is not relative to the Council Work Plan.

### **ATTACHMENTS**

None.

## **Staff Report 2019-14**

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Meeting Date: Tuesday, January 15, 2019

Subject: Appointment to the Board of Management of the Bolton Business Improvement Area

Submitted By: Amanda Fusco, Manager of Legislative Services / Interim Town Clerk

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### **RECOMMENDATION**

That the following be appointed as directors to the Bolton Business Improvement Area (BIA) Board of Management for the 2018 – 2022 Term of Council;

- Carberry, Jean
- Ciarcellutti, Alfonso
- Gnida, Bryan
- Hoppler, Shirley
- Rudnitsky, Oleg
- Sodhi, Jotvinder
- Teskey, Rex
- Teskey, Verona

That the necessary appointment by-law be brought forward to give effect thereto;

That the Bolton Business Improvement Area (BIA) Board of Management be required to develop a Strategic Plan that will direct the BIA's efforts over the next four (4) years and that the plan accompany the proposed 2019 BIA Budget;

That the Strategic Plan be presented at a Town Council meeting in 2019; and

That a copy of this resolution and Staff Report be provided to the BIA Board of Management for their action and reference.

### **REPORT HIGHLIGHTS**

- The Bolton Business Improvement Area has been established since December 10, 1980.
- The first Board of Management for the Bolton Business Improvement Area was established by By-law 1981-29 and members were appointed on January 12, 1981.
- The Term of the Board of Management is concurrent with the Term of Council.
- At the Annual General Meeting of the Board of Management on December 3, 2018, an election was held for the new Board of Directors.



### **DISCUSSION**

The purpose of this report is to appoint the members of the Bolton Business Improvement Area Board of Management.

In 1980, the Council of The Corporation of the Town of Caledon designated a business improvement area Bolton. The Bolton Business Improvement Area Board of Management was established by By-law 1981-29 to provide for the improvement, beautification and maintenance of municipally owned lands, buildings and structures in the designated local improvement area and to provide for the promotion of the area. The first Directors of the Board were appointed on January 12, 1981.

Business Improvement Areas (BIA's) are characterized as local boards pursuant to the Municipal Act, 2001. The purpose of the Bolton Business Improvement Area Board is to improve, beautify and maintain municipal owned lands, buildings and structures within the Bolton Business Improvement Area beyond the beautification and maintenance provided by the Town. The mandate includes promoting the area as a business or shopping district.

The BIA provides a list of nominees to their general membership for a vote prior to submitting these nominees for council approval. This practice helps ensure that the general membership is consulted on the board's composition.

### **Annual General Meeting**

Following the municipal election, the Bolton Business Improvement Area Board of Management hosts an Annual General Meeting for the purposes of conducting an election for the new term of the Board of Management.

Following the 2018 Municipal Election, on December 3, 2018, the Bolton Business Improvement Area Board of Management held its Annual General Meeting to elect eight Directors to the Board for the 2018 – 2022 Term of Council. Below is a list of the candidates followed by the number of votes received:

<b>Name</b>	<b>Votes Received</b>
<b>Carberry, Jean</b>	<b>12</b>
<b>Ciarcellutti, Alfonso</b>	<b>14</b>
<b>Gnida, Bryan</b>	<b>10</b>
<b>Hoppler, Shirley</b>	<b>14</b>
<b>Ricciardi, Ralph</b>	<b>8</b>
<b>Rudnitsky, Oleg</b>	<b>13</b>
<b>Sodhi, Jotvinder</b>	<b>12</b>
<b>Teskey, Rex</b>	<b>14</b>
<b>Teskey, Verona</b>	<b>14</b>

## **Staff Report 2019-14**

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The eight candidates with the most votes are being recommended for appointment to the Board for the 2018 – 2022 Term.

Section 204(3) of the *Municipal Act, 2001* (“the Act”) states that composition of the board of management shall be composed of one or more directors appointed directly by the municipality and the remaining directors selected by a vote to the membership of the improvement area and appointed by the municipality.

As the Bolton Business Improvement Area Board of Management is a statutory board, appointments must be enacted by by-law.

### **Next Steps**

Should Council support the appointments, the elected members of the Bolton Business Improvement Area Board of Management will be notified and staff will work with the new Board on transition and training.

Training for the new Board members shall include a presentation from the Ministry of Municipal Affairs and Housing, Ontario Business Improvement Area Association (OBIAA) and Town Staff to orient members to their role, responsibilities and obligations, and to highlight best practices of successful BIAs.

In preparation for the BIA election and appointment process, Town Staff conducted a review of best practices of other BIAs including Orangeville, Brantford, Alliston and Goderich and reviewed the Province’s Business Improvement Area Handbook.

Most of the BIAs canvassed have developed a strategic and / or financial plan to assess the needs of the local area. A Needs Assessment is seen as an opportunity to develop a strategic financial plan for the BIA that can incorporate improving the economic environment and changing public perception, to enhancing municipal policy in support of the BIA and infrastructure improvement, as well as enhancing parking, circulation, the physical environment and any other important factors that will enhance the area.

The Caledon Public Library Board, the only other statutory board established by the Town, developed a Strategic Plan in 2016, Building the Future 2017-2020, which provides a road map that will direct the library’s efforts over the next 4 years. It confirms their intent to work with council, community partners and the community to guide the future of library spaces and services.

Staff recommend that the Bolton BIA develop such a strategic or operation plan for the next 4 years and that such plan accompany the BIA’s proposed 2019 Budget.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications associated with this report.

Section 205(1) of the Act states that the board of management prepare a proposed budget for each fiscal year and shall hold one or more meetings of the members of the improvement area for discussion of the proposed budget. It is expected that the Board of Management will present their budget at their first meeting of the new Board in February 2019.

## **Staff Report 2019-14**

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Section 205(2) requires the board of management to submit the budget to Council and the municipality may approve it in whole or in part but may not add expenditures to it. Once the Bolton BIA's budget is approved by the Bolton BIA Board, Town Finance staff will review the budget and prepare a report with a recommendation to Town of Caledon Council in March 2019. Subject to Town of Caledon Council approval of the Bolton BIA budget, the Town will charge commercial property owners within the Bolton Business Improvement Area a special (BIA) tax levy (in addition to the Town's general tax levy) on behalf of the BIA. All revenues from the special (BIA) tax levy is provided to the Bolton BIA board in four installments in 2019 following approval of the BIA's budget by Town of Caledon Council and completion of the year-end financial audit of the Bolton BIA by the Town's auditor.

As noted above, the Bolton BIA has been requested to prepare and submit a Strategic Plan as part of their 2019 budget. Finance will assist the Clerk's Office to review, where applicable, and include the strategic plan as part of the Bolton BIA Budget staff report to Council.

### **COUNCIL WORK PLAN**

The matter is not relative to the Council Work Plan.

### **ATTACHMENTS**

None.

## **Staff Report 2019-10**

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Meeting Date: Tuesday, January 15, 2019

Subject: Noise By-law Exemption Request Extension – Dixie Road  
Sanitary Sewer and Watermain Construction (Dixie Road – from  
Mayfield Road to Old School Road) Ward 2

Submitted By: Laura Hall, Interim General Manager, Corporate Services

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### **RECOMMENDATION**

That the existing Noise By-law exemption to Technicore Underground Inc. from Section 15 of Table 3-1 of Noise By-law 86-110 to permit construction activity between the hours of 11:00 p.m. and 6:00 a.m. be extended to March 11, 2019 subject to the conditions outlined in Schedule B of Staff Report 2019-10.

### **REPORT HIGHLIGHTS**

- Peel Region has retained the services of Technicore Underground Inc. (“the contractor”) to carry out the construction of a sanitary sewer and watermain along Dixie Road, from Mayfield Road to Old School Road.
- Staff received a request from the contractor for an extension to their existing exemption from the Town’s Noise By-law to permit construction activity to occur outside of the permitted hours as set out in the By-law.
- The original exemption to work outside of the permitted hours expired on August 31, 2018, but the work has been delayed due to unforeseen circumstances.
- The purpose of the request is for operation efficiency and productivity in an effort to reduce the duration and disruption of the project.
- Aspects of the construction activity are expected to occur Monday to Friday inclusively until March 11, 2019, between the hours of 11:00 p.m. and 6:00 a.m.
- The Town’s Noise By-law does not contain an exemption process with the exception of emergency situations, therefore anyone seeking to perform activities related to noise outside of the permitted times requires approval from Council.
- Approximately 45 properties are located on the stretch of roadway of the proposed activity, and as such may be impacted by the work. The Noise By-law does not specify the measurement of impact; as a result, this is staff’s best estimate.
- The Region has advised that minimal surface noise will occur between the hours of 11:00 p.m. and 6:00 a.m. and will be limited to the use of a crane and generator which contain noise dampeners to limit the sound emitted. Sound monitoring equipment will be set-up to monitor noise levels.
- Staff is recommending the extension request be approved subject to notification to impacted property owners and the Town prior to commencement of the work.

### **DISCUSSION**

Staff received a request for an extension to their existing exemption from the Town's Noise By-law to permit construction activity to occur outside of the permitted hours as set out in the By-law. The purpose of this report is to provide details of the request and receive approval for the exemption request.

### **Project Details**

Peel Region has retained the services of Technicore Underground Inc. to carry out the construction of a sanitary sewer and watermain along Dixie Road, from Mayfield Road to Old School Road. The project is expected to be completed by March 11, 2019.

The contractor has requested approval to operate a loader, a crane and generator Monday through Friday, 24 hours a day to install sanitary sewer tunneling. The contractor has indicated that minimal surface work will occur outside the permitted noise by-law hours (6:00 a.m. - 11:00 p.m.). The contractor states that the night shift work activity will be stockpiled by the day shift in order to mitigate construction activity.

In addition, the contractor has advised that no deliveries will be scheduled between 11:00 pm and 6:00 am and that the generators will have dampeners for noise reduction. Sound monitoring equipment will be set-up to monitor noise levels. The Noise By-law does not specify the measurement of impact; as a result, this is staff's best estimate.

The contractor has indicated that the expected decibel level of noise will not exceed 85 decibels. For comparison purposes noise emitted from traffic exceeds 85 decibels. The industry standard is set at 92 decibels for motor vehicle traffic. The current Noise by-law does not capture decibel levels with respect to construction activities only with sounds related to motor vehicles. This construction approach is expected to minimize the time the contractor is performing the work, decreasing the impact on the area.

### **Exemption Details**

The contractor is requesting approval to perform certain aspects of the project outside of the permitted hours of the Town's Noise By-law. The Noise By-law prohibits noise related to construction activity to occur between the hours of 11:00 p.m. and 6:00 a.m.

The Town's Noise By-law does not contain an exemption process with the exception of emergency situations, therefore anyone seeking to perform activities related to noise outside of the permitted times requires approval from Council.

## **Staff Report 2019-10**

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### **Potential Impact**

In reviewing the request and the particular location, staff has determined that approximately 45 properties may be impacted (attached as Schedule A to this report provides further details) by the noise of the construction.

### **Conditions of Approval**

Staff is recommending the exemption extension request be approved subject to the following conditions intended to mitigate potential impacts to area property owners:

1. Written notification be provided to each property captured in Schedule A of Staff Report 2018-34 with the following information included in the notification:
  - a. Project scope
  - b. Timeline of activity, including dates when the work is expected to performed between the hours of 11:00 p.m. and 6:00 a.m.
  - c. What type of noise or nuisance i.e. lighting, vibrations, etc. may occur
  - d. Contact information for questions and to report any disturbances
2. Notify the Town at least 24 hours in advance of each occurrence.
3. A sign posted at the property capturing the above information.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications associated with this report.

### **COUNCIL WORK PLAN**

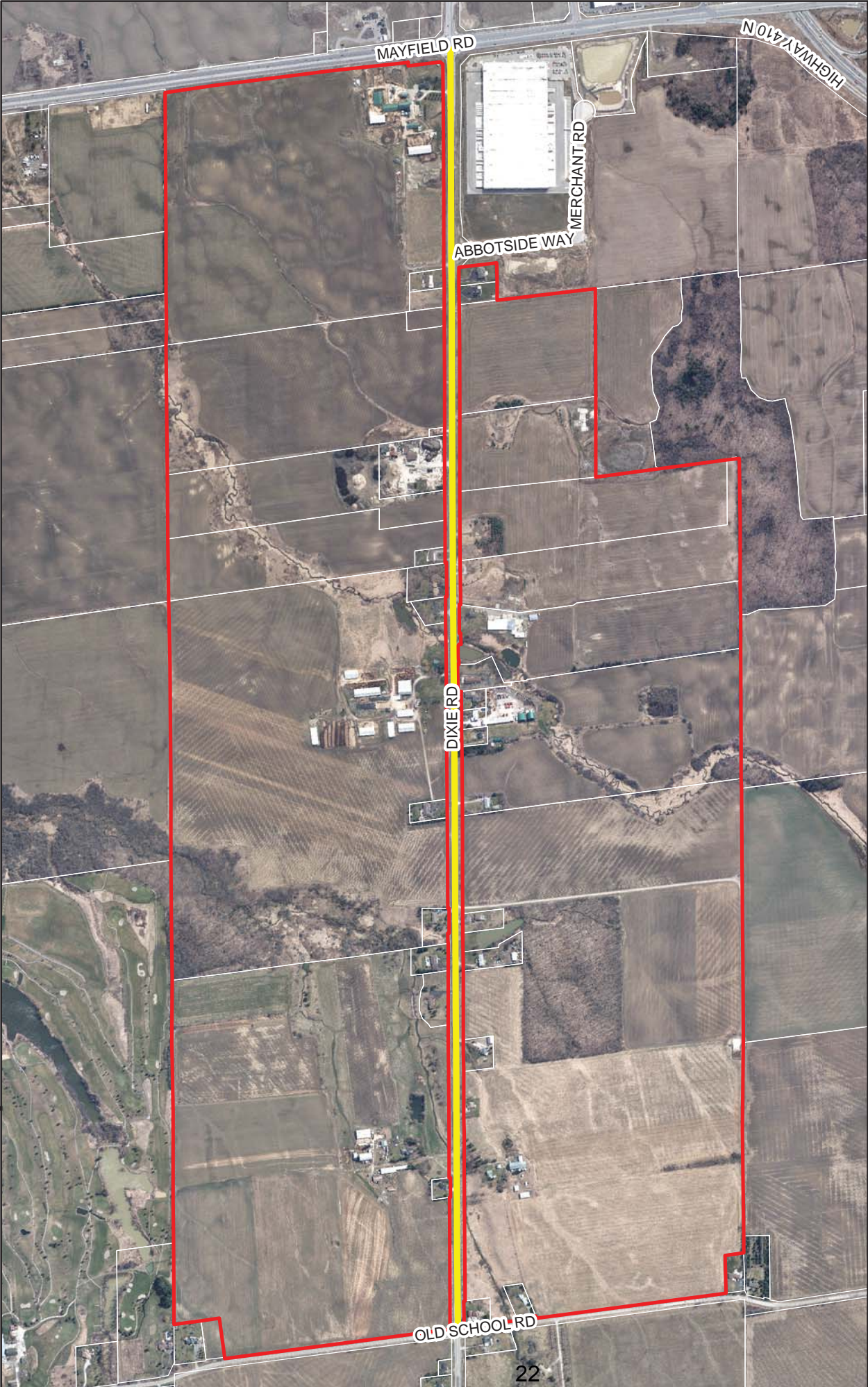
Customer Service – to adopt an innovative approach that adapts to the changing needs and expectations of our community while supporting best practices

### **ATTACHMENTS**

Schedule A – Map demonstrating the properties directly impacted by the exemption request

Schedule B – Conditions of the Exemption





- Work Area
- Impacted Property

This data is provided for your convenience only. The data is not warranted or certified or guaranteed in any way. The Town of Caledon accepts no liability for any damages whatsoever, including any consequential damages, for any deficiency in the data. The reproduction of this data, in whole or in part, is forbidden without the express written permission of the Town of Caledon.

**Schedule B to Staff Report 2019-10**  
**Conditions of Exemption to Noise By-law 86-110, as amended**

The following conditions shall be imposed onto Techicore Underground Inc. as part of the exemption of the Town's Noise By-law 86-110, as amended:

1. Written notification be provided to each property captured in Schedule A of Staff Report 2019-10 with the following information included in the notification:
  - a. Project scope
  - b. Timeline of activity, including dates when the work is expected to performed between the hours of 11:00 p.m. and 6:00 a.m.
  - c. What type of noise or nuisance i.e. lighting, vibrations, etc. may occur
  - d. Contact information for questions and to report any disturbances
2. Notify the Town at least 24 hours in advance of each occurrence.
3. A sign posted at the property capturing the above information.



## **Staff Report 2019-6**

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Meeting Date: Tuesday, January 15, 2019

Subject: Establishment of a Community Climate Change Action Planning Taskforce to Inform the Town's Community Climate Change Action Plan Update

Submitted By: Katelyn McFadyen, Manager, Energy & Environment,

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### **RECOMMENDATION**

That the Climate Change Action Planning Task Force Terms of Reference attached as Schedule A to Staff Report 2019-06 be approved;

That the recruitment process for membership to the Climate Change Action Planning Task Force, be initiated immediately; and

That Energy and Environment staff be delegated authority to select and propose members of the Task Force and report back to Council for approval.

### **REPORT HIGHLIGHTS**

- Through 2019-2020, staff will be updating the Town's 2011 Community Climate Change Action Plan to include actions to reduce community greenhouse gas emissions, and build community resiliency to adapt to climatic changes, including extreme weather.
- Staff is recommending the establishment of a Climate Change Action Planning Task Force to provide transparent, accountable oversight and direction to the community-focused Climate Change Action Plan update being undertaken by the Town in 2019-2020.

### **DISCUSSION**

The purpose of this Council report is to provide a brief background and overview to the Town's Community Climate Change Action Plan Update (herein referred to as the CCAP Update) process; and, to establish a Community Climate Change Action Plan Task Force (CCAP-TF) to guide and provide feedback throughout the CCAP Update process.

#### **2011 Community Climate Change Action Plan**

The Town's existing 2011 Community Climate Change Action Plan (CCAP) was endorsed by Council through Staff Report 2011-086. The Action Plan outlines key mitigation (greenhouse gas reduction) actions within the areas of Transportation, Green Development, Energy, Schools, Community Awareness, Tree Planting, Waste and Local Food. In addition, Town Council endorsed a community greenhouse gas (GHG) reduction target of 17% by 2021 below 2006 levels. An update of the Town's GHG emissions inventory was presented to Council in 2017 through staff report 2017-125.

## **Staff Report 2019-6**

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The overall progress towards the target as of 2013 was 1% reduction over 2006 levels, equating to a reduction of over 600,000 tonnes of CO<sup>2</sup> equivalent in the Town.

Key accomplishments of the 2011 CCAP include:

- *Passing an Anti-Idling Bylaw:* The Town established an anti-idling bylaw in 2014 to prohibit the idling of vehicles for more than two minutes within an hour, to improve air quality and reduce GHG emissions;
- *Installing EV Charging Stations:* The Town has successfully installed two fast charging stations for electric vehicles and eleven level two charging stations across various facilities throughout the Town, to promote the usage of low-emission electric vehicles as an alternative to fossil fuel powered vehicles;
- *Establishing Green Fund Programs:* As of 2017, the Town's School Green Fund program distributed over \$62,190 in support of school environmental projects. The Town's Community Green Fund program distributed over \$113,119 to support community and volunteer-based organizations implement community based environmental projects;
- *Establishing a Full-Time Climate Change Specialist Position:* In 2016, the Town made a permanent full-time position within the Energy and Environment Division to focus on facilitating the update and implementation of the Town's strategic climate change plans, goals and objectives.
- *Completing the Partnership for Climate Change Protection Program:* The Town is one of 26 Canadian municipalities to complete the Federation of Canadian Municipalities / ICLEI 5 milestone *Partners for Climate Protection (PCP)* program. The PCP program is a well-recognized, municipal capacity-building initiative used to guide municipalities towards the creation of GHG inventories, setting of GHG reduction targets, development and implementation of local climate change action plans, and monitoring and reporting on results.

A more comprehensive assessment of the CCAP accomplishments was presented to Council through a Memo titled "*Update on the Town's Partnership for Climate Protection Program Status*" dated March 7<sup>th</sup>, 2018.

### **CCAP Update**

The Environmental Commissioner's Office's fall report entitled, "*Climate Action in Ontario*" states that "...climate disruption is here and accelerating faster than seemed possible just a few years ago" (2018: p.2). The international scientific consensus from organizations such as the World Meteorological Organization and the Intergovernmental Panel on Climate Change conclude that climate change globally is leading to an increase in extreme weather, more intense heat waves, fires and drought, food security concerns, species and habitat loss, in addition to rising sea levels due to the loss of sea ice.

Major climate change policy developments and scientific research findings further highlight the need for comprehensive climate change planning including:

- *International Commitment:* In 2015, Canada, along with 194 countries joined the Paris Agreement to advance ambitious global efforts to combat climate change. The Paris Agreement promotes GHG reductions and international efforts to adapt to the effects of a warmer world. The agreement aims to strengthen the global response to the threat of climate change by limiting the rise of global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C.
- *Climate Science:* A recent report released by the Intergovernmental Panel on Climate Change, 'Global Warming of 1.5°C' (2018)' found that limiting global warming to 1.5°C by 2050 will require a reduction in global GHG emissions by 45% below 2010 levels by 2030, to achieve a target of net zero emissions by 2050. This scale of emissions reductions is forecasted to be the level required to stabilize the rate of global warming to avoid catastrophic interference with the global climate.
- *Scale of Action:* Due to the threat of climate change, all levels of government must tackle climate change from two key approaches:
  - Adaptation: Increased efforts and forward-thinking planning approaches to anticipate, plan and prepare for avoiding harm associated with extreme weather and building resilient communities;
  - Mitigation: Ambitious efforts to de-carbonize economies and transition away from the use of fossil fuels, particularly in the built environment and transportation sectors. This is done by promoting energy efficiency, comprehensive asset management, and land use and energy planning.

While the Town has had success with the implementation of the 2011 CCAP planning priorities, further community planning efforts are required to identify and prioritize implementable actions to reduce GHGs and prepare for local climate change impacts.

### Climate Change Plan Inputs

The Town has already undertaken a significant amount of work to inform the CCAP Update. These key projects are outlined in Table 1 below and will be key considerations for the development of actions in the CCAP Update.

Table 1: Climate Change Plan Update Study Inputs	
Initiative	Description
GHG Inventory Update	In 2017, the Town's Community GHG Emissions Inventory was updated for the year 2013, to track changes in the community GHG emissions portfolio, and inform updates to the Town's Climate Change Action Plan.
Residential Energy Plan	<p>In 2015, the Town received funding from the Ontario Ministry of Energy's Municipal Energy Plan Program. The funding was used to develop baseline residential energy use maps and to create achievable energy use reduction scenarios accounting for future growth and reflecting various interventions to reduce residential energy consumption, by 2031. In the CCAP Update, these mapping inputs will be used for:</p> <ul style="list-style-type: none"><li>• Understanding current and future options for energy supply and distribution;</li><li>• Fostering collaborative partnerships with internal and external stakeholders to advance GHG reductions in buildings;</li><li>• Informing the assessment and potential siting of local renewable energy generation sources;</li><li>• Supporting the integration of land use policies, development standards and energy</li></ul>

## Staff Report 2019-6

	management goals; <ul style="list-style-type: none"> <li>• Prioritizing and targeting residential energy management actions</li> </ul>
Climate Change Risk and Vulnerability Assessment	As described in a December Staff Memo, Staff have initiated a Climate Change Risk and Vulnerability Assessment following ICLEI's five milestone BARC (Building Adaptive and Resilient Communities) framework. These activities support better understanding of the potential risks and vulnerabilities associated with changing weather patterns in Caledon, while informing and supporting proactive Town efforts to ensure that community, infrastructure and natural assets are resilient to extreme weather events. The Town is also one of 9 nine Canadian municipalities engaged in national capacity-building efforts to support municipal climate change adaptation planning (ICLEI Changemakers). These activities will support and inform the adaptation actions within the final CCAP update.

### CCAP Planning Overview

Building on these recent initiatives, and pending 2019 Council budget approval, a comprehensive planning update to the CCAP (2011) will be undertaken in 2019-2020. The CCAP update planning process will incorporate multi-stakeholder involvement to build corporate and community capacity to undertake collaborative actions to address the challenges and leverage the opportunities associated with climate change. In addition, the CCAP Update timeline presents an opportunity to integrate and align with two significant Town planning processes; the Asset Management Plan (2019-2024); and, the Official Plan Review (2019-2023). These initiatives provide opportunities for identifying climate change actions through inter-departmental capacity-building and collaboration.

Outlined in Table 2 below describes the CCAP Update planning process (2019-2020).

Table 2: Climate Change Plan Update Approach (2019-2020).	
Project Phase	Key Activities
Preliminary Phase: Climate Change Plan Update RFP (January 2019 – March 2019)	<ul style="list-style-type: none"> <li>• Soliciting Request for Proposals &amp; selection of qualified consultants to assist with the CCAP update planning process in 2019-2020</li> <li>• Establishing the CCAP Update Task Force and recruiting membership (Terms of Reference outlined in Schedule A)</li> </ul>
Phase One: Community Profile	<ul style="list-style-type: none"> <li>• Developing a high-level profile of the Caledon community, noting specific climate change adaptation and mitigation achievements, challenges and opportunities.</li> </ul>
Phase 2: Emissions Targets & Adaptation Vision Statement	<ul style="list-style-type: none"> <li>• Developing an updated approach to establishing a new community GHG reduction target</li> <li>• Developing transitional GHG emissions reductions pathways (i.e. business as usual pathway versus forecasted pathway) in line with achieving the new target</li> <li>• Developing a draft climate change adaptation vision statement</li> </ul>
Phase 3: Action Development	<ul style="list-style-type: none"> <li>• Conducting a best practices jurisdictional scan of potential mitigation actions</li> <li>• Conducting a best practices jurisdictional scan of potential adaptation actions</li> </ul>
Phase 4: Engagement Strategy	<ul style="list-style-type: none"> <li>• Engaging in stakeholder and community consultation activities to solicit feedback on key mitigation and adaptation actions and determining responsibilities for implementation, monitoring and evaluation</li> </ul>
Phase 5: Action Analysis & Prioritization	<ul style="list-style-type: none"> <li>• Conducting a financial and GHG reduction potential analysis of mitigation and adaptation priorities for actionable implementation</li> <li>• Identifying and describing potential approaches and recommended</li> </ul>

## Staff Report 2019-6

	<p>policy directions and actions for achieving strategic planning objectives related to community emissions reductions and adaptation</p> <ul style="list-style-type: none"> <li>• Undertaking analysis to understand the co-benefits associated with key Plan actions to inform implementation strategies</li> </ul>
Phase 6: Final Action Plan Development for CCAP Update	<ul style="list-style-type: none"> <li>• Producing a final report outlining the CCAP planning process, including action priorities and designated roles, responsibilities and key performance indicators for plan implementation; and the governance model to help ensure successful ongoing implementation of the Plan.</li> </ul>

### CCAP Task Force

The purpose of the Climate Change Action Plan Task Force (CCAP-TF) shall be to serve in an advisory role in the development of the Town's CCAP Update. The CCAP-TF will provide overall direction and technical feedback on the various phases of the CCAP Update and planning process, while also assisting with identifying and advancing opportunities for public involvement and collaboration when and where appropriate. With Council approval, staff will begin the recruitment process for CCAP-TF membership. Outlined in Table 3 below, is the proposed membership structure of the CCAP-TF and attached as Schedule A to this Staff Report are the proposed Terms of Reference for the CCAP-TF.

Table 3: CCAPTF: Membership Structure		
Membership	Description	Appointment Process
<u>Internal Membership:</u> These will be members from Town of Caledon Staff to provide feedback and alignment with climate change actions across Town Departments.	<ul style="list-style-type: none"> <li>• Asset Management</li> <li>• Policy and Sustainability</li> <li>• Transportation Engineering</li> <li>• Engineering (Capital Projects)</li> <li>• Energy and Environment</li> </ul>	<ul style="list-style-type: none"> <li>• Internal appointment</li> </ul>
<u>Agency Representatives:</u> These will be members from agency partners to ensure inter agency capacity building and alignment with key policies, programs and overall strategic direction.	<ul style="list-style-type: none"> <li>• Credit Valley Conservation Authority (CVC)</li> <li>• Toronto and Region Conservation Authority (TRCA)</li> <li>• Ontario Climate Consortium</li> </ul>	<ul style="list-style-type: none"> <li>• Formal letter of invitation to the Chief Administrative Officer to CVC</li> <li>• Formal letter of invitation to the Chief Executive Officer of TRCA</li> </ul>
<u>External Membership:</u> These will be members representative of the needs and interests of the Caledon community. External members are crucial to the success of the CCAP Update to ensure ongoing collaboration and joint implementation of actions in the Plan.	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Small Business (Commercial)</li> <li>• Large Business (Industrial)</li> <li>• Young Adult Representative (between the ages of 18 and 25)</li> <li>• Agriculture (representing the Caledon farming community)</li> </ul>	<ul style="list-style-type: none"> <li>• An external application process will be undertaken and reviewed by the Energy and Environment Division. Recommendations for membership will be provided to Council through a Staff Report.</li> </ul>

### FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this Report.

**COUNCIL WORK PLAN**

Protect and Enhance the Rural Environment

**ATTACHMENTS**

Schedule A – Proposed Climate Change Action Plan Task Force Terms of Reference

**COMMUNITY CLIMATE CHANGE ACTION PLAN  
TASK FORCE  
TERMS OF REFERENCE**

**1. Purpose and Mandate**

In 2019-2020, the Town of Caledon (led by the Energy and Environment Division) will prepare a comprehensive and practical Community Climate Change Action Plan Update (CCAP Update). The CCAP Update will include actions and strategies for reducing community-wide greenhouse gas (GHG) emissions and improving the adaptive capacity and resiliency of the community to cope with, and adapt to, the local impacts of climate change.

The purpose of the Climate Change Action Plan Task Force (CCAP-TF) shall be to serve in an advisory role to provide staff with assistance and advice on the development of the Town's CCAP Update. The CCAP-TF may include being consulted on activities related to:

- Providing comments and insights on key CCAP phases, deliverables and outcomes that are representative of member stakeholder groups
- Ensuring the CCAP Update is aligned with other organizational strategies and activities (e.g. municipal asset management planning – transportation, stormwater management; Official Plan review; emergency preparedness; communications)
- Encouraging integrated organizational and stakeholder collaboration and cooperation to assist the CCAP Update in achieving its outcomes
- Reviewing and advising on final project deliverables

**2. Delegated Authority**

The CCAP-TF does not have any delegated authority and has no authority to direct staff. Any recommendations requiring implementation must first be considered by Council through a staff report.

The CCAP-TF will be facilitated by the Town's Energy and Environment (E and E) Division. Staff from all departments may attend meetings as required.

**3. Membership**

CCAP-TF membership pre-requisites will relate to specialized knowledge, the ability to represent the diverse interests of community stakeholders, and capabilities to help resolve any issues the project may face. Membership will be comprised of:

External Membership:

- Two (2) citizen members,
- One (1) commercial business member
- One (1) industry member
- One (1) developer
- One (1) youth representative
- One (1) agricultural representative.

External representatives will be required to complete an application form which staff will develop and recommend membership to Council for approval.

Agency Representatives:

- One (1) representative from Credit Valley Conservation (CVC),
- One (1) representative from Toronto Regional Conservation Authority (TRCA)
- One (1) representative from the Ontario Climate Consortium (OCC)

Internal Membership:

- One (1) staff member from Asset Management
- One (1) staff member from Planning
- One (1) staff member from Transportation
- One (1) staff member from Engineering
- Two (2) staff members from Energy and Environment

#### **4. Roles and Responsibilities**

**Chair**

The CCAP-TF Chair shall be the Manager, Energy and Environment. The responsibilities of CCAP-TF Chair are as follows:

- Setting the agenda for each meeting and ensuring that supporting materials are delivered to members in advance of meetings
- Making the purpose of each meeting clear to members
- Ensuring that meeting agenda items and objectives are met
- Encouraging broad participation from all CCAP-TF members in group discussions
- Ending each meeting with a summary of decisions and assignments as well as collecting new business items for future meetings

**CCAPTf Members**

The responsibilities of all CCAP-TF membership include:

- Understanding the goals, objectives, and desired outcomes of the CCAP update and planning process
- Understanding and representing the diverse interests of community stakeholders
- Taking an interest in the project's outcomes and overall success
- Actively participating in meetings through attendance, discussion, and review of minutes, papers and other CCAP-TF documents
- Supporting open discussion and debate and encouraging fellow CCAP-TF members to voice their insights.
- Acting on opportunities to communicate positively about the CCAP

**Internal Members:**

- Ensuring that the project is aligned with the Town of Caledon organizational strategic directions (e.g. municipal asset management planning – transportation/stormwater; official plan review; emergency preparedness; communications); as well as other policies across the Town as a whole



- Ensuring that the project is aligned with regional strategic directions (e.g. Peel Climate Change Partnership, regional collaboration activities) & Provincial legislative requirements (e.g. Growth Plan, Policy Statements, environmental and municipal legislation)

## **5. Qualifications**

For CCAP-TF selection, external representatives will be required to complete an application form to be reviewed by Staff. All appointed external members shall have the following qualifications:

- a. Be a resident of the Town of Caledon;
- b. Demonstrate an interest, knowledge, experience or expertise in climate change related matters within the community;
- c. Preferably have previous experience on a committee, task force or tribunal;
- d. In some cases, represent a distinct community stakeholder group (e.g. business; development; youth; agriculture)
- e. Where possible, represent a geographic area of the Town

The Term of the CCAP-TF will 1 year and 6 months (January 2019 until June 2020), to coincide with the completion of the CCAP planning process.

Members of the CCAP-TF will serve without remuneration and will not be reimbursed for any expenses. The CCAP-TF must follow the Town's by-laws, where applicable.

## **6. Vacancies**

A position would be deemed to be vacant if the CCAP-TF member has been absent for three consecutive, regularly scheduled meetings and has failed to advise the Chairperson or CCAP-TF Staff Lead in advance of their absence.

## **7. Meetings**

Meetings will occur at quarterly intervals or on an as needed basis as determined by the Chair. Any recommendations from the Task Force members shall be reported out by the CCAP-TF Staff Lead or other Town staff in reports to Council as necessary. Meeting summaries shall be provided as a matter of record. Meeting summaries will be provided on the Town's website.

## **8. Proxies**

In the event a CCAP-TF member is unable to attend a meeting, they may send proxies to meetings. Proxies are entitled to participate in discussion and are permitted to make recommendations to the Task Force. CCAP-TF members shall inform the Chair and Staff Lead as soon as possible if they intend to send a proxy to a meeting, preferably no less than two (2) business days prior to the scheduled meeting.

## **Staff Report 2019-09**

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Meeting Date: Tuesday, January 15, 2019

Subject: Appointment of an Alternate Member to Regional Council

Submitted By: Amanda Fusco, Manager of Legislative Services / Interim Town Clerk

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### **RECOMMENDATION**

That \_\_\_\_\_ be appointed as the alternate member to Region of Peel Council for the 2018-2022 Term of Council;

That the necessary by-law be brought forward to give effect thereto; and

That Town Staff notify the Regional Clerk of the appointment.

### **REPORT HIGHLIGHTS**

- In 2017, Bill 68, *Modernizing Ontario's Municipal Legislation Act*, enacted various amendments to the *Municipal Act, 2001* ("the Act"), including a new provision to permit local councils to appoint one (1) Member of Council to serve as an alternate member on Regional Council should a local Regional Councillor be unable to attend. This provision is permissive. It is not a requirement.
- In 2018, Councillor N. deBoer was appointed as the Town's alternate member to Regional Council for the term ending on November 30, 2018.
- With section 268 of the Act still in effect, staff are recommending that Council appoint an Area Councillor to act as an alternate member on Regional Council. Appointment of an alternate will ensure that the Town is duly represented at Regional Council in the event that a Regional Councillor is unable to attend Regional Council.
- Peel municipalities were consistent in their approach to the provision in the past term regarding notification procedures, powers/duties of an alternate, indemnification, and remuneration.
- Should a Regional Councillor not be able to attend a Regional Council meeting they shall notify the Regional Clerk in writing, as soon as possible.
- Alternate members may receive mileage compensation at the approved corporate rate from the Region of Peel for attendance at the Regional meeting's. No additional compensation for attending will be provided.
- The alternate member attendance is limited to Regional Council meetings only and they shall follow the provisions outlined in this report with respect to meeting administration.

### **DISCUSSION**

In 2017, Bill 68, *Modernizing Ontario's Municipal Legislation Act*, enacted various amendments to the *Municipal Act, 2001* ("the Act"), and other municipal legislation. Many of the changes affected governance matters and came into effect on January 1, 2018, including a new provision to permit local councils to appoint one (1) Member of Council to serve as an alternate member on Regional Council should a local Regional Councillor be unable to attend. The appointment must be one member for the Term of Council and cannot be the appointment of an alternate head of council of the upper tier municipality.

Section 268 of the Municipal Act, 2001, sets out the following:

"Temporary replacement, member of upper-tier council

268 (1) Subject to subsection (2), the council of a local municipality may appoint one of its members as an alternate member of the upper-tier council, to act in place of a person who is a member of the councils of the local municipality and its upper-tier municipality, when the person is unable to attend a meeting of the upper-tier council for any reason.

Limitation

(2) Subsection (1) does not authorize,

(a) the appointment of more than one alternate member during the term of council;

(b) the appointment of an alternate member to act in place of an alternate member appointed under subsection 267 (1) or (2); or

(c) the appointment of an alternate head of council of the upper-tier municipality.

Other temporary replacement

(3) Despite clause (2) (a), if the seat of the member who has been appointed as an alternate member under subsection (1) becomes vacant, the council of a local municipality may appoint another of its members as an alternate member for the remainder of the council term."

At the Council meeting on February 20, 2018, Councillor N. deBoer was appointed as the Town's alternate member to Regional Council for the term ending on November 30, 2018. With section 268 of the Act still in effect, Town Council is entitled to appoint one Area Councillor to be the designated alternate member for an absent Caledon Regional Councillor.

## **Staff Report 2019-09**

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The Town does not currently have a process in the Town's Procedural By-law to appoint an alternate member of Regional Council. Staff are recommending that the appointment be made by a motion as noted in the recommendation to this report.

Staff will be investigating other processes with respect to appointments to committees, boards and agencies and will report back as part of the Procedural By-law review process.

Staff recommends that any appointment of an Area Councillor as an alternate Regional Council member be created by by-law and the respective appointment by-law be forwarded to the Region of Peel Clerk.

It is advantageous for the Town to appoint an alternate member, as it will ensure that the Town is duly represented at Regional Council in the event that a Regional Councillor is unable to attend Regional Council.

On December 4, 2018 Brampton City Council passed a resolution to appoint City Councillor Harkirat Singh as the alternate Regional Councillor in the event of a temporary absence of a Brampton Regional Councillor at Region of Peel Council for the 2018-2022 Term.

Peel municipalities were consistent in their approach to the provision in the past term regarding notification procedures, powers/duties of an alternate, indemnification, and remuneration. The following considerations will continue to be in place.

### **Notification**

- Regional Council members shall notify the Regional Clerk in writing, as soon as possible, once they know they will not be able to attend a Regional Council meeting.

### **Remuneration**

- Alternate members may receive mileage compensation at the approved corporate rate from the Region of Peel for attendance at the Regional meeting's. No additional compensation for attending will be provided.

### **Meeting Administration**

- The alternate would be appointed for the entire term of Council. Should the seat of the alternate become vacant, then the municipality may appoint another member to act as the alternate to Regional Council.
- The alternate member attendance is limited to Regional Council meetings only. Prior to, or after the meeting, the alternate cannot submit agenda items such as notices of motion.

- Alternate members may only substitute when a regular member of Regional Council from their local municipality is unable to attend. Substitutions for part of a meeting will not be permitted.
- The alternate member will have the same powers and duties as a regular member of Regional Council only during a Regional Council meeting (e.g. may move motions and vote).
- The alternate must adhere to all applicable policies and procedures that apply to members of Regional Council while in attendance at a meeting (e.g. Region's Procedural By-law and Council Code of Conduct).
- If a discrepancy should arise where a Regional Councillor and an alternate are both in attendance at the start of the meeting, the Regional Councillor shall assume their role at the meeting.
- Once the determination has been made that an alternate is attending on a Regional Councillor's behalf, the alternate shall remain as the Regional Councillor for the duration of the meeting, regardless of whether the Regional Councillor arrives. The alternate will be noted as the member in attendance for the entire meeting.
- The alternate will only be considered a member of Regional Council during attendance at a Regional Council meeting. The alternate would not be entitled to Indemnification from the Region for any statutory prosecution or disciplinary proceeding brought against them, unless such action is the result of an incident that occurred during the alternate acting in good faith, in the course of their duties, at a Regional Council meeting, if during such time they were acting as an alternate member of Regional Council.
- While in attendance at a Regional Council meeting, the alternate member will have all of the same powers and duties as a regular member of Regional Council e.g. may move motions and vote. The alternate must adhere to all applicable policies and procedures that apply to members of Regional Council while in attendance at a meeting e.g. the Region's Procedural By-law and Council Code of Conduct.

**FINANCIAL IMPLICATIONS**

Alternate members may receive mileage compensation at the approved corporate rate from the Region of Peel for attendance at the Regional meeting's. No additional compensation for attending will be provided.

No additional remuneration from the Town of Caledon is required.

**COUNCIL WORK PLAN**

The matter is not relative to the Council Work Plan.

**ATTACHMENTS**

None.

## **Staff Report 2019-11**

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Meeting Date: Tuesday, January 15, 2019

Subject: Council Governance Review and Council Committee Appointments

Submitted By: Amanda Fusco, Manager of Legislative Services / Interim Town Clerk

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### **RECOMMENDATION**

That the Terms of Reference for the Audit Committee attached as Schedule A to Staff Report 2019-11 and forming part of the Town's Procedural By-law 2015-108 be confirmed;

That the following Members of Council be appointed to the Audit Committee for a term ending November 14, 2022:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

That the Terms of Reference for the Procedural By-law Review Committee attached as Schedule B to Staff Report 2019-11 be confirmed;

That the following Members of Council be appointed to the Procedural By-law Review Committee for a term ending November 14, 2022:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

That a Council Code of Conduct Review Committee be established as outlined by the Terms of Reference attached as Schedule C to Staff Report 2019-11; and

That the following Members of Council be appointed to the Council Code of Conduct Review Committee:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

### **REPORT HIGHLIGHTS**

- The Town of Caledon's current governance structure, consists of Council, Committees, Advisory Committees, Boards and Task Forces.
- The Audit Committee is a standing committee and the term runs concurrently with the Term of Council. Appointments to the Audit Committee for the 2018-2022 Term are required.

- The previous Council adopted a resolution in January 2018 to refer Procedural By-law updates back to staff for further consideration and that the Procedural By-law Review Committee be established. Staff is recommending that the Procedural By-law Review Committee be established according to the Terms of Reference previously adopted in 2015.
- The previous Council adopted a resolution in February 2018 that the Council Code of Conduct be reviewed by a Committee. Given that the recommendation from February is not binding on the current Council, Staff are seeking direction from Council as to the desire to establish a Code of Conduct Review Committee and its composition. A review of municipal best practices yielded little results for what the mandate, composition and membership of such a Committee may consist of.
- Staff is recommending that if a Council Code of Conduct Review Committee is supported, that the Committee be a Committee of Council Members and include the Integrity Commissioner and Town Staff, this is consistent with the past practices for the Procedural By-law Review Committee.
- Staff is recommending that public engagement and consultation be achieved through an online survey and open house, where citizens can provide constructive feedback on the policy, format and process.

## **DISCUSSION**

The Town of Caledon's current governance structure, like other municipalities across Ontario facilitates the legislative process. It consists of Council, Committees, Advisory Committees, Boards and Task Forces. The governance structure and related processes must remain transparent and accountable to the community at large.

### ***Committees of the Whole***

On September 15, 2015 Town Council modified its governance structure to include two Committees of the Whole, one to focus on Planning and Development matters and the other entitled General Committee to focus on all other matters, such as, but not limited to, Parks and Recreation, Administration, Public Works, Human Resources, Corporate Services (Finance) and Fire and Emergency Services. The Committee of the Whole governance structure is a municipal best practice approach and provides a more informal forum in which Council members are able to meet and receive information. At the Committee level, members of Council can deliberate matters before them before final ratification at an upcoming Council Meeting.

### ***Standing Committees***

In addition to the Committees of the Whole, the Town's Procedural By-law provides for two standing committees – Audit Committee and the Golf Tournament Committee. A Standing Committee is a permanent committee with a specific mandate. Membership consists of a small number of Council members. Appointments are made for the duration of the Council term.

#### **Audit Committee**

Council established an Audit Committee in 2009 to assist Council in maintaining the accountability and financial integrity of the municipality. The Terms of Reference for the Audit Committee are attached as Schedule A to Staff Report 2019-11 and included as part of the Town's Procedural By-law, 2015-108.



The Audit Committee is comprised of five (5) members of Council who, with the assistance of Town Staff, are responsible for the following:

- To ensure that the corporate financial reporting and the annual financial statements are credible, objective and meet all legislative requirements;
- To ensure the best management practices and controls are developed and implemented by management and staff;
- To create better communication between Council and the external auditors by enhancing the external auditor's independence;
- To provide advice and recommendations with respect to the financial control framework including financial reporting, accounting policies, information systems integrity, approval processes and the safeguard of assets;
- To provide advice and recommendations with respect to the appointment of the External Auditor, the scope and timing of the audit;
- To provide advice and recommendations regarding the annual report and management letter of the External Auditor; and
- Through the Treasurer, prepare an annual report on the previous year's audit to be considered by Council.

Recommendations from the Audit Committee are brought forward to Council for consideration.

As the term of the standing committee is concurrent with the Term of Council, Council has an opportunity to review the Terms and appoint 5 new members.

### **Golf Tournament Committee**

The Golf Committee is comprised of all members of Council who, with the assistance of Town Staff, are responsible for the following:

- To determine the amount to be designated for the purpose of ward councillor constituency grants for the current year;
- To select the date for the tournament for the current year;
- To select the primary recipient of the tournament grant; and
- To provide advice and recommendations regarding the logistics of the operational model for the tournament.
- To approve Secondary Grant Recipients and Recipients of the Doug and Doreen Beffort Legacy Scholarship Award.

As a Committee of all of Council, no additional appointments are necessary.

The Terms of Reference for Standing Committees have been approved as part of the Town's Procedural By-law.

### ***Advisory Committees, Boards and Task Forces***

Additionally there are a number of Advisory Committees, Boards and Task Forces that make up the governance structure of the Town. These bodies were the subject of staff reports considered at the December 11 and 18, 2018 General Committee and Council meetings, namely:

- Accessibility Advisory Committee
- Heritage Caledon Committee
- Committee of Adjustment

## **Staff Report 2019-11**

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- Appeal Board
- Property Standards Committee
- Caledon Public Library Board
- Bolton Business Improvement Area Board of Management
- Seniors' Task Forces
- Active Transportation Task Force

Appointments of Council liaisons to these bodies, where applicable, shall form part of a separate report.

### **Procedural By-law Review Committee**

Currently Staff is reviewing the Town's Procedural By-law in an effort to ensure consistency with legislation and to enhance efficiencies in the coordination and execution of Council and Committee Meetings.

In 2015 and 2017 respectively, Council approved the establishment and use of a Procedural By-law Review Committee to conduct a review of the Town's Procedural By-law, consider best practices, conduct jurisdictional scanning and recommend changes to improve the consistency and processes outlined in the policy document. In 2017 the Committee also considered three notices of motion deferred by Council to the Committee with respect to public question period, recorded votes and motions without notice.

In January 2018 Council considered Staff Report 2018-07 regarding Procedural By-law Amendments to address the three outstanding notices of motion, and in addition, to recommend changes to the By-law to ensure compliance with amendments made to the Municipal Act, 2001 ("the Act") through Bill 68, *Modernizing Ontario's Municipal Legislation Act (MOMLA)*, 2017. The staff report was referred to the Procedural By-law Committee to address concerns raised by delegates and members of Council.

With the 2018 Municipal Election preparations, and the opening of Nomination in July, the Committee did not convene.

Staff is recommending the establishment of a Procedural By-law Review Committee consisting of three (3) members of Council for the sole purpose of assisting staff with the final draft of the Procedural By-law. Attached as Schedule B to Staff Report 2019-11 are the Terms of Reference for the Committee previously adopted by Council in 2015.

Staff have reviewed the existing Terms of Reference for the Procedural By-law Committee and have no changes to recommend. If Council is supportive of resuming the Committee staff recommends that the Terms be confirmed and a recommendation be made to appoint 3 new members.

### **Council Code of Conduct Review Committee**

In February 2018 the previous Council passed a resolution that the current Council Code of Conduct be referred to staff to create a committee to review the Code of Conduct consisting of staff, citizen members and the Integrity Commissioner and report back to the next Term of Council.

## **Staff Report 2019-11**

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Given that the recommendation from February is not binding on the current Council, Staff are seeking direction from Council as to the desire to establish a Code of Conduct Review Committee and its composition.

A review of municipal best practices yielded little results for what the mandate, composition and membership of such a Committee may consist of. Based on research, much of the review and development of such policy documents occurs between Town Staff in the Clerk's Office and the Integrity Commissioner prior to the policy being presented to Council.

However, Staff feel that the opportunity to hear from Council members and the public on development, format and process of the policy is beneficial to assist with the development of the Code.

Staff is recommending the establishment of a Council Code of Conduct Review Committee consisting of three (3) members of Council, the Integrity Commissioner and Town Staff for the sole purpose of assisting staff with the final draft of the Council Code of Conduct.

Staff is recommending that public engagement and consultation be achieved through an online survey and open house, where citizens can provide constructive feedback on the policy, format and process. Results can then be aggregated and synthesized and shall reflect a more representative view of the community.

The proposed Council Code of Conduct Review Committee Terms of Reference as attached as Schedule C to Staff Report 2019-11 and the proposed Committee format shall follow closely that of the Procedural By-law Review Committee.

Currently Staff is reviewing the current Code of Conduct in an effort to ensure consistency with legislation as amended by Bill 68. The Integrity Commissioner has reviewed the Town's Code and has recommended changes to ensure compliance with new provisions in the Act as of March 1, 2019.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications associated with this report.

### **COUNCIL WORK PLAN**

The matter is not relative to the Council Work Plan.

### **ATTACHMENTS**

Schedule A - Terms of Reference for the Audit Committee

Schedule B - Terms of Reference for the Procedural By-law Review Committee

Schedule C - Terms of Reference for the proposed Council Code of Conduct Review Committee

## ***Schedule A to Staff Report 2019-11***

*Updated on April 2, 2013 as per By-law-2013-038*

### **Audit Committee**

#### **TERMS OF REFERENCE**

##### **1. ENABLING LEGISLATION**

The Town's Procedural By-law provides that Council may at any time as is deemed necessary to establish a Committee for matters within its jurisdiction.

The Audit Committee was established through the adoption of resolution 637-2009 and the passing of By-law 2009-140, as amended by By-law 2013-038.

##### **2. MANDATE**

The main role of the Audit Committee is to:

- a) ensure that the corporate financial reporting and the annual financial statements are credible, objective and meet all legislative requirements;
- b) ensure the best management practices and controls are developed and implemented by management and staff;
- c) create better communication between Council and the external auditors by enhancing the external auditor's independence;
- d) provide advice and recommendations with respect to the financial control framework including financial reporting, accounting policies, information systems integrity, approval processes and the safeguard of assets;
- e) provide advice and recommendations with respect to the appointment of the External Auditor, the scope and timing of the audit;
- f) provide advice and recommendations regarding the annual report and management letter of the external auditor; and
- g) through the Treasurer, prepare an annual report on the previous year's audit to be considered by Council.

##### **Deliverables**

The Committee will accomplish its mandate by:

1. Providing advice and recommendations to Council with respect to the financial control framework including financial reporting, accounting policies, information systems integrity, approval processes and the safeguard of assets.
2. Providing advice and recommendations to Council with respect to the appointment of the External Auditor, the scope and timing of the audit.
3. Reviewing and providing recommendations to Council regarding the annual report and management letter of the External Auditor.
4. Providing advice and recommendations to Council with respect to any special project or issue as requested by Council.

### **Timeframe**

This will be an on-going Committee until dissolved by resolution of Council.

## **3. TYPE OF COMMITTEE**

Standing Committee

## **4. MEMBERSHIP AND ROLES AND RESPONSIBILITIES**

### **1. Composition**

The Audit Committee will be comprised of five (5) members of Council.

A Members term on the committee shall be concurrent with the Term of Council or until a successor is appointed.

### **2. Roles and Responsibilities**

A Chair and Vice-Chair shall be appointed at the first meeting of the Committee and shall serve in this capacity for a minimum of 2 years.

The Chair's main role is to facilitate meetings.

The Committee will review and confirm at the end of the second year of the each term of Council the appointments of the Chair and Vice-chair.

### **3. Qualifications**

Member of Council



## ***Schedule B to Staff Report 2019-11***

### **Procedural By-law Review Committee**

#### **Terms of Reference**

##### **1. Purpose**

The purpose of the Procedural By-law Review Committee is to serve in an advisory role to provide staff with assistance and advice on the development and implementation of a proposed Procedural By-law for Council's consideration.

##### **2. Delegated Authority**

The Procedural By-law Review Committee does not have any delegated authority and has no authority to direct staff. Any recommendations requiring implementation must first be considered by Council through a staff report.

The Committee will be led by the Town Clerk and designated Staff.

##### **3. Membership and Composition**

The Committee shall be composed of three (3) members of Town Council.

A Members term on the Committee shall be fulfilled once a proposed Procedural By-law is before Council for consideration.

##### **4. Meetings**

The Committee shall meet regularly with specific dates and times for the meetings to be determined by staff and the Committee.

Committee members are expected to regularly attend meetings.

The staff liaison will prepare agendas and meeting materials for distribution to its members in advance of each meeting.

Decisions arising from matters before the Committee shall be made by consensus. Where consensus cannot be achieved, a majority vote will rule.

The Terms of Reference, meeting agendas and meeting minutes shall be placed on the Town's website.

##### **5. Reporting**

Recommendations provided by the Committee will be considered by Council through a staff report.

## ***Schedule C to Staff Report 2019-11***

### **Council Code of Conduct Review Committee**

#### **Terms of Reference**

##### **1. Purpose**

The purpose of the Council Code of Conduct Review Committee is to serve in an advisory role to provide staff with assistance and advice on the development of a new Code of Conduct for Council's consideration.

##### **2. Delegated Authority**

The Code of Conduct Review Committee does not have any delegated authority and has no authority to direct staff. Any recommendations requiring implementation must first be considered by Council through a staff report.

The Committee will be led by the Town Clerk and designated Staff.

##### **3. Membership and Composition**

The Committee shall be composed of three (3) members of Town Council, the Integrity Commissioner and Town Staff.

A Members term on the Committee shall be fulfilled once a proposed Code of Conduct is before Council for consideration.

##### **4. Meetings**

The Committee shall meet regularly with specific dates and times for the meetings to be determined by staff and the Committee.

Committee members are expected to regularly attend meetings.

The staff liaison will prepare agendas and meeting materials for distribution to its members in advance of each meeting.

Decisions arising from matters before the Committee shall be made by consensus. Where consensus cannot be achieved, a majority vote will rule.

The Terms of Reference, meeting agendas and meeting minutes shall be placed on the Town's website.

##### **5. Reporting**

Recommendations provided by the Committee will be considered by Council through a staff report.



## **Staff Report 2019-12**

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Meeting Date: Tuesday, January 15, 2019

Subject: Council Committee Appointment to Statutory Committees, Boards and Task Forces

Submitted By: Amanda Fusco, Manager of Legislative Services / Interim Town Clerk

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### **RECOMMENDATION**

That Councillor \_\_\_\_\_ be appointed to the Accessibility Advisory Committee as the Council representative until November 14, 2022; and

That Councillor \_\_\_\_\_ be appointed to the Heritage Caledon Committee as the Council representative until November 14, 2022; and

That Councillor \_\_\_\_\_ be appointed to the Seniors' Task Force as the Council representative until November 14, 2022, and

That Councillor \_\_\_\_\_ and Councillor \_\_\_\_\_ be appointed to the Caledon Public Library Board as the Council representative until November 14, 2022; and

That Councillor \_\_\_\_\_ and \_\_\_\_\_ be appointed to the Bolton Business Improvement Area (BIA) Board of Management as the Council representatives until November 14, 2022; and

That the necessary appointment by-laws be brought forward to give effect thereto.

### **REPORT HIGHLIGHTS**

- The Town's Advisory Committees, Boards and Task Forces are appointed for the same Term as the appointing Council. Appointments expired on November 30, 2018.
- Council is required to appoint new members to the Advisory Committees, Boards and Task Forces. If included in their governing framework, Council representatives may be required to be appointed.

### **DISCUSSION**

The Town of Caledon's current governance structure, like other municipalities across Ontario facilitates the legislative process. It consists of Council, Committees, Advisory Committees, Boards and Task Forces. The governance structure and related processes must remain transparent and accountable to the community at large.

### ***Advisory Committees, Boards and Task Forces***

There are a number of Advisory Committees, Boards and Task Forces that make up the governance structure of the Town. These bodies were the subject of staff reports considered at the December 11 and 18, 2018 General Committee and Council meetings, namely:

- Accessibility Advisory Committee
- Heritage Caledon Committee
- Committee of Adjustment
- Appeal Board
- Property Standards Committee
- Caledon Public Library Board
- Bolton Business Improvement Area Board of Management
- Seniors' Task Forces
- Active Transportation Task Force

### **The Role of Council**

The role of Council is to provide political representation to the citizens of Caledon.

### ***Advisory Committees***

Advisory Committees do not have a political role independent of Council. The role of the Advisory Committee is to provide advice, not act as advocates for particular mandates or groups. While advocacy is part of the overall political process, attempting to employ this type of influence on an Advisory Committee is not consistent with the role that should be left for external advocacy groups. Advisory Committees are supported by staff and follow the rules outlined in the Procedural By-law as it relates to committees. A Chair and Vice-Chair is appointed to represent the members and run the meetings. Agendas and Minutes are developed in consultation with the Chair and Vice-Chair and posted for public reference.

The role of Councillors on an Advisory Committee are to provide the immediate and direct connection to Council's priorities and challenges and provide input into the role that the Advisory Committees can play with respect to specific initiatives and matters. In accordance with the Procedural By-law the Mayor is an ex-officio member of all Advisory Committees and is entitled to all the rights of membership in a committee.

### ***Boards***

The Caledon Public Library Board is governed in accordance with the terms of the Public Libraries Act. The Board is responsible for selecting and appointing a professionally qualified Chief Librarian and determining the libraries objectives and policies. The Library Board is also responsible for the library's annual budget based on recommendations of the Chief Librarian, producing reports to Council as required plus maintaining a working relationship with government officials, local agencies and other institutions.

The Bolton Business Improvement Area (BIA) Board of Management is governed in accordance with the Municipal Act, 2001. The Board is responsible for improving, beautifying and maintaining municipal owned lands, buildings and structures within the Bolton Business Improvement Area beyond any beautification and maintenance provided by the Town. The mandate includes promoting the area as a business or shopping district.

### *Task Forces/Working Groups*

Task forces/working groups are established with a single purpose in mind, that Council believes warrant the input of the public. Task Forces are governed by terms of reference and have no direct reporting relationship with Council. Staff led, they are bodies informal in nature that are characterized by strategic brain-storming sessions designed to accomplish key objectives. They are typically composed of a cross-section of those involved with the issue (or as a broader cross-section of the community) and are general dissolved when the objectives of the task force are completed. These groups are not established as a committee, they do not follow procedural rules. Meeting notes are taken by staff and input from the members is incorporated into items (i.e. staff reports, etc.) brought forward to Council for consideration.

Included in their governing policy framework, the Accessibility Advisory Committee, Heritage Caledon Committee, Caledon Public Library Board, Bolton Business Improvement Area Board and Seniors' Task Force are required to have Council representatives serve as liaisons.

The mandate and meeting details for each Committee, Board and Task Force is included below.

### **Accessibility Advisory Committee**

#### **Purpose**

The Accessibility Advisory Committee is comprised of five (5) public members and one (1) Councillor who, with the assistance of Town Staff, work to:

- Review in a timely manner the site plans and drawings described in Section 41 of the *Planning Act* that the committee selects;
- Advise Council about the requirements and implementation of accessibility standards and preparation of accessibility reports and such other matters for which Council may seek its advice;
- Assist in the development of the Town's annual accessibility plan;
- Perform all other functions that are specified in the regulations; and
- Advise Council on buildings, structures or premises or part of a building, structure or premises, that the council purchases, constructs, renovates; for which the council enters into a new lease; or that a person provides as municipal capital facilities under an agreement entered into with the council in accordance with section 110 of the *Municipal Act, 2001*.

## **Staff Report 2019-12**

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### **Meeting Schedule**

The Accessibility Advisory Committee meets each month with the exception of August and December.

### **Heritage Caledon Committee**

#### **Purpose**

Heritage Caledon is comprised of nine (9) residents and one (1) Councillor, who, with the assistance of Town staff act as volunteers to:

- Provide assistance and advice to Council on matters relating to designation under Part IV and Part V of the Ontario Heritage Act, R.S.O. 1990 c. O. 18.;
- Promote heritage awareness, stewardship and conservation;
- Establish effective partnerships with local, regional, provincial and national historical and heritage groups;
- Recognize excellence in the heritage community;
- Review and make recommendations on development applications which affect heritage properties; and
- Review and evaluate applications for the Designated Heritage Property Grant Program.

#### **Meeting Schedule**

Heritage Caledon meets on the second Monday of each month with the exception of August.

### **Caledon Public Library Board**

#### **Purpose**

The Caledon Public Library Board is responsible for providing comprehensive and efficient public library services that meet the needs of the Town of Caledon. The Caledon Public Library Board is comprised of seven (7) public members and two (2) Councillors.

#### **Meeting Schedule**

The Board meets monthly, typically Mondays, at 7:00 p.m. at one of the library branches.

### **Bolton Business Improvement Area (BIA) Board**

The Bolton Business Improvement Area (BIA) Board of Management is responsible for improving, beautifying and maintaining municipal owned lands, buildings and structures within the Bolton Business Improvement Area. The BIA is comprised of eight (8)



## **Staff Report 2019-12**

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members directly elected from the membership of the BIA, and two (2) appointed Councillors.

Following the municipal election, the Bolton Business Improvement Area Board of Management hosts an Annual General Meeting for the purposes of conducting an election for the new term of the Board of Management.

The BIA provides a list of nominees to their general membership for a vote prior to submitting these nominees for council approval. This practice helps ensure that the general membership is consulted on the board's composition.

By-law 1981-29 provides that two (2) Council representatives serve as members on the Board of Management.

Historically the Council members appointed have represented Ward 5. The council representatives on the BIA play an important communications role by keeping council informed of activities undertaken by the BIA.

### **FINANCIAL IMPLICATIONS**

There are no immediate financial implications associated with the recommendations contained within this report.

### **COUNCIL WORK PLAN**

This matter is not relevant to the Council Work Plan.

### **ATTACHMENTS**

None.

## **Staff Report 2019-16**

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Meeting Date: Tuesday, January 15, 2019

Subject: Cannabis Retail Stores

Submitted By: Laura Hall, Interim General Manager, Corporate Services

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### **RECOMMENDATION**

That the Town of Caledon in response to the option for municipalities to opt in or opt out of the private retail sales model within Bill 36, provide notification to the Commissioner of the AGCO of its decision to opt out at this time.

### **REPORT HIGHLIGHTS**

- Council is being asked to decide whether to opt in and allow the sale of cannabis in the Town of Caledon through private retail stores, or opt out and prohibit retail stores.
- As of October 17, 2018, the Federal government legalized recreational cannabis in Canada.
- The Provincial government has decided that recreational cannabis will be sold online through the provincially owned Ontario Cannabis Store and that retail sales will be through provincially licensed privately owned stores.
- Private retail stores will be licensed by the Alcohol and Gaming Commission of Ontario (AGCO).
- The AGCO is responsible for conducting background checks and issuing licenses to all operators and managers of retail cannabis stores, and for authorizing all retail cannabis store locations.
- Stores cannot be located within 150 metres of the property line of a public or private school and will be required to comply with Building Code Act and Fire Code Act provisions for such uses.
- Proposed store locations must post a notice and municipalities and residents will have 15 days to file concerns with the AGCO during that period, which the AGCO may take into account.
- Municipalities are prohibited from licensing or regulating the sale of cannabis.
- The Province has established the Ontario Cannabis Legalization Implementation Fund to distribute \$40 million over two years to assist municipalities with the implementation costs of recreational cannabis legalization. A decision to opt out will impact funding a municipality will receive, and subsequently in a two-tier system, the impact will be felt by the Region of Peel.
- The only municipal role is to decide to opt in and permit for private recreational cannabis stores or to opt out and not allow for recreational cannabis stores.
- If Council decides to opt out, there is an opportunity to reconsider that decision, but there will be financial consequences for the Town and the Region of Peel that will not be reversed, even if Council opts in at a later time.
- Opting out at this time would allow the cannabis retail siting process and regulatory framework to develop so a more informed decision can be made about permitting cannabis retail stores at a later date.

### **DISCUSSION**

#### **Background**

At the June 26, 2018 Committee of the Whole General meeting, Staff provided a report to Council which set out recommendations to prepare the Town for the legalization of recreational cannabis. Subsequently, the new government of Ontario introduced legislation that significantly changes how recreational cannabis can be used and sold within the Province including a one-time opportunity for municipalities to opt out of permitting private cannabis retail stores within their communities. Therefore, the purpose of this report is to provide an update on the cannabis legalization process.

#### **Legislative Information**

To legalize recreational cannabis across Canada, the Federal government introduced Bills C-45 and C-46. This legislation permits the limited growth of cannabis on residential properties, introduces a system of Health Canada licenses to manage commercial cultivation and processing and provides for enforcement by amending the Criminal Code. Pursuant to the Act, responsibility for implementing the new law and regulating actual sales and usage is shared between the Federal and Provincial governments.

In legalizing recreational cannabis, the Federal *Cannabis Act* established two new criminal offences with maximum penalties of 14 years in jail for giving or selling cannabis to youths or for using a youth to commit a cannabis-related offence. It also prohibits packaging or advertising cannabis in a way that is appealing to youth, selling cannabis through self-service displays or vending machines or allowing for sponsorships or endorsements that would appeal to youth. In Ontario, “youth” applies to persons under 19 years of age.

Through the enactment of Bill 36, the Province determined that the retail sale of cannabis in Ontario would be done through private sector retail stores, a similar approach to Alberta, Saskatchewan and Manitoba. The legislation affords local municipalities with a one-time opportunity to prohibit or permit retail cannabis stores within their borders by passing a resolution to opt in or opt out by January 22, 2019. A decision to opt in is final and cannot be reversed, however a decision to opt out can be reversed but with financial consequences.

#### **Private Retail Sales Model**

Although the new Provincial legislation aligns the rules regarding smoking cannabis with those for tobacco to prohibit use in certain places and designates Public Health Units as responsible for enforcement, potentially the most significant change resulting from Bill 36 is the introduction of a private retail sales model.

The Province has determined that the Ontario Cannabis Store will be the only wholesaler of recreational cannabis. The Ontario Cannabis Store began selling product online on October 17, 2018 and will sell (supply) all recreational cannabis to retail store locations. The AGCO is an independent regulator that currently licenses, regulates and enforces compliance in the alcohol, gaming and horse racing industries in Ontario and has the responsibility for overseeing the licensing and regulatory framework in regards to the retail sale of recreational cannabis.

Information available to date outlines that the licensing process will include the following:

1. Retail operator licence – will be issued after the AGCO has conducted its due diligence (investigation and background checks) into the business or individual operator. A retail operator licence must be renewed every two or four years.
2. Cannabis retail manager licence – every individual with management responsibilities in a cannabis retail store must obtain a retail manager licence and will be subject to background checks in this regard. A retail manager licence must be renewed every two years or four years.
3. Retail store authorization – licensed retail operators may apply for authorization to operate a retail store at a specific location. Retail stores cannot sell any product other than cannabis and cannabis accessories as defined in the Federal *Cannabis Act*. Prior to issuing a retail store authorization, the AGCO will ensure that the proposed location is not within 150 metres of the property line of a public or private school.
4. A pre-inspection of all retail cannabis stores.
5. An ongoing compliance and audit process.

The AGCO began accepting licence applications in December 2018 and the Province expects private retail stores to be established by April 1, 2019. The AGCO has indicated that a complete retail guide will be available shortly. Any violations found will be subject to monetary penalties, suspension, refusal or revocation of a licence.

Finally, the *Cannabis Control Act, 2017*, allows police officers and other persons designated by the Attorney General to enforce the Act. Enforcement powers under the Act include seizure authority, the ability to close premises suspected of being used for the illegal sale or distribution of cannabis and to remove people from such premises.

### **Caledon's Role**

Bill 36 provides municipalities across Ontario with a one-time opportunity to opt out of participating in the new private retail model. Opting out will allow a municipality to prohibit any recreational cannabis stores from being located within its boundaries. In order to opt out, the legislation specifically requires a municipality to pass a resolution and provide written notice to the AGCO by midnight of January 22, 2019. Where a resolution is passed, the AGCO will refuse any applications for a retail store authorization within the municipality. At any time, a subsequent resolution may be passed by a municipality to lift the prohibition and permit cannabis retail stores within their community. Bill 36 is clear that a decision to opt back in would be final and may not be reversed.

Where a municipality does not opt out, an application to locate a cannabis retail store will initiate a notice process whereby the impacted municipality, its residents and upper tier municipality will have 15 days to provide written comments to the AGCO. An authorization may be denied if a store is not in the public interest, which is defined to include:

- protecting public health and safety;
- restricting access to cannabis to protect youth; and
- preventing illicit activities.



## **Staff Report 2018-16**

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Although not stated in the legislation, the AGCO has recently confirmed that in considering applications for cannabis retail stores there will be a requirement to comply with local Zoning By-laws and other municipal planning documents. Cannabis stores are to be treated the same as any other retail business uses. However, it should be noted that municipalities may not further define cannabis retail stores within Zoning By-laws to add additional specific regulations. Attached as Schedule B to this report is a Map that demonstrates the location of all the current schools in Caledon and all areas currently zoned as retail use. Other legislation such as the Building Code Act and Fire Code will also be applicable in terms of compliance. Based on all the information received, the Registrar will make the final decision to grant an authorization for that location. Municipalities will however not be permitted to apply any local requirements such as a licensing regime to afford local control or oversight into such locations and uses.

### **Public Consultation**

Over the past 18 months the Federal and Provincial governments have been releasing changes to the legalization framework on an irregular basis. Staff provided updates to Council in June 2018, but further changes have been made as outlined in this report.

Staff conducted an information and engagement campaign in December which included hosting a Public Open House and releasing a survey to allow residents to weigh in on the discussion to opt in or opt out of allowing cannabis retail stores in Caledon.

The feedback which was provided by residents in attendance at the Public Open House demonstrated diverse opinions on opting in or out. Those in support of permitting stores frequently cited the potential economic benefits while common themes among residents in opposition included that the legalization process had moved too quickly and that potential social impacts may not be adequately managed as a result. Several residents specifically noted concerns with impaired driving. Among the five (5) written comments that were provided to Staff, all were opposed to locating cannabis retail stores within the community at this time.

A total of 602 individuals completed the Town's survey. Every Ward was well represented with the largest number of respondents from Ward 5 and only 32 respondents identifying that they did not reside within Caledon. Although there was moderate support for the legalization of cannabis for recreational use, 57% of respondents identified that they had either not used cannabis recently or never used cannabis. While the largest percentage of respondents suggested that they do not expect to purchase cannabis in the near future, cannabis was much more likely to be purchased from a retail store rather than online and only 2% of respondents suggested that they may grow their own supply. Further, 52.65% of respondents supported having cannabis retail stores in Caledon and 43.93% were opposed with only 3.42% undecided. The full survey results are attached as Schedule A for Council's consideration.

### **Region of Peel Update**

A memo was completed for Members of Peel Regional Council that outlines the potential impacts on the Region as a result of opting in or out and highlights aspects to consider in making this decision. For Council's consideration, this memo is attached as Schedule B to this report. The Associate Medical Officer of Health for Peel Public Health was also contacted but did not provide any additional comments beyond the memo.

## **Staff Report 2018-16**

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The Report on cannabis legalization provided to Council in June, 2018 identified that Staff had participated in the Peel Cannabis Legalization Working Group organized by the Region. At the meeting on December 11, 2018 Council requested more information on this process. In addition to Town Staff, the working group included stakeholders from the Region of Peel (Policy and Public Health), Peel Regional Police, Mississauga, Brampton and Caledon OPP. The group was established in the Fall of 2017 with the first meeting being held on November 21. Three subsequent meetings were held in 2018 on January 22, May 4 and May 22. Town Staff attended all four meetings and participated in the discussions which at first primarily considered the potential impacts of cannabis legalization and the role of enforcement services. Peel Public Health also provided information on their anticipated challenges.

The final two meetings of the group in May, 2018 considered how funding provided by the Province would be distributed between the Region and its three lower tier municipalities. In place of the default 50/50 split suggested by the Province, the Region recommended that 75% of the funding should be allocated to them for Public Health and Police services and an agreement was entered into with Brampton and Mississauga for this purpose. In the recent memo provided by the Region, their enforcement of the *Smoke Free Ontario Act*, impaired driving and closing illegal dispensaries were cited as potential drivers of cost. Caledon continues to recommend a 50/50 distribution as the ultimate impacts and costs of legalization are still unknown at this time.

### **Caledon OPP Update**

Staff consulted with the Caledon OPP to provide an update on issues related to cannabis since legalization. It was reported that to date there has not been any significant increase in impaired driving in Caledon that can be directly linked to cannabis usage and legalization. However, officers have laid numerous charges regarding the possession of cannabis in motor vehicles.

The Community Street Crime Unit is not aware of any illegal dispensaries within Caledon at this time and it was suggested that, if the Town opts out, it is anticipated that the incidence of the illegal trade will remain neutral rather than increasing. However, if retail stores are permitted and operating in accordance with the law, police will have very limited ability to regulate their operations to address common issues or complaints. Therefore, it was suggested that, if the Town were to opt in, sufficient regulations should be in place to address nuisances.

### **Staff Recommendation**

Due to the shifting legislative framework and the lack of local control and oversight over cannabis retail stores, staff are recommending that the Town opt out at this time to allow further development of the legislation and controls. Through the public consultation exercise, staff did not see an overwhelming preference to opt in or opt out, which may demonstrate that the public is still adjusting to the legalization of cannabis. Members of the public who wish to consume cannabis have options to purchase the product online and/or to produce cannabis for personal consumption pursuant to the *Cannabis Control Act, 2017*. Though the AGCO has experience in such areas as alcohol, gaming and horse racing, municipalities can still experience less favourable impacts of such entities in their communities. Therefore, the wait and see approach may lend itself to protect the health and safety of the community at this time. Should the Town wish to overturn its decision in the future and opt in, that option is available.

### **Next Steps**

The decision made by Council will be forwarded to the Commissioner of the AGCO on January 22, 2019.

Staff will be reviewing recent changes to the Smoke Free Ontario Act and working with staff at the Region of Peel to determine if further adjustments are needed to Town By-laws.

### **FINANCIAL IMPLICATIONS**

The Federal excise tax on cannabis will be shared with the Government of Ontario. The Province has confirmed that it will distribute \$40 million of its portion of this tax revenue among municipalities. In early January 2019, the first \$15 million will be made available with the second half being allocated after the opt out date of January 22. The remaining \$10 million is being set aside as a contingency fund to address unforeseen circumstances and the Province has indicated that priority will be given to municipalities that have not opted out. Finally, if Ontario's tax revenue exceeds \$100 million over the first two years of legalization, 50 percent of the surplus will be available to be distributed among municipalities that have not opted out.

The Town has received notice from the Province that funds totaling \$29,759 will be provided as the first payment in January 2019. For the second payment, funding will be allocated as follows depending on the Town's decision:

- if Caledon opts in, the Town may receive another payment of \$29,759 which could increase based on the number of municipalities which prohibit retail locations;
- if Caledon opts out, the Town would receive a payment of no more than \$5,000 by March 2019 and the Ministry of Finance has stated that if a municipality opts back in at a later date, it will not be eligible for additional funding.

Funds can only be used for costs that are directly related to the legalization of recreational cannabis. Examples include costs related to increases in fire services, paramedic services, responses to public inquiries, By-law/policy development and enforcement such as police and court or litigation. Although opting out will reduce potential funding, at this time the additional amount which could be available is unclear as this will depend on the number of municipalities that ultimately permit retail locations and the amount of tax revenue collected.

Any decision the Town makes regarding opting in or out will affect the amount of funding received by the Region of Peel as funds are being allocated by the Ministry 50/50 between upper and lower tier municipalities.

Finally, the Town has not included any Cannabis Legalization Implementation funding in the 2019 budget since these funds are only to be spent on increased costs associated with the legalization of Cannabis and at this point in time these costs have not been identified.

### **COUNCIL WORK PLAN**

Customer Service – To adopt an innovative approach that adapts to the changing needs and expectations of our community while supporting best practices.

**ATTACHMENTS**

Schedule A – Online Survey Results

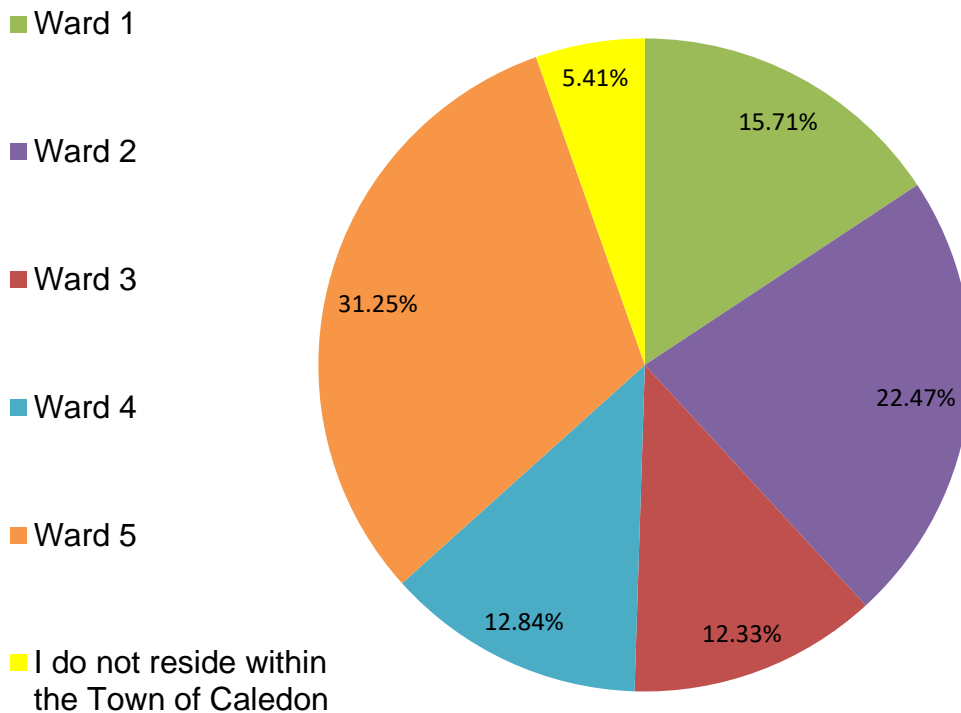
Schedule B – Map showing where Cannabis Retail Stores could be Located and the  
Location of Schools in Caledon

Schedule C – Memorandum from the Region of Peel re: Cannabis Legalization Impact

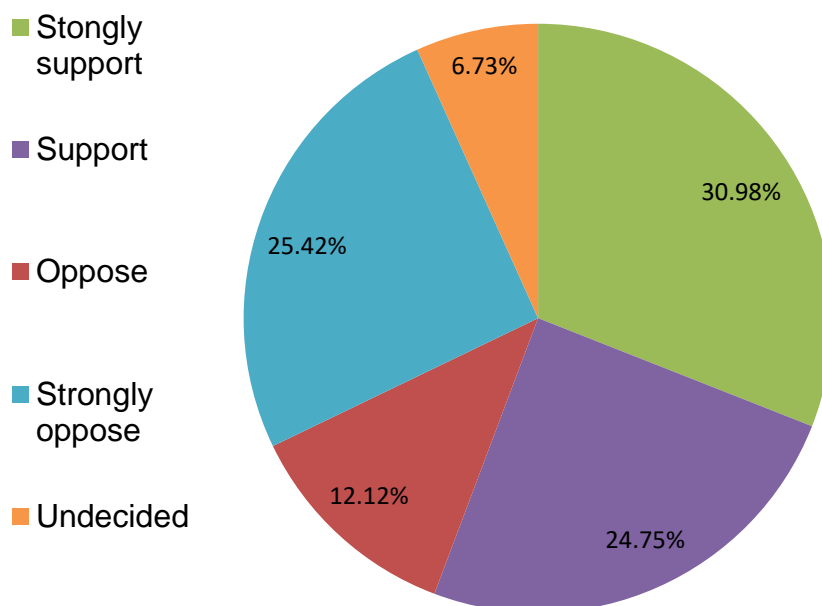
## Schedule A to Staff Report 2019-16

### Cannabis Retail Store Survey Results

1. Please identify the Ward within the Town of Caledon in which you reside:



2. Please identify the Ward within the Town of Caledon in which you reside:

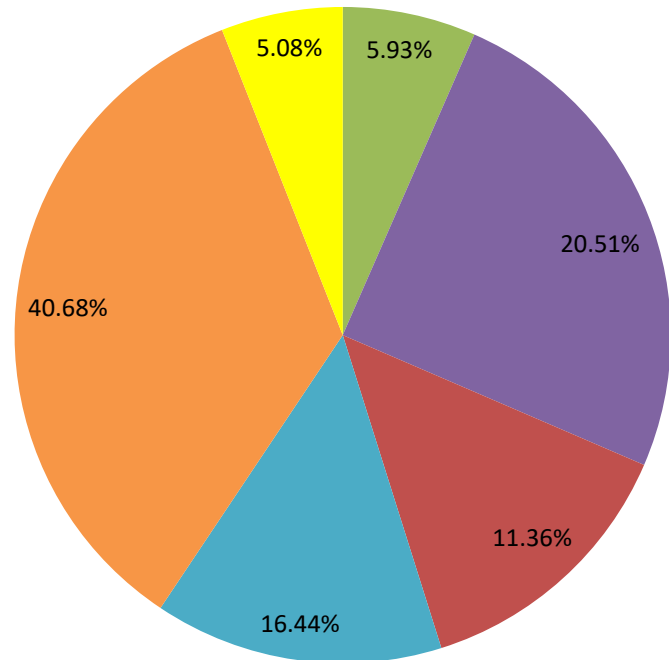


## Schedule A to Staff Report 2019-16

### Cannabis Retail Store Survey Results

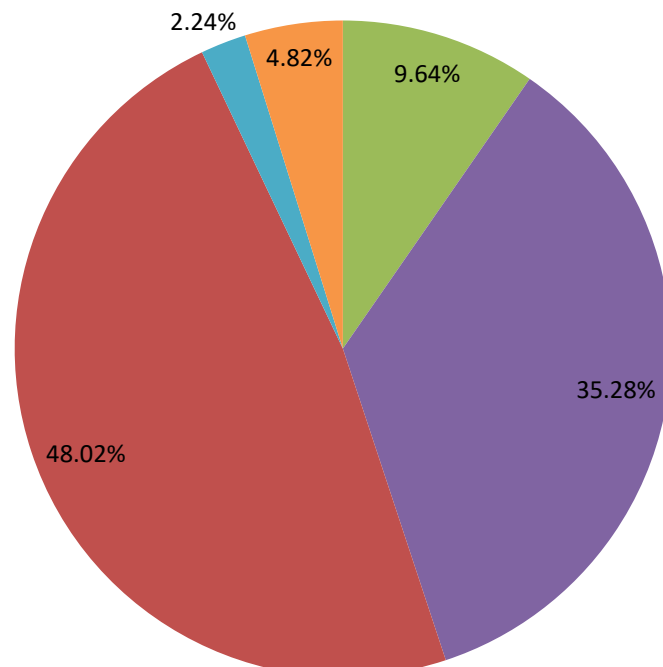
#### 3. Have you ever or do you currently use cannabis?

- I have used cannabis for medical purposes
- I have used cannabis for recreational purposes
- I have used cannabis for both medical and recreational purposes
- I have not used cannabis recently
- I have never used cannabis
- I prefer not to say



#### 4. Where would you be most likely to purchase recreational cannabis from?

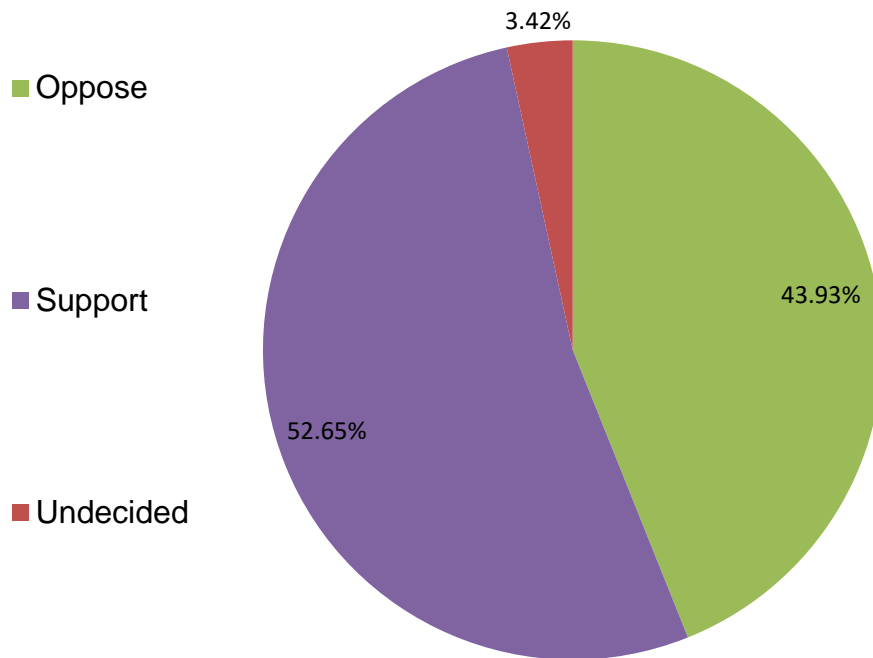
- Online through the Ontario Cannabis Store
- From a private physical retail store
- I do not expect to purchase cannabis in the near future
- I may grow my own
- I prefer not to say



## Schedule A to Staff Report 2019-16

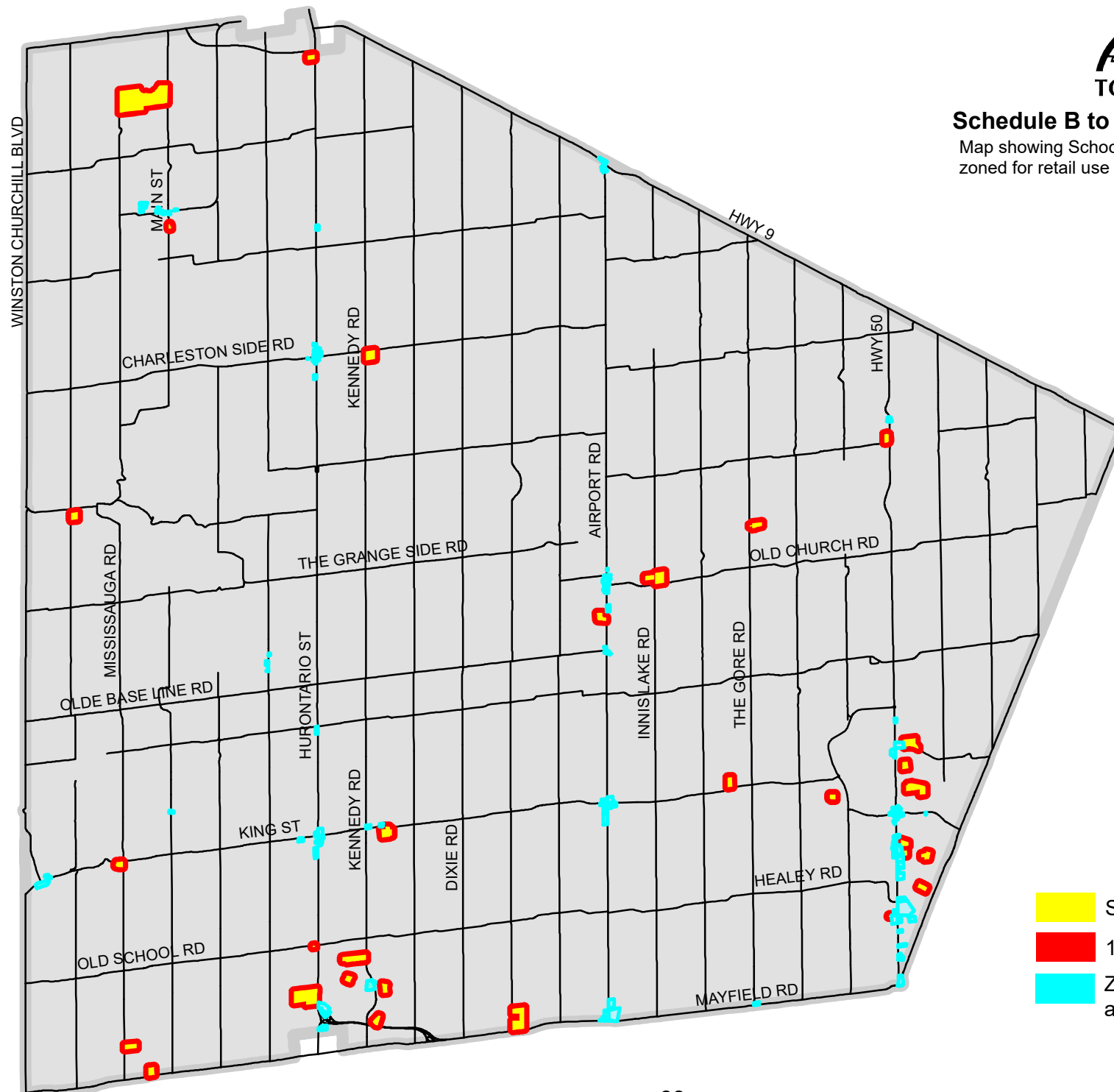
### Cannabis Retail Store Survey Results

#### 5. Do you support or oppose having cannabis retail stores in Caledon?



**Schedule B to Staff Report 2019-16**

Map showing Schools in Caledon and areas  
zoned for retail use



- Schools
- 150m buffer
- Zones which permit a Retail Store



## Schedule C to Staff Report 2019-16

Memorandum from the Region of Peel

<b>To:</b>	Members of Peel Regional Council.	<b>Date:</b>	December 3, 2018
<b>From:</b>	David Szwarc	<b>Subject:</b>	Cannabis Legalization Impact on Region of Peel.
<b>CC:</b>	Nancy Polsinelli, Commissioner of Health, Region of Peel Dr Jessica Hopkins, Medical Officer of Health, Region of Peel Janice Baker, City Manager/CAO, Mississauga Harry Schlange, City Manager/CAO, Brampton Mike Galloway, Town Manager/CAO, Caledon.	<b>Our File:</b>	

The purpose of this memo is to provide Regional Councillors with considerations to support decision-making regarding opting in or out of cannabis retail stores and to highlight potential implications to the Region of Peel.

### 1. Overview of Cannabis Legalization

The federal *Cannabis Act, 2018* creates the legal framework for controlling the production, distribution, sale, and possession of cannabis across Canada, and came into effect on October 17, 2018. Provinces are responsible for developing, implementing, maintaining, and enforcing the systems to oversee the distribution and sale of cannabis and any other safety measures (e.g., such as increasing minimum age, restricting where cannabis can be consumed, etc.).

Since 2017, the Region of Peel and local municipalities have been working together to prepare for implementation of cannabis legalization and in June 2018, changes were made to the previous government's implementation model. While legalization has commenced, the Region is working to develop a comprehensive communications approach for key partners in light of the continuously changing provincial landscape and limited available evidence on health impacts.

### 2. Provincial Funding

The Province has announced \$40 million in funding over two years to municipalities to assist with implementation costs. In January 2019, \$15 million from the Ontario Cannabis Legalization Implementation Fund (OCLIF) will be

## Schedule C to Staff Report 2019-16

divided between all Ontario municipalities on a per household basis, adjusted so that each municipality receives a minimum of \$5,000. Municipal governments have until January 22, 2019 to opt out or will be opted in by default, should a resolution by the local municipality not be passed. If a municipality chooses to opt in after opting out initially, that municipality will not be eligible for additional funding.

The Region of Peel will receive \$563,085 in January for the first payment. This is based on a 50/50 split with local municipalities. The amount of the Region's second payment is contingent on the opt-out decisions made by the local municipalities (see Appendix A for further details).

### 3. Considerations to Support Decision-Making Regarding Retail Outlets

Opt-In Considerations	Opt-Out Considerations
<p><b>Increased Funding</b> - Any decision made by municipalities to opt in will be final and result in greater funding for those municipalities. Municipalities that opt in will continue to be eligible to receive funding beyond the two payments. These additional payments would come from:</p> <ul style="list-style-type: none"> <li>i) the \$10 million the province has set aside for unforeseen circumstances; and</li> <li>ii) additional federal excise duty shared with the provinces. (If Ontario's portion of the federal excise duty on recreational cannabis exceeds \$100 million over the first two years of legalization, the Province will provide 50 per cent of the surplus to municipalities that have not opted out.)</li> </ul>	<p><b>Decreased Funding</b> - Opting out is a one-time opportunity for municipalities, however, they may decide to opt in at a later date but will not receive any additional funding beyond their first payment plus \$5,000 as their second payment.</p>

Opt-In Considerations	Opt-Out Considerations
<p><b>Access to Regulated and Controlled Cannabis Products-</b> Cannabis retail stores provide an avenue for consumers to access cannabis products from a regulated source and potentially avoid turning to the illegal market. Trained employees of cannabis retail stores may help consumers make informed choices regarding responsible use, risks of use, and available product types. Allowing cannabis retail outlets may also help accommodate those who may not be able to purchase cannabis online (e.g., individuals without a physical address, access to internet, technology, or a credit card).</p>	<p><b>Reduced Access and Availability</b> - Cannabis will remain available for online purchase through the Ontario Cannabis Store. This may present certain challenges to some marginalized groups in accessing regulated cannabis products, such as those without a physical address or access to a credit card, particularly if they are unable to easily travel to another municipality to purchase cannabis from a regulated retail outlet. Marginalized groups who use the illegal market are exposed to increased risks associated with unregulated products, such as unknown potency, other substances, pesticides and mould.</p>
<p><b>Decrease in Criminal Activity Related to the Illegal Market -</b> While a primary objective of legalization is to keep cannabis out of the hands of youth, it is necessary to provide adults over the legal age adequate access to legal cannabis products. The ability to legally purchase cannabis both online and in-store will help reduce the burden on police and the criminal justice system from the illegal market.</p>	<p><b>Challenges in Controlling the Illicit Market -</b> The absence of retail cannabis stores may lead to continued demand for cannabis through the illegal market. This could make it more difficult to eliminate the black market in communities that have opted out of cannabis retail stores.</p>
<p><b>Increased Availability and Potential Harms -</b> Retail storefronts will increase the overall availability of regulated recreational cannabis. Research available on other legalized substances, such as alcohol, has linked increased availability to higher rates of consumption and related harms.</p>	<p><b>Density and Placement of Stores</b> - The absence of retail cannabis stores will reduce cannabis exposure to vulnerable populations such as youth, which will limit social acceptability of cannabis in communities. The 150-metre buffer distance of cannabis retail stores from schools set out by provincial regulations</p>

Opt-In Considerations	Opt-Out Considerations
<p><b>By-Law and Licensing Restrictions</b> - Municipalities are prohibited to control the placement and number of cannabis retail stores through the use of licensing or land-use by-laws. The only distance buffer that has been established for cannabis retail stores is a minimum 150-meter area of separation from schools. There are no requirements that regulate the proximity of cannabis retail outlets to other youth-serving facilities, including child care centres and community centres. The presence of physical retail stores may increase social acceptability and use among vulnerable populations such as youth.</p>	<p>does not include other youth-serving facilities and may therefore be inadequate for protecting youth. Greater numbers of cannabis retail stores could lead to increased use and related harms. Given that municipalities cannot limit the number of stores, this would create an increase in the overall availability of cannabis and, therefore, increased potential for access and harms.</p>

#### 4. Estimated Costs for Regional Services

##### Public Health

The current estimated cost of service implications for Public Health as a result of cannabis legalization are approximately \$500,000 annually. However, it should be noted that this estimate was made before the Region of Peel received additional enforcement responsibilities under the Smoke-Free Ontario Act (SFOA, 2017).

As of October 17, 2018, the provincial government passed a new *Smoke-free Ontario Act, 2017* (SFOA, 2017) where cannabis can be smoked and where

## Schedule C to Staff Report 2019-16

vaping (e-cigarette use) is allowed. Under the SFOA, 2017, it is illegal to smoke or vape cannabis in various settings including: enclosed public places, enclosed workplaces, school properties (and on public areas within 20 metres of school grounds) and in motor vehicles or boats that are being driven or at risk of being put in motion.

Public Health Inspectors will be responsible for enforcing the SFOA, 2017, apart from the motor vehicle and boat provisions. If cannabis retail stores open in Peel and sell vaporizers, Public Health may potentially be responsible for conducting an annual inspection to check display and signage requirements and to test shop the store to assess compliance with the youth access rules.

Public Health is also working with local municipalities to expand the current *Peel Outdoor Smoking By-law*. Consideration is being given to have the by-law apply to vaping and cannabis smoking.

Based on these factors the actual cost to Public Health may be higher, especially in the near future, than the current estimate.

### Peel Regional Police

They key impacts of recreational cannabis on police will be addressing impaired driving and closing illegal dispensaries. Police will also be responsible for enforcement of cannabis use in motor vehicles and boats and may choose to enforce other sections of the SFOA, 2017. The Federation of Canadian Municipalities (FCM) estimated costs for local policing include both capital and operational costs to administer the federal framework as well as provincial/territorial frameworks. Specific costs include:

- additional or new training for drug recognition including Standard Field Sobriety Test (SFST) and Drug Recognition Expert (DRE) training—both start-up and ongoing costs;
- purchase of roadside screening equipment and supplies—both start-up and ongoing costs;
- ongoing enforcement of illegal activities (organized crime, illegal production and distribution) including establishment of illicit-market disruption teams; and
- additional staff and equipment to meet calls for service related to drug impaired traffic stops, seizures and violations, motor vehicle collisions, road safety enforcement, and other local policing requirements.

Currently, Peel Regional Police (PRP) do not have cost estimates related to the anticipated impacts of cannabis legalization as there are too many unknowns regarding operational impacts. For this reason, PRP has not added any incremental funding related to cannabis in the 2019 budget. For the 2020-22 period, PRP forecast 55 additional uniform officers each year related to growth and the anticipated impact of cannabis legalization.

## Schedule C to Staff Report 2019-16

In 2017, the FCM released preliminary cost estimates for local governments. According to FCM, the two main drivers of municipal costs arising from the legalization of cannabis are municipal administration and local policing. FCM estimates annual municipal costs for police to be between \$2.25 - \$3.25 million per 500,000 population. Applying the FCM preliminary costing estimate methodology to Peel, with a population of 1.4 million, the costs of the potential implications of cannabis legalization for police services in Peel (PRP and OPP-Caledon) is roughly estimated at \$6.3 million - \$9 million annually.

## **Appendix A: Ontario Cannabis Legalization Implementation Fund**

### **Funding Overview**

On November 26, 2018 the Province advised municipal treasurers of funding for all municipalities. Additional information on the first payment and the second payments are below:

<b>First Payment</b>	<b>Second Payment</b>
<ul style="list-style-type: none"> <li>For the first payment in January, the Province will distribute \$15 million between all municipalities, based on the following: <ul style="list-style-type: none"> <li>2018 MPAC Household numbers</li> <li>50/50 split in household number between the lower and upper-tier municipalities</li> <li>Adjustments to provide at least \$5,000 to each municipality.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>For the second payment, the Province will distribute \$15 million between all municipalities, based on the following: <ul style="list-style-type: none"> <li>If a municipality has not opted-out of hosting cannabis retail stores, it will receive funding based on the 2018 MPAC household numbers, adjusted to a minimum of \$5,000</li> <li>If a municipality has opted-out, it will receive only \$5,000</li> <li>An allocation notice for the second payment will be sent to municipalities by March 2019.</li> </ul> </li> </ul>

The Province is setting aside \$10 million of the \$40 million to address unforeseen circumstances related to cannabis legalization, and the priority will be given to municipalities that have not opted out. Further details about the \$10 million allocation will be provided at a later date.

### **Funding for Region of Peel**

Ministry of Finance has informed that the Region of Peel will be receiving \$563,085 in January as its first payment. This is based on a 50/50 split with the local municipalities.

The amount of the Region's second payment and the total amount of funding the Region receives over the two year period is contingent on the opt-out decisions made by the lower-tier municipalities. If local municipal decisions are mixed (some opt-in and some opt-out), the Region will receive a 50/50 split of the allocation on a per household basis for each municipality that opts in.

The table below shows what the Region of Peel is expected to receive in funding should all three local municipalities opt-in or if all three should opt-out.

**Cannabis Legalization Funding/Revenue Estimates Scenarios (Region of Peel)**

	<b>Scenarios</b>	
	<b>All Local Municipalities Opt- In</b>	<b>All Local Municipalities Opt- out</b>
<b>1st payment</b>	\$563,085	\$563,085
<b>2nd payment</b>	\$563,085	\$5,000
<b>Total Payable to the Region</b>	\$1,126,170*	\$568,085

\*Please note that if all three municipalities opt-in, the amount of funding the Region receives may vary from the amounts shown in the table in several ways:

- The Region's second payment could be marginally higher as there will be municipalities that opt out and so the amount of funding within the \$15 million envelope available to opt-in communities would be greater.
- The amount could be greater as it does not include any funding from the \$10 million being held for unforeseen circumstances.
- The amount could be greater should the province's portion of the federal excise duty exceed \$100 million over the first two years, in which case the Province will provide 50 per cent of the surplus to municipalities that have not opted out.



# Memorandum

Date: January 15, 2019

To: Members of Council

From: Katie Sawyers, Administrator - Adults 55+, Community Services

Subject: Adults' 55+ Strategic Plan Summary Report

The purpose of this memorandum is to provide an progress update on the initiatives that are in support of the Adults 55+ Strategic Plan (The Plan).

The Plan was approved by Council in September of 2015 as a preliminary document should the Town of Caledon choose to pursue an Age Friendly Community designation as indicated by the World Health Organization and the Government of Canada. The Plan was developed based on a series of public consultations during the 2013-2014 years by UrbanMetrics Consulting Company and is directly connected to a series of goals and recommendations that have been voiced by Caledon residents and the Town's Seniors' Task Force.

Throughout this summary report you will find highlights of the progress on the various strategic deliverables to date. Over the past year, staff have worked in collaboration with the Seniors Task Force, community stakeholders, the Region of Peel and Town staff towards achieving the goals set out in the Plan.

At the time of this report 10 deliverables were identified as complete, 26 are in various stages of progress, 17 ongoing, 6 on hold waiting follow-up, and 6 that have yet to be started.

The six goals of the Adults 55+ Strategic Plan are as followed:

1. To Ensure the Human and Financial Resources are Available to Support the Strategy.
2. To Ensure Caledon Residents Can Age-In-Place.
3. To Ensure Adults Aged 55 and over are socially Integrated in the Community.
4. To Enhance Programs and Services for Adults Aged 55 and Over and to Continue to Participate and Support Existing Partnerships and Form New Ones.
5. To Improve Outreach.
6. To Support Additional Transportation Resources for Adults Aged 55 and Over in the Community.

## ATTACHMENT

Schedule A: Adults' 55+ Strategic Plan Summary Report

Schedule A to Memo # 2019-01: Adult's 55+ Strategic Plan Summary Report

Initiative	Deliverable	Progress Update	Next Steps	Project Status
Goal 1: To Ensure Human and Financial Resources are Available to Support the Strategy				
1.1 Undergo an Organizational Review by Department outlining how the Strategy will impact resources needed for implementation for consideration in future budgets	1.1 Develop a reference tool that outlines the role and resources available and/or needed from each Department in the successful implementation of the Strategic Plan	Reference tool has been created and is updated on regular basis; Staff presented to Corporate Management Team in October 2017 requesting support towards initiatives; requests made to budget (2018/2019) for full time staff hours.	Updated on a regular basis and provided to staff/council via memo/annual report	Ongoing
Goal 2: To Ensure Caledon Residents can Age-In-Place (2014-2018 Council Workplan Priority)				
2.1 Advocate and initiate housing options that support all needs, including but not limited to financial, social and physical abilities	2.1.1 Strengthen the Official Plan regarding the inclusion of universal designed homes.	The Town of Caledon's Official Plan contains policies that provide direction on housing and universal design matters. Article published in 2017 by Canada Mortgage and Housing Corporation: Town of Caledon's Universal Design Policy.	Official Plan to be updated with revised policies.	Completed
	2.1.2 Ensure that each new subdivision housing development application includes a model home that is a universal designed house following the Principles and Features of Universal Design as referenced by Canada Mortgage and Housing Corporation	The Town of Caledon currently negotiates with proponents to provide an universal design option in "new build" sales offices <b>Full list of universal design and flex design components available.</b>	Updates and changes to be made as needed	Completed
	2.1.3 Research possible incentive initiatives that can be provided for the implementation of bungalow style homes in new subdivision housing developments.	Any new development plans involving bungalow style homes are left to the developer to incorporate into their design plans if felt necessary. Advocacy for these style of homes will continue, there is no guarantee that builder will provide this housing form. <b>Implementation of Bungalow housing to be completed by local developers - similar to bungalow style housing option - new builds to be located in Caledon East 2018/2019 25 bungalow units, Old Church Rd. (36', 2 car bungalow/bungalow)</b>	Ongoing Advocacy to promote Bungalow options in communities.	Completed
	2.1.4 Meet with non-profit groups and interested developers to build some prototype "aging in place" developments for seniors with smaller ground-related dwellings on smaller lots	Current prototype projects for Caledon: Golden Girls Housing (home share model - presented to STF May 2018), CAFFI (pilot special needs home share project opening Spring 2019 - presented to STF May 2018), Abbeyfield House (Caledon East shared housing model - 2002). Additional models reviewed for possible implementation: HomeShare	Reach out and advocate if opportunity arises, continue research into the HomeShare housing model.	Ongoing
	2.1.5 Explore the life lease housing model with providers of life lease projects in the Greater Toronto Area to determine its financial feasibility as a housing option in the Town. Depending on the results, work with providers of the model to support the implementation in the Town.	No updates available at this time. Preliminary research completed during the 2017 year, additional research required.	To be reviewed.	In Progress
	2.1.6 Advocate to the Province of Ontario on the need for changes to the Ontario Building Code that reflect standard universal designed features such as paddle style door handles	The Building Code contains some universal design codes such as reinforced bathrooms to accommodate future grab bars. The Town has been working with the Region of Peel as a participant in the Regions committees relating to housing.	Updates and changes monitored and updated as needed. Building code to be updated during the 2019 year-advocacy options available.	Completed

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Initiative	Deliverable	Progress Update	Next Steps	Project Status
2.2 Enlist the Region of Peel and other applicable Community Agencies in providing a comprehensive assessment of human services not readily available in Caledon but in demand	2.1.7 Work with the Region of Peel and other community agencies to collaborate and share resources regarding accessible housing options to increase awareness to the public of the various options available	Peel Housing runs supportive housing programs and the Town participates in the Region of Peel committees. Recent discussions with the Region of Peel provided insight on a new residential building being implemented in the Southfields village close to the Mayfield Recreation Complex. This information is very valuable and opened a great deal of conversation between the Region of Peel and the Town of Caledon. Additionally, due to recent changes in the Region of Peel official Plans – Amendment 27, there will be increased priority on aging in place and age friendly communities in Peel, many good connections have been implemented through connecting with Policy planners working on the ROPA 27. 2017 updates - Ongoing review of options available and advocacy for implementation into the Caledon Community 2018 updates: creation of a resource list for Caledon 55+ housing options.	Ongoing Advocacy for housing resources available in the Caledon Area - share 55+ Guide for Housing Options / TOC 55+ housing list.	Ongoing
	2.1.8 Work with Supportive Housing Peel to explore expansion opportunities of the Assisted Living Program and other programs that support "aging in place". ** Supportive Housing in Peel (SHIP) changed the name of their corporation in 2018 to Supportive Housing in the Province **	Developed a relationship with Supportive Housing Peel - connected with SHIP representatives and preliminary research was completed to review what projects are underway for the 2017 year and onward. Baseline review of community needs completed; suggestions support advocating for more in-home support systems in Caledon for the rural residents - 2018 update - due to drastic restructuring and staffing changes at SHIP, Town staff need to reconnect and complete an updated review of community needs.	Reconnect with staff at SHIP to review changes and opportunities.	On Hold
	2.1.9 Promote the existing Second Unit and Garden Suite Official Plan Policy	Policies have been in place since 1998 - A review of the Second Unit and Garden Suite Official Policies has been identified for the 2018 Official Plan work plan. The Garden Suite policy will be changed to include the temporary nature of the unit from 10 to 20 years as per the Affordable Housing Act. As an affordable housing option the Town has had Official Plan policies permitting Second Units and Garden Suites dating from 1998. As part of the Official Plan review process, Town initiated a Housing study in 2017 to review existing policies and to create new policies striving to address new Provincial policy directions as well as meeting the needs of the community.	Continuous support and advocacy for the implementation of and support towards Garden Suites and Second Units - further examination to be completed during the Official Plan review process.	Ongoing
2.2 Enlist the Region of Peel and other applicable Community Agencies in providing a comprehensive assessment of human services not readily available in Caledon but in demand	2.2.1 Work with staff from the Region of Peel to develop a comprehensive list of services provided and available to Caledon residents with a focus on the need for additional Supportive Housing units, taking account proximity of service	Staff worked with the Region of Peel to develop list of services currently available and created a resource list available to the residents of Caledon outlining various housing opportunities. Service List is still in progress of completion through a collective impact project with the Region.	Ongoing updates to comprehensive list as things change.	In Progress
	2.2.2 Examine the list to determine any service gaps and work with the Region to remove the identified gaps	Currently still facilitating a comprehensive list of services available, reviewing the list for gaps in services prior to beginning this task.	Once initial review is completed gaps and overlaps will be reviewed in detail - proposed 2019 completion.	On Hold

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Initiative	Deliverable	Progress Update	Next Steps	Project Status
	2.2.3 Work with local community agencies to develop a comprehensive list of services provided with a focus on proximity of service.	Quarterly meetings through the Community Networking Group in addition to the Community Assessment Report to document upcoming and existing programs and services available in Caledon.	Currently building on comprehensive list	In Progress
	2.2.4 Examine the list to determine any service gaps and work with community agencies to remove the identified gaps	Currently still facilitating a comprehensive list of services available, reviewing the list for gaps in services prior to beginning this task.	Once initial review is completed gaps and overlaps will be reviewed in detail - proposed 2019 completion.	On Hold
	2.2.5 Examine duplication of services to determine potential partnerships	Currently still facilitating a comprehensive list of services available. Reviewing the list is required prior to examining duplication of services. Currently facilitating a partnership between the Caledon East Seniors Club and the Town for designated space in the Caledon Community Complex in Caledon East.	Once gaps and overlaps are reviewed, potential partnerships will be examined moving forward	On Hold
2.3 Identify Town owned sites where a potential Older Adult Housing First Policy can be promoted and implemented	2.3.1 Identify and assess Town owned and leased sites available for sale for the implementation of an Older Adult Housing First Policy	Initial review of Town owned properties completed by Strategic Initiatives department in 2017. With initial review - most parcels that were not developed or in use have a designated future purpose (i.e.. park land, community centres, etc. ) additional parcels were road allowances and very small parcels that were not deemed fit for development. Should an additional review be completed by the Town of Caledon through consultants an update will be provided.	Initial review of properties completed May 2017 - Region of Peel to conduct a preliminary review of Regional properties in future.	Completed - no appropriate land available at this time.
	2.3.2 Assessment shall include a review of the proximity of services and amenities available	No updates available at this time.	No updates available at this time.	Not Started
	2.3.3 Gather information on the identified sites including Official Plan designation, zoning, etc. (make this document available to the public to assist and encourage developers who are interested in building this form of housing)	No updates available at this time.	No updates available at this time.	Not Started
2.4 Work to streamline the application process to facilitate the development of adult lifestyle and retirement projects in Caledon	2.4.1 Research other municipalities to determine the approach used to facilitate the development of adult lifestyle and retirement projects.	Baseline research completed - additional information required prior to moving to 2.4.2	Continue review of surrounding municipalities.	In Progress
	2.4.2 Review current practices within the Development Area to determine how processes can be altered to support and promote the development of adult lifestyle and retirement projects to encourage such developments in Caledon.	No updates available at this time.	NA	Not Started
2.5 Investigate the feasibility of establishing a Property Tax Deferral Program	2.5.1 Research other municipalities to determine the type and availability of Property Tax Deferral Programs	Some research completed on surrounding municipalities regarding the various types of property tax programs available to residents and benefits of various programs.	Additional research completed - ongoing review of financial programs	Completed
	2.5.2 Determine the feasibility of establishing a Property Tax Deferral Program based on a model suitable for the Town	Memo provided by Town's Financial Department outlining that the Property Tax Rebate program offered by the Town of Caledon provides residents with \$477 in funds towards their property taxes if qualified. The rebate, as opposed to a deferral program provides financial support in a grant like form whereas the deferral is more of a loan. Rate increased with taxes each fiscal year.	Town Currently has a rebate program	Completed

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Initiative	Deliverable	Progress Update	Next Steps	Project Status
Goal 3: To Ensure Adults Aged 55 and over are Socially Integrated in the Community				
3.1 Build on current stationed programs by looking at ways to provide key programs in each village and potentially within established older adult housing complexes.	3.1.1 Identify programs and services currently offered in each village to identify gaps. Where gaps exist, determine if additional programs and services can be provided through partnership initiatives	Comprehensive list has been in progress since September 2016 - staff have been supporting partnerships for potential new programs; expansion of Caledon Seniors Centre, increased Fall Prevention Programs (CW LHIN). A Community Scan document has been developed and is a living document that requires to be constantly updated. It requires the support of the community, businesses, agencies and residents to ensure that the information is correct and up to date on a regular basis. To date, the document is reviewing regular programs and services and promoting special events to the public in the form of a monthly calendar.  Recommendations of additional programs and services will come as the document becomes more concrete with regular events and services. Dedicated space obtained in the New Community Centre in Mayfield and Caledon East Community Complex facilities.	Community Assessment report in final stages of progress - additional support from the Region of Peel and PEAPN in community navigation projects.	In Progress
	3.1.2 Perform an inventory of village centres (community centres, parks, housing complexes, etc.) to determine what additional programs can be introduced in those village centres	Development of comprehensive list is in progress, once the list is completed recommendations for additional programs and services and an inventory of spaces available for these programs will be reviewed - The Senior Task Force advocated for equal treatment of older adults programming across Caledon with support from the Senior Task Force. Dedicated space was secured in Caledon East and the New Community Centre in Southfields.	Additional review of village centres will be conducted as requests are made for programming space.	In Progress
	3.1.3 Work with local community agencies to enhance transportation services for each area to encourage participation	Caledon Community Services transportation has been providing bus services to and from programs, exercises etc. from 6am-6pm @ \$8 per trip - MTO project expanded until March 2018; Transit Feasibility Study started September 2017 and will be presented to council 2019.	Working with CCS to spread awareness of transportation availability.	In Progress
	3.1.4 Work with local community agencies to enhance communication measures of programs offered within each village	Community Network Meetings are held quarterly; Individual meetings done at various times as needed. Ongoing sharing of information though email, and online resources. Staff went to local community programs in May 2018 to outreach on program availability and services. Seniors Day event (annual) provided resources and information for local residents on programs and services offered.	Community Networking Group / Ongoing Emails and Communication	Ongoing
	3.1.5 Identify locations throughout the Town, such as parks/along trails where additional public seating is warranted (Also see 3.4)	Parks update - Jan. 2017 - recommendation made for the Seniors Task Force to identify priority areas as part of their strategy for parks department to review and consider. - Mapping activity facilitated by the STF members on priority areas for seating. Seating chart created in 2018 to outline the seating areas currently available and recommended spots made by the STF members. Adopt-a-park program in development and a report is to be facilitated in 2019 to implement a memorial/designation program for Caledon including benches, parks, signs and trees.	Advocacy for additional seating where recommended by STF members. Bench Purchased in 2018 in honor of the 2014-2018 STF members - to be installed in spring 2019 on Queen St. S.	In Progress



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Initiative	Deliverable	Progress Update	Next Steps	Project Status
	3.1.6 Introduce "seniors playgrounds" in various parks throughout the Town	Follow up regarding additional grant options to be researched. - partnered with Active Living Team through the Region of Peel to implement a outdoor fitness project or "fresh air fit". Worked with the Manager of Parks to outline some potential locations to pilot project - currently investigating Bolton's "Dicks Dam Park" options. Possible partnership opportunities with the Region of Peels' Active Living Team, SNAP Caledon and the TRCA.	Review funding opportunities to implement pilot in 2020.	In Progress
<b>3.2 Ensure programs, services and amenities are accessible for persons with disabilities</b>	3.2.1 Continue to remove high priority barriers within each facility to provide a high level of accessibility for program use	Multi-year accessibility plan - 2013-2017 facility improvements facilitated by the AODA (Town Hall, CCRW, Fire Services, CECC, ABCC, CVP). 2018 workplan - where applicable, assess and identify the need for accessibility provisions to Town services with the goal of increasing participation and opportunities for persons with disabilities.	Facility improvements for accessibility priorities identified in the budget annually.	Ongoing
	3.2.2 Promote the availability of accessible accommodations, upon request, for all programs	Accessible feedback form available to public, developed in 2010 - online and can be printed for public - requests comments to improving services to accommodate needs.	Stay up to date on the 2018-2022 accessibility priorities and assist where possible	Ongoing
	3.2.3 Assess sidewalks and crossing areas in the Town to ensure good repair, develop a plan of action based on findings to element areas of concern and maintain compliance with accessibility standards	The Accessibility Advisory Committee with the Town of Caledon have ensured that in their 2018-2022 workplan, all newly constructed or redeveloped paths of travel will be designed in accordance with requirements of Design of Public Spaces. Updated sidewalks include communities in Caledon East, Palgrave, and Downtown Bolton.	Additional updated sidewalks will be reviewed as needed.	In Progress
	3.2.4 Request that the Region of Peel perform an audit of all sidewalks, traffic crossing areas and controls under their jurisdiction in Caledon, to ensure good repair and to develop a plan of action based on findings to element areas of concern and maintain compliance with accessibility standards	Walking audit assessments were completed for a number of schools in 2018 as part of the School Travel Plan by Peel Public Health. More walking audits are being planned for the 2019 year to assist in determining the improvements needed to make various Caledon Communities "walkable and safe".	Working with Transportation Engineering Division towards the "Walk Friendly Ontario" designation.	In Progress
<b>3.3 Encourage and support intergenerational opportunities.</b>	3.3.1 Identify intergenerational programming opportunities that can be provided at Town facilities, working with community agencies to implement this initiative	Intergenerational programs are currently being facilitated by Caledon Public Library in the Spring months "Bridging the gaps" , and Caledon Community Services at the Exchange. Additional outreach/research required for additional programs. Pay it Forward outdoor help program provided intergenerational experiences for teens in St. Michaels CSS during the 2017/2018 year. Some additional intergenerational programs include Tea Time, Community Gardens, Life Mentors, Collaboration with summer camps.	Outreach and promote opportunities for additional intergenerational programming - i.e.. Community Gardens	In Progress
	3.3.2 Explore program opportunities with local schools to promote healthy relationship building between youth and seniors	Peel Catholic Schools indicated they would be interested in participating in some intergenerational programs such as "grand pals". Initial conversations, to follow up. Facilitated a "Pay it forward" program to Bolton community by St. Michaels Secondary Catholic School - program currently not running for the 2018/2019 winter/fall season.	Build on conversations and collaborate with youth Initiatives being facilitated by Town staff and local schools.	On Hold
<b>3.4 Identify locations throughout the Town, such as parks, trails and pathways where additional seating and rest areas would be beneficial to the needs of persons with mobility issues.</b>	3.4.1 Examine current parks and trails that require additional seating and benches - refer to the Accessibility Audit Reports completed on each Park for findings (also see 3.1.5 for similar Park Bench deliverable)	Parks Update - January 2017 - approved capital budged of \$25,000 for outdoor accessibility improvements to Terra Cotta Park and Palgrave Tennis which included accessible paths and seating areas. Trails - TRCA connected the Palgrave Equestrian Park to the Palgrave Tennis lands in 2017. West Bolton SNAP has included park and trail retrofit for Bolton study area - collaboration to implement benches within the area.	Continuous review of public benches and seating in the community and trails.	Ongoing

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Initiative	Deliverable	Progress Update	Next Steps	Project Status
	3.4.2 Create a Plan to add more seating areas along trails and in parks - set priority areas based on frequency of use	"Adopt-a-park" will facilitate a designation program in the municipality to encourage residents to donate/sponsor a park, tree or bench in honor of someone or in support of the community. The plan is to encourage the donations to increase funds for the maintenance and implementation of trees, benches and public parks.	Adopt a Park report scheduled for General Committee Council in 2019	In Progress
	3.4.3 Investigate alternative methods to finance new seating and benches, such as naming rights and donations	Recreation support services is in the process of developing a Town based designation program "Adopt-a-Park" that will include naming rights/sponsorships for local parks, benches, and trees. Current project is on hold until 2019 when report will be sent to council with recommendations.	Adopt a Park report scheduled for General Committee Council in 2019	In Progress
	3.4.4 Advocate to local conservation authorities to add more seating areas along conservation trails and parks	Review required prior to advocacy with local conservation authorities. No updates available at this time.	Partnership with TRCA and SNAP Caledon on project	In Progress
<b>3.5 Develop a program to assist older adults in the winter months with snow clearing maintenance.</b>	3.5.1 Research neighbouring municipalities to determine potential programs available	Update - Large interest in implementing Snow Removal program in 2016 - researched implementing a volunteer program. Volunteer MBC interested in running pilot program if required funding is available (estimated \$60k). 2017/2018 Pay It Forward - program offered by St. Michaels Catholic Secondary School for Bolton residents requiring outdoor home help (leaf raking, snow removal, some gardening), very successful program but currently not being facilitated due to change in staffing.	Continuously monitoring neighbouring municipalities for changes in their snow removal programs.	Completed but updated on a regular basis
	3.5.2 Collaborate findings and report back to Council regarding a preferred option for consideration	2019 budget request was completed by Finance and Infrastructure for a contracted windrow snow removal service for qualified 65+ applicants, approval pending.	Change in service level requested for a pilot contracted windrow snow removal program (unfunded) for the 2019 budget review.	In Progress
	3.5.3 Develop an awareness campaign to encourage residents to assist older adults in snow removal	The Town of Caledon annually provides "safe snow tips" ads in the local media (newspaper ads, twitter and website). Staff is working to build on this promotional outreach.	Build on the awareness campaign and expand reach of snow removal options available.	In Progress
<b>Goal 4: To Enhance Programs and Services for Adults Aged 55 and Over and to Continue to Participate and Support Existing Partnerships and Form New Ones</b>				
<b>4.1 Develop and maintain a comprehensive list of organizations that provide services and programs; develop and maintain a list of current and potential partnerships that the Town can build on.</b>	4.1.1 Work with the Region of Peel, community agencies and organizations, local newspaper providers that provide services and programs to develop a comprehensive list of what is offered	Community Networking Group, PEAPN Collective Impact, dedicated seniors sections in the Caledon Enterprise (Golden Roads) and Caledon Citizen (Senior Citizen), PEAPN - Find it 55+, CW LHIN sub region community navigation.	Currently looking for synergies and information to add onto list or programs and services (Community Assessment Report)	In Progress
	4.1.2 Review the list and explore possible partnership opportunities that can be implemented	Secured dedicated space at the Caledon East Community Complex two days a week for 55+ (Caledon Seniors Centre - Mondays; Caledon East Seniors Club - Wednesdays). Secured designated spaces in all new facility builds to encourage more programming and services for 55+ additional partnerships to be facilitated as recreation spaces are available. Partnership facilitated via. grant opportunity with Caledon Seniors Centre to expand centre programming into west side of Caledon.	Continuing partnership agreements in 2019.	Ongoing
	4.1.3 Develop a plan of action outlining resources needed to implement the identified partnership opportunities	Review of additional resources needed to implement partnerships	N/A	On Hold
	4.1.4 Launch a monthly page in the local newspapers that highlights programs, services and information sharing, for those aged 55 and over	Caledon Enterprise - Golden Roads Seniors Section / Caledon Citizen - Senior Citizen : monthly newspaper sections dedicated for senior information and programming - ongoing information sharing between Town and staff reporters.	Last paper of every month provides section - information is facilitated to ensure accuracy on an ongoing basis.	Ongoing

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Initiative	Deliverable	Progress Update	Next Steps	Project Status
	4.1.5 Launch a quarterly newsletter for distribution through direct mail and email that highlights programs, services and information sharing, for those aged 55 and over.	Caledon Seniors Centre and Caledon Seniors Council both offer quarterly newsletters that are available via mail out - Town staff print and mail out both newsletters. Staff additionally sends out emails that reach approx. 65 community partners in hopes that the information gets passed to clients and residents through these partners.	Coordination between newsletters and 55+ resources to take place in future.	In Progress
	4.1.6 Meet with local seniors groups to determine how the Town can support and assist them with their program initiatives	Community Network Meeting Facilitated on Quarterly Basis; Individual meetings done at various times as needed. Outreach completed in May 2018 to local resident groups on upcoming projects as well as supports that are available to community.	Ongoing check in's to ensure support is available	Ongoing
4.2 Advocate local businesses to encourage special considerations for older adults (for example, special drop-off or parking Areas, discount days, free transportation to and from shopping centres, stores and restaurants)	4.2.1 Work with Staff in Economic Development to determine various methods to reach out to local businesses to encourage the development of special services or outing opportunities	Town's Accessibility Advisory Committee created a brochure for local businesses in Caledon to promote why becoming accessible will help their business - this brochure is public and included in new business welcome packages. Additional progress has yet to be facilitated.	Future facilitation of a discount list for services in Caledon	Not Started
	4.2.2 Pursue identified methods of outreach and request feedback from local businesses based on this initiative to determine the level of uptake	Economic Development provided an article in their e-newsletter advocating for businesses to become more accommodating and accessible. Engaging more businesses in local events such as Seniors Day to showcase services available. Additional progress has yet to be completed at this time.	Provide opportunity for local businesses to showcase services to public	In Progress
	4.2.3 Develop promotional material to inform local businesses of the benefits of offering shuttle services to bring adults 55 Plus to their place of business	This initiative has yet to be started.	No updates available at this time.	Not Started
Goal 5: To Improve Outreach				
5.1 Enhance advertisement opportunities of programs, services and information sharing	5.1.1 Increase the frequency of updates to the current Seniors Webpage	Phase one of the 55+ website redesign is complete and launched in March 2018 - additional updates will take place when full "Town of Caledon" webpage is redesigned in future.	Phase One Launch - March 2018- ongoing updates facilitated.	Completed
	5.1.2 Schedule calendar to include regular updating reminders. Perform an audit of the webpage to determine visitor stats and trends. Encourage local groups to provide feedback on the webpage and make adjustments as necessary. Position the webpage as a centralized hub with calendars, program information, community information and resources	Ongoing updates are facilitated on a regular basis as information is received. Outreach to local groups, agencies and businesses to review website and use resource as opposed to receiving numerous email updates. Visitor Trends will be monitored on a monthly basis to monitor public access. Staff will encourage use and update website on regular basis to encourage residents and community to visit site.	Information updated as received	In Progress
	5.1.3 Meet with internal Staff to determine and develop an inventory of the programs and services that can be added or enhanced on the Seniors webpage	Regular updates will take place to review any changes required to be made to website as needed.	Modify and review on an ongoing basis and make changes as deemed necessary	Ongoing
	5.1.4 Advertise the Seniors Webpage through various methods such as social media, newspapers, local newsletters, various guides, etc.	Advertised website via social media, email and 55+ networks; added promotional material to the Fall 2018 Parks and Recreation Guide promoting the website.	Ongoing advertising when opportunities arise.	Ongoing
	5.1.5 Publish a guide and/or incorporate a section in the current Parks and Recreation Leisure Guide focused on Adults 55 Plus that includes information on programs and services available in the community	To implement a full 55+ guide into Caledon at this point is not financially feasible. Since 2016 information for 55+ has been included in the Parks and Recreation Guides that are printed bi-annually. Goal is to continue to build on this and expand once feasible.	Continue to build on the information included in the Parks and Recreation Leisure Guide	In Progress



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Initiative	Deliverable	Progress Update	Next Steps	Project Status
	5.1.6 Work with local print media outlets, such as, In The Hills Magazine, CARP and other resources to enhance information sharing and advertising opportunities	Currently connected to "In The Hills" magazine and working on promotion with larger groups, will connect with additional magazines such as Sideroads, CARP etc. in 2017; Silver Links - New local magazine - spotlighting Caledon information and distributing to area	Continue to expand and partner with local print media for information sharing purposes.	Ongoing
	5.1.7 Increase promotion of the Vulnerable Persons Registry and research methods to enhance the program by working with the Ontario Provincial Police	Working with Caledon OPP on registry. Issues related to privacy and personal information needs to be taken into consideration.	Update if information changes in future and program is implemented into the Caledon Police Department	Completed
<b>5.2 Advocate to higher levels of government, for additional financial support</b>	5.2.1 Advise Council on the need for additional funding support for various initiatives that require additional resources and support from different levels of government	Ongoing advocacy for support towards the 55+ Strategic Plan's various initiatives. Requests to promote the need for support at various Provincial conferences and associations in addition to the Region of Peel to provide additional support to the municipality.	Annual Reports / Memo's to Council	Ongoing
	5.2.2 Work with Council to lobby for additional and enhanced transportation resources, such as enhanced GO Transit services	Transit Feasibility Study started September 2017 - project staff partnered with Transportation Engineering to encourage expanded services to Caledon Area. Regular updates and recommendations discussed with Seniors Task Force. Information will be provided to council as part of 2019 Budget.	Transportation Engineering Division currently working with surrounding transportation resources for expanded services in Caledon.	In Progress
	5.2.3 Provide updates on the Town's Adults 55 Plus Strategic Plan to the local Member of Parliament and the Member of Provincial Parliament for information purposes	Updates provided to Town of Caledon Council and local MP/MPP on annual basis via. Adults 55+ Strategic Plan Annual Update Report for informational purposes.	2017 - Ongoing - reports are sent out at the beginning of every fiscal year (January)	Ongoing
<b>Goal 6: To Support Additional Transportation Resources for Adults Aged 55 and Over in the Community</b>				
<b>6.1 To Support Additional Transportation Resources for Adults Aged 55 and Over in the Community</b>	6.1.1 Meet with Caledon Community Services - Transportation Division to explore pricing model options that encourage social participation	During the 2019 year CCS expanded their services to include grocery shuttles to Bolton and Orangeville stores and increased usership by offering transportation for social programs for residents 8-65 years old, between 6am and 6pm.	The Town of Caledon will work with CCS to urge the province to expediate the funding transfer.	Ongoing
	6.1.2 Explore and advocate for partnership opportunities with neighbouring public transportation providers such as Brampton Transit, Orangeville Transit	Consultants hired to research and examine the possibility for partnerships with neighboring public transportation providers - Orangeville, Brampton, Lyft, Uber, Metrolinx, ride sharing opportunities and others were researched. Final report to be presented to council in Spring 2019.	Transit Feasibility Study - will be presented to council in 2019.	In Progress
	6.1.3 Target community fund raising efforts to allocate funds for transportation initiatives and resources	The purpose of the Transit Feasibility Study is to examine the costs required for the implementation of various transportation systems.	Transit Feasibility Study - will be presented to council in 2019.	Not Started
	6.1.4 Explore partnership opportunities with bus carrier services where a bus is idle during certain hours of the day and can be used to transport users to various activities	Preliminary research completed on potential services and partnerships available in the Caledon community. Additional research and discussions need to take place prior to proposals.	Continue research and initiate discussions with potential services.	In Progress
	6.1.5 Lobby the Provincial and Federal Government for additional financial support for transportation initiatives	Ministry of Transportation has provided funding for a 5 year period to Caledon Community Services (in partnership with the Town of Caledon). Advocacy for additional funding is included in the Transit Feasibility study - various financial models are being investigated such as operating costs of various proposed projects. Staff are determining the financial responsibility of the Town for various proposed projects.	Transit Feasibility Study	In Progress

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Initiative	Deliverable	Progress Update	Next Steps	Project Status
<b>Additional Projects - Related to 55+</b>				
<b>Seniors Task Force</b>	Volunteer Task Force nominated by Council to support and move the Adults 55+ Strategic Plan forward.	Applications are being received for January 9th 2019. Nominations of members to follow. Terms of Reference have been updated since the end of 2018 term.	No updates available at this time.	<b>Ongoing</b>
<b>Seniors Day (Featuring the Mayor's Forum)</b>	An annual event in partnership with the Mayor's office providing information in the form of an expo and various presentations for the 55+ Caledon community.	2018 Seniors Day (4th annual) was in partnership with the Mayors Office, Caledon Seniors Centre and sponsored by Esprit and Home Instead.	Save the Date : June 5th 2019	<b>Ongoing</b>
<b>Community Walkability Project</b>	Walk Friendly Ontario Designation	Walking audit assessments were completed for a number of schools in 2018 as part of the School Travel Plan by Peel Public Health. More walking audits are being planned for the 2019 year to assist in determining the improvements needed to make various Caledon Communities "walkable and safe".	Working with Transportation Engineering Division towards the "Walk Friendly Ontario" designation.	<b>In Progress</b>
<b>Active Transportation Task Force</b>	A new volunteer Task Force nominated by Council to support transportation initiatives (cycling, walking, driving, transit etc.)	Applications are being received for January 9th 2019. Nominations of members to follow. Terms of Reference have been updated since the end of 2018 term.	No updates available at this time.	<b>Ongoing</b>
<b>Traffic Calming Strategy</b>	A Town wide traffic calming strategy will be launched at the end of 2018 to assess new tools/technologies to change/influence aggressive driving behaviors on all types of roads in Caledon	No updates available at this time	Staff will be working with the Transportation Engineering Division to provide input from the perspectives of seniors' interests.	<b>In Progress</b>
<b>Outdoor Court Resurfacing</b>	Tennis Court maintenance and updates by the Parks department	Approved 2018 funding to resurface the Ellwood Tennis Courts in Bolton and Victoria Parks Tennis Courts in Mono Mills.	Resurfacing will be completed in Spring 2019 and will include pickleball lines	<b>Not Started</b>
<b>Affordable Housing Strategy</b>	development of strategic initiatives to assist with the rising housing prices and affordability in Caledon's housing market.	Embarking on the development of a municipal strategy for affordable housing in Caledon.	To be initiated in early 2019 and proposed completion in 2023.	<b>Not Started</b>
<b>Caledon 55+ Community Networking Group</b>	A networking group developed to improve communication measures between local 55+ agencies and services. Meeting quarterly, the group provides many with the opportunity to connect and share upcoming plans and projects.	Originally developed in 2016 - in 2019 the group embarked on a Community Navigation project outlined to improve the way older adults access service information.	Started in September 2019 - will continue during the 2019 year as a pilot project for a the Region of Peel collective impact project.	<b>Ongoing</b>
<b>Collective Impact Project</b>	Regional project led by PEAPN (Peel Elder Abuse Prevention Network) to enhance navigation methods throughout the Region of Peel.	Initiated in 2016 the plan of action has been developed to create a "Peel Council on Aging" that will lead the way for navigational services across the Region of Peel. Caledon has embarked as the pilot project to streamline its navigations services	Building on the baseline of the project and the creation of the council, monitoring and building on the pilot project in Caledon.	<b>In Progress</b>
<b>SNAP Caledon</b>	Sustainable Neighbourhood Action Plan - in partnership with the TRCA selected a catchment area in Bolton to improve sustainability and the overall community neighbourhood	Started in 2017 - completed public consultations, all day workshops and numerous evaluations, developed an action plan for the catchment area.	Initial project completion to begin in early 2019	<b>In Progress</b>

# Memorandum

Date: January 15, 2019

To: Members of Council

From: Jessica Stovin, Recreation Supervisor, Programs

Subject: Friday Night Fusion – Pilot Project Update

In October 2017, Council supported removing the financial barrier to youth participation in the Friday Night Fusion drop-in program ('Fusion') at the Caledon Centre for Recreation and Wellness. Creating a free activity for Caledon youth generated a successful social and active youth opportunity.

Fusion is for youth ages ten to seventeen years old and operates on Friday evenings from 7:00 p.m. to 10:00 p.m. which has expanded from the initial pilot of ages thirteen to seventeen.

The program provides the opportunity to be active or a place to get together with positive role models in a safe environment. Types of activities include basketball, gaming stations, foosball, skateboarding, rock climbing and billiards. By removing the financial barrier which consists of a drop-in fee of \$3 dollars, participation rates have increase which help with our ultimate goal in providing youth opportunities and reducing the burden of isolation.

Since the launch of the program in January 2018, Fusion has had over 2,000 youth attendees with 75% of the youth ranging from ten to thirteen years of age and 25% between fourteen and seventeen years of age. Acknowledging the current demographics, the Recreation Division 2019 Work Plan includes collaborating with the 'Youth Voice Collective Impact Group' (Youth Voice) and youth focused community partners to investigate and implement a Fusion model that is more attractive to youth fourteen to seventeen years old.

Youth Voice is committed to long term, sustainable growth opportunities for youth. The Collective intends to "Increase the number of employment opportunities for youth (ages 18-24), in Caledon by 2025." The Fusion program provides a platform to support and collect data to support Youth Voice's initiative.

Fusion will continue to operate on permanent basis Friday evenings at the Caledon Centre for Recreation and Wellness. The revenue loss is minimal, at an estimated \$6,000, and will be offset by the introduction of new programs and increased marketing campaigns that will target specific youth interests throughout the year which generate additional revenue.

### **Next Steps:**

It is imperative to continue the Fusion program and it is essential to the positive development of youth and the community as a whole. The Town of Caledon's support and commitment to youth is a means to demonstrating the importance of providing positive opportunities for all.

The Recreation Division will continue to monitor participation rates, identify trends and investigate options to increase participation. By working with community partners and the Youth Voice Collective Impact group, the Town of Caledon is one step closer to being a Youth Friendly Community.

# Memorandum

Date: Tuesday, January 15, 2019

To: Members of Council

From: Ryan Giles, Recreation Supervisor, Community Services

Subject: Community Service Agreements 2018

This memorandum provides an update on the Town of Caledon's Community Service Agreements (CSA) for the 2018 year.

## *Project Overview*

Recreation staff and Council members receive many unsolicited partnership opportunities that would extend or increase recreation services to residents.

In 2016 report PREC-2016-01 made a recommendation to Council to create a policy that would govern the relationship between the Recreation Division and external service providers.

The Community Service Agreement, a pre-approved template by the Legal and Purchasing Divisions was adopted by Council and it has provided a tool for community service providers to formally collaborate with the Recreation Division in a progressive and transparent format.

Recreation staff continue to explore programs and services that will enhance current offerings and associate Town staff with experts from different fields to ensure Caledon programs are up to date, based on latest trends and of the highest quality.

The Parks and Recreation division has created CSA in the areas of: Arts, Programs, Health, Education, Recreation, and Sport.

See below for a full listing of CSA's are provided below:

<b>Name</b>	<b>Category</b>	<b>Type of Partnership</b>	<b>Location</b>
Luminous Kids (2017)	Arts	Arts Programs	Town Wide
Sandhill Pipes and Drums	Arts	Performing at Town Special Events for indoor practice space	Town Wide
Belfountain Community Group	Program	Belfountain Village Halloween Kick-off Party	Belfountain
Navy League	Program	Sea Cadets Ceremony	Caledon East
Optimist Club	Program	Pumpkin Carving	Alton
Central West Local Health Integration Network	Health	Falls Prevention Program	Town Wide
Sophia Safety	Health	Babysitting and Safety Programs for Children	Caledon East/ Mayfield
Kids Great Minds	Education	Technology Based Programming for Children	Town Wide
UCMAS Canada Inc. (2017)	Education	Learning Programs	Caledon East
Boys and Girls Club of Peel	Recreation	After School Program	Bolton
Caledon East Euchre Club	Recreation	Seniors Euchre	Caledon East
Caledon Public Library	Recreation	Workshops for Camps	Caledon East
Monkeynastic	Recreation	Gymnastics Programs for Preschoolers	Caledon East/ Southfields
Toronto and Regional Conservation Authority	Recreation	Environmental Programs	Town Wide
Dive Ontario (2017)	Sport	Diving Programs	Mayfield
Malcher-McCormack Hockey Academy	Sport	Hockey Camps	Caledon East
Seikikai Martial Arts	Sport	Karate	Southfields
Sportball	Sport	Multi-Sport Program for Children	Southfields
Tai Chi	Sport	Martial Arts for Adults	Town Wide

# Memorandum

Date: Tuesday, January 15, 2019

To: Members of Council

From: Laura Hall, Interim General Manager, Corporate Services

Subject: New Information re: Staff Report 2019-16 - Cannabis Retail Store

Town staff received new information from the Region of Peel on Friday January 11 with respect to the funding arrangement between the Region and the City of Brampton and Mississauga. On page 5 of the Staff Report 2019-16 (the "Report") in the Agenda Package regarding Cannabis Retail Stores, in the second paragraph, there is a line that mentions that the Region of Peel entered into an agreement with Brampton and Mississauga to share the provincial funding 75/25. Though a report was brought forward to Regional Council which authorized the Region to enter into an agreement with Brampton and Mississauga for the alternative funding arrangements, the agreement was not signed or executed because the City of Brampton could no longer support a 75/25 split following the province's move to a private retail model. Brampton staff felt that there were still many unknowns when it came to the impacts and costs of cannabis legalization and felt more comfortable with the 50/50 split, which is Caledon's position. Therefore, the Region did not pursue the matter further and as outlined in Schedule C of the Report, the Region is expecting to receive \$563,085 this month (January) for the first payment. This is based on a 50/50 split with local municipalities. The amount of the Region's second payment is contingent on the opt-out decisions made by the local municipalities.

## Presentation Request Form



Completed Forms shall be submitted to the Legislative Services Section and can be dropped off or mailed to Town Hall, Attn: Legislative Services Section, 6311 Old Church Road, Caledon, ON L7C 1J6; faxed to 905-584-4325 or emailed to [agenda@caledon.ca](mailto:agenda@caledon.ca)

### Applicant Information

Last Name:

First Name:

Street Number:

Street Name:

Town/City:

Postal Code:

Email Address:

Contact Number:

**Please state the purpose of the presentation (subject matter to be discussed) and any other relevant information regarding the Presentation Request:**

we would like to present to council for funding for improvements to the caledon lease free park.

Personal information contained on this form is collected under the authority of the *Municipal Freedom of Information and Protection of Privacy Act*, and will be used for the purpose of providing correspondence relating to matters before Council.

Please note that all meetings are open to the public except where permitted to be closed under legislated authority. Council meetings are audio recorded and available on the Town's website. Questions about this collection should be forwarded to the Municipal Freedom of Information Coordination at 905.584.2272.



To Mayor Thompson and Council

From Caledon Leash Free Action Committee

We commend your accomplishments and continued support for the Caledon-Leash FreePark. We kindly ask that council put into consideration the humble funds for the Caledon-Leash Free Park for much needed upgrades and maintenance. As requested, we would like the council to witness our presentation which will include the 2019 budget for maintenance on the park as well for future consideration of maintenance and upgrades. There are many pressing short and long term concerns with the park that need to be addressed for the good of the community. Our main goal is to restructure the park into a safe and accessible environment for all residents and their dog companions as soon as we have the available resources.

## Presentation Request Form



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### Applicant Information

Last Name:

Thibeault

First Name:

Chuck

Street Number:

3601 #400

Street Name:

Highway 7 E.

Town/City:

Markham

Postal Code:

L3R 0M3

Email Address:

equinton@centralcounties.ca

Contact Number:

**Please state the purpose of the presentation (subject matter to be discussed) and any other relevant information regarding the Presentation Request:**

To provide a high-level overview of Central Counties Tourism, the Regional Tourism Organization-Zone 6 (RTO6) for the Province of Ontario, as to the importance of tourism as an economic driver, and how RTO6 can help the Town of Caledon and their tourism stakeholders become more successful. Additionally, the new Executive Director of Headwaters Tourism, who serve as the Destination Marketing Organization (DMO) across Headwaters Region, and their role in promoting tourism.

Personal information contained on this form is collected under the authority of the *Municipal Freedom of Information and Protection of Privacy Act*, and will be used for the purpose of providing correspondence relating to matters before Council.

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## Presentation Request Form



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### Applicant Information

Last Name:

O'Reilly

First Name:

Dan

Street Number:

[REDACTED]

Street Name:

[REDACTED]

Town/City:

Town of Caledon

Postal Code:

[REDACTED]

Email Address:

[REDACTED]

Contact Number:

[REDACTED]

**Please state the purpose of the presentation (subject matter to be discussed) and any other relevant information regarding the Presentation Request:**

This is a request to appear before Town Council at its February meeting. The purpose which is to request the Town not to implement the provisions of Section 10 of Bill 66 (Open for Business By-Laws) which have a detrimental impact on the Greenbelt.

Personal information contained on this form is collected under the authority of the *Municipal Freedom of Information and Protection of Privacy Act*, and will be used for the purpose of providing correspondence relating to matters before Council.

Please note that all meetings are open to the public except where permitted to be closed under legislated authority. Council meetings are audio recorded and available on the Town's website. Questions about this collection should be forwarded to the Municipal Freedom of Information Coordination at 905.584.2272.



SouthWestern • Integrated • Fibre • Technology

# **BOARD OF DIRECTORS APPLICATION**

## **PL-09-18**

November 9, 2018

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# 1 JOINING THE SWIFT BOARD

## 1.1 YOUR CONTRIBUTION TO SOUTHWEST ONTARIO, CALEDON AND NIAGARA REGION

SWIFT Board Directors have the opportunity to:

- Serve a two or three-year term with the objective of helping SWIFT achieve its vision: “Empowering communities to access global opportunities through local, ultra-highspeed connections”.
- Apply your skills and expertise to help develop the strategic direction of SWIFT.
- Gain valuable insight and experience developing and implementing policies that promote the region’s economic success.
- Help build a better region by supporting the ongoing development of broadband infrastructure.
- Have an impact on the day-to-day lives of Canadians by enhancing the quality of their experiences online.

## 1.2 YOUR ROLE AS A BOARD DIRECTOR

The role of SWIFT Board Directors is to help foster the development of SWIFT. The board provides strategic direction and oversight for the corporation. As well, the board plays a key role in helping build #broadbandforeveryone in southwest Ontario, Caledon and Niagara.

As a SWIFT Board Director, it’s your responsibility to:

- Provide strategic direction and oversight for the SWIFT Project.
- Help develop and implement policies that support the SWIFT vision: “*Empowering communities to access global opportunities through local, ultra-highspeed connections*”.
- Attend approximately six in-person weekday meetings in various locations across southwest Ontario, Caledon and Niagara and the Annual General Meeting (travel and expenses are reimbursed).
- Participate in committee work and associated conference calls.
- Approve SWIFT’s corporate plan and annual budget.

Board Directors are expected to serve on committees and attend board meetings regularly. Directors are remunerated for their time and reimbursed for expenses. For detailed information on compensation please review “Board Compensation” below.

**If elected to the Board, successful candidates are expected to attend two days of board meetings during the month of March. These two days consist of; board training, a review of the strategic plan and the first board meeting of the year.**

## 1.3 DESIRED SKILLS AND EXPERIENCE

The SWIFT board has a “board competencies and skills” matrix that outlines the skills and experience SWIFT will be looking for when reviewing applications.

We are seeking SWIFT members who have:

- A passion for community;
- Experience in relevant industry sectors (internet infrastructure experience);
- Finance, accounting and audit experience;
- Law (Telecom law, ICT) experience;
- Experience with and understanding of the board’s oversight role with respect to risk management;
- Previous board experience with solid understanding of board governance.

To be eligible to become a director, an individual must:

- Consent to be a candidate, and, if elected, a director.
- On application due date, meet the “qualification” requirements defined in section 5.02 of [SWIFT’s By-law No. 1](#).
- Must not be a direct employee or director of a Telecom Service Provider (example, Municipal Utility-Telcom, Telecom Cooperative, etc.)

SWIFT Directors are required to be employed by a Regular SWIFT Member or elected to a WOWC or Contributing SWIFT Member at the time of election.

#### 1.4 MEMBER AND BOARD CLASSES<sup>1</sup>

The SWIFT board is broken into three classes that represent the three classes of membership of the organization:

- Eight (8) directors represent the Western Ontario Wardens Caucus (WOWC) Member class that includes the 15 upper and single tier municipalities of the WOWC.
- Two (2) directors represent the Contributing Member class that includes the other municipalities that have funded the project and are not members of the Western Ontario Wardens Caucus (WOWC).
- Five (5) directors represent the Regular Member class that includes all other public and private sector members of the organization.

#### 1.5 BOARD DIRECTOR TERM LENGTH

The SWIFT board adopted staggered length of terms served for directors in each member class to minimize the risk of complete board turnover in a municipal election year. The following chart outlines the director length of term by year and member class:

MEMBER CLASS	AGM YEAR	2018	2019	2020	2021	2022	2023
WOWC 1		1	2		2		2
WOWC 2		1	2		2		2
WOWC 3		1	2		2		2
WOWC 4		1	2		2		2
WOWC 5		1	3			2	
WOWC 6		1	3			2	
WOWC 7		1	3			2	
WOWC 8		1	3			2	
Contributing 1		1	2		2		
Contributing 2		1	3			2	
Regular 1		2		2		2	
Regular 2		2		2		2	
Regular 3		2		2		2	
Regular 4		2		2		2	
Regular 5		2		2		2	

<sup>1</sup> Complete definitions are included in [SWIFT By-Law NO.1](#)

## 1.6 HOW TO JOIN THE BOARD THROUGH THE WOWC MEMBER CLASS SLATE

Joining the board of directors through the WOWC Member class slate can be achieved by following these steps:

- a) Verify that you are qualified: we are looking for individuals with specific skills and experience. Ensure you qualify before submitting an application.
- b) Complete the online application.
- c) SWIFT Executive Committee selects candidates: The Executive Committee will review each application and narrow down the list of potential candidates. Candidates may be contacted by the Executive Committee with follow-up questions to help make their decision. The final list of candidates will be ranked and forwarded to the WOWC Nomination Committee for review and approval.
- d) The WOWC Nomination Committee reviews the candidates and presents the slate to the WOWC Caucus for approval.

## 1.7 HOW TO JOIN THE BOARD THROUGH THE CONTRIBUTING MEMBER CLASS SLATE

Joining the board of directors through the Contributing member class slate can be achieved by following these steps:

- a) Verify that you are qualified: we are looking for individuals with specific skills and experience. Ensure you qualify before submitting an application.
- b) Complete the online application.
- c) SWIFT Executive Committee selects candidates: The Executive Committee will review each application and narrow down the list of potential candidates. Candidates may be contacted by the Executive Committee with follow-up questions to help make their decision. The reviewed list of candidates will be circulated to the Contributing Members.
- d) The Contributing members will vote one (1) week ahead of the AGM via electronic voting software to finalize the slate of 2 directors.
- e) The slate will be confirmed by a vote at the SWIFT AGM.

## 1.8 HOW TO JOIN THE BOARD THROUGH THE REGULAR MEMBER CLASS SLATE

Joining the board of directors through the Regular member class slate can be achieved by following these steps:

- a) Verify that you are qualified: we are looking for individuals with specific skills and experience in specific sectors:

- |                             |                |
|-----------------------------|----------------|
| 1. First Nations            | 4. Agriculture |
| 2. School board             | 5. Health care |
| 3. Post-secondary education | 6. Business    |

Ensure you qualify before submitting your application.

- b) Complete the online application indicating the sector you represent.
- c) SWIFT Executive Committee selects candidates: The Executive Committee will review each application and narrow down the list of potential candidates. Candidates may be contacted by the Executive Committee with follow-up questions to help make their decision. The reviewed list of candidates will be posted on the SWIFT web site for the members to review.
- d) All members will vote one (1) week ahead of the AGM via electronic voting software to finalize the slate of 5 directors.
- e) The slate will be confirmed by a vote at the SWIFT AGM.



## 1.9 DRAFT SCHEDULE

MONTH	DESCRIPTION
November	Send Board of Director Criteria to WOWC & Contributing Members.
January	Applications Due
February	Candidates will be notified
March	Election (electronic)
March	Release AGM agenda package with election results
March	AGM Meeting and confirmation vote & Board Meeting

## 1.10 BOARD DIRECTOR COMPENSATION

Remuneration for elected SWIFT Directors is based on the following principles:

- Attract and retain skilled, productive board members with core governance competencies.
- Ensure external market competitiveness and equity.
- Recognize the additional responsibilities undertaken by the chair.
- Be fiscally responsible and consistent with corporate governance best practices.

### 1.1.1 WHICH BOARD DIRECTORS ARE ELIGIBLE FOR COMPENSATION?

All three classes of elected Board Directors of SWIFT are given remuneration to recognize their time and effort and to help the organization attract and retain experienced and knowledgeable members to its Board.

### 1.1.2 WHAT COMPENSATION DO BOARD DIRECTORS RECEIVE?

Directors are compensated based on their role within the board of directors, the number and types of meetings they attend, and any additional committee work performed.

### 1.1.3 BOARD DIRECTOR COMPENSATION SCHEDULE – EFFECTIVE MARCH 2018

BOARD CHAIR	BOARD DIRECTOR
Annual Retainer: \$3,547.50	Annual Retainer: \$2,547.50
Fee per meeting (Board/Committee): \$305.70	Fee per meeting (Board/Committee): \$305.70

## BOARD COMPETENCIES

Following is the board skills matrix.

You are not asked to comment on the “Other Factors” or personal characteristics with respect to your own attributes but if you feel there are other important factors or characteristics that are important to the board as a whole, please feel free to note them for input into the process.

SKILLS RATING SCALE:	
1. <b>ADVANCED</b>	Solid experience and, if applicable, verifiable credentials that together constitute extensive experience and comprehensive knowledge
2. <b>GOOD</b>	Practical experience and demonstrated competency to practice
3. <b>FAIR</b>	Conceptual knowledge with limited experience
4. <b>LIMITED</b>	Limited experience

Director Key Strengths	Competency
<b>Previous Board of Directors Experience</b>	Experience in serving on public, private, or not-for-profit Boards operating with strong governance policies and practices.
<b>Not-for-Profit and Public-Sector Experience</b>	Not-for-Profit and Public-sector experience including knowledge of how governments operate, and the Canadian regulatory regime in which SWIFT operates.
<b>Organizational Strategic Plan</b>	Experience with planning, evaluating, and developing organizational strategic plans, and allocating resources to achieve desired outcomes. This includes a demonstrated ability to focus on longer-term goals and strategic outcomes, as separate from day-to-day management and operational experience.
<b>Business/Corporate Planning Experience</b>	Experience in business/corporate planning for public, private, or not-for-profit sectors.
<b>Finance</b>	Understanding of financial operational management and the proper application of internal controls for public, private, or not-for-profit sectors.
<b>Accounting &amp; Audit</b>	Financial literacy and knowledge of financial reporting, and knowledge of the considerations and issues associated with the auditing requirements for public, private or not-for-profit sectors.
<b>Risk Management</b>	Experience in the process of identifying principal enterprise-wide corporate risks and to ensure that management has

	implemented the appropriate systems to mitigate and manage risk.
<b>Legal Background</b>	Background, experience, and understanding of the areas of law related to SWIFT's business, such as contract, Telecom, IT, privacy, trademark, patent, etc.
<b>Human Resources Experience</b>	Understanding of human resource considerations and issues such as executive recruitment, succession planning, total compensation, performance management and organizational development.
<b>Industry Experience</b>	Industry experience related to SWIFT's line of business and mandate, including an understanding of emerging industry trends.
<b>Technical</b>	Experience and understanding of the technology that SWIFT operates.
<b>Marketing and Communications Experience</b>	Experience in marketing and communications.

**OTHER FACTORS:**

- Regional diversity
- Gender and ethnic diversity
- Orderly board succession and board leadership succession
- Personal characteristics
- Ability to listen and be open to other perspectives including the ability to ask pertinent questions
- Able to synthesize and build consensus including the ability to articulate a point of view with objective reasoning
- Ability to understand risks, opportunities and implications

## 1.11 THANK YOU

SWIFT thanks all candidates for their time and dedication to their community and helping to build #broadbandforeveryone in southwest Ontario, Caledon and Niagara.

**'Empowering communities to access global opportunities through local, ultra-highspeed connections.'**

**[APPLY HERE – Online Director Application](#)**



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Toronto ON M7A 1Y7  
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Télécopieur: 416-325-0374

December 21, 2018

Dear Head of Council:

We are writing to provide you with an update on the 2019 Ontario Municipal Partnership Fund (OMPF).

Firstly, congratulations on your new office term. Our government knows that one of the first priorities for your new council is setting your 2019 budget. The Association of Municipalities of Ontario (AMO) along with a number of individual municipalities have asked for information about the 2019 OMPF to support budget planning.

Like many of my colleagues in the Legislature, as former municipal representatives, we understand the importance of this information. Let me assure you, we are committed to getting you the details of your 2019 OMPF allocation as soon as possible.

As outlined in November's *2018 Ontario Economic Outlook and Fiscal Review*, our government wants to ensure that the vital services people rely on like health and education are available to individuals and families for generations to come. This is why our top priority is putting the Province's fiscal house in order.

As you know, the Province's financial challenge is massive. We inherited a \$15 billion deficit and over a third of a trillion dollars in net debt. The previous government was spending more than \$40 million more a day than they took in.

This is simply unsustainable. This is why we are making every effort to restore fiscal balance to the Province.

Ernst and Young, who conducted a line-by-line-review of Ontario's spending, confirmed in its report *Managing Transformation — A Modernization Action Plan for Ontario* that the growth in transfer payments and other provincial supports are key contributors to the province's mounting debt. Getting this spending under control is why we are undertaking a detailed review of all transfer payments, including those to municipalities.

We must continue to support municipalities in a way that is sustainable and responsible. To achieve this, we are reviewing the OMPF — which is why details of OMPF allocations will be released later than in past years.

.../cont'd

We will be looking to you, our municipal partners, to help us with the challenge that lies ahead — as we look to drive efficiencies and value-for-money in all of our transfer payments, including the OMPF. While we all will be operating within a smaller funding envelope, we want to work with you to return the program to what it was initially intended to do — support the Northern and rural municipalities that need it the most.

As part of the OMPF review, we will seek your feedback on how best to renew the program. We will work through AMO and the recently signed joint Memorandum of Understanding (MOU). This agreement is a foundation of our relationship. The AMO MOU table has been an important forum for discussing and receiving your input on financial matters. I also understand that there has been a staff working group that has provided valuable feedback on the OMPF in the past. Ministry officials have been asked to engage with this group early in the New Year.

Again, we want to provide you with 2019 OMPF allocations as soon as possible. We are working to complete the review early in 2019.

Since coming into office, our government has taken a number of actions to support municipalities. These include introducing legislation to address two critical issues in Ontario's firefighting sector: fairness for professional firefighters and the efficiency of the interest arbitration system. In addition, we have committed to providing municipalities \$40 million over two years to help with the implementation costs of recreational cannabis legalization. In addition, if Ontario's portion of the federal excise duty on recreational cannabis over the first two years of legalization exceeds \$100 million, the province will provide 50 percent of the surplus only to municipalities that have not opted-out as of January 22, 2019. We are also working to reduce the significant red tape burden municipalities face.

These are important initiatives that will make life better for the people of Ontario.

We respect our municipal partners, and are committed to working constructively with all local governments to find smarter and more efficient ways to make life better for our communities.

Sincerely,



Vic Fedeli  
Minister of Finance

c: The Honourable Steve Clark, Minister, Municipal Affairs and Housing  
Greg Orencsak, Deputy Minister, Ministry of Finance  
Laurie LeBlanc, Deputy Minister, Ministry of Municipal Affairs and Housing  
Jamie McGarvey, President, Association of Municipalities Ontario