



General Committee Meeting Consolidated Agenda

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

Tuesday, June 18, 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 2019-7: 2018 Enhanced Roads Program Debenture

3.2 Staff Report 2019-105: Proposed Community Cat Pilot Program

3.3 Staff Report 2019-78: 2019 Town of Caledon Federal Election Priorities

3.4 Staff Report 2019-107: Municipal Significance Designation for Special Occasion
Liquor Permit – Play Ball for Cystic Fibrosis

3.5 Staff Report 2019-108: Request for Support for a Manufacturer's Limited Liquor Sales
Licence for Sonnen Hill Brewing – 20727 Heart Lake Road

4. **DELEGATIONS**

5. **PRESENTATIONS**

5.1 Improved Service Delivery - Infrastructure: Council Workplan

Presentation from Fuwing Wong, General Manager, Finance and Infrastructure

6. **STAFF REPORTS**

6.1 Staff Report 2019-84: Metrolinx Discontinuance of Bolton GO Bus routes

6.2 Staff Report 2019-80: Update on Enhanced Road Program and Emergency Repairs
to Humberlea Storm Sewer

6.3 Staff Report 2019-73: 2019 - 2024 Corporate Greenhouse Gas Reduction Framework
and Annual Reporting

7. NOTICES OF MOTION

7.1 Councillor L. Kiernan regarding Rehabilitation of Town Roads

Whereas the capital budget is developed annually based on best available information at the time, including pavement condition information, coordination with Regional and other projects, and completion of designs/environmental assessments, if required;

Whereas the 2018/2019 winter has resulted in damage to roads that are not on the list of roads to be reconstructed in 2019;

Whereas some roads may have to be pulverized back to gravel until after the approval of the 2020 budget;

Now therefore be it resolved that a new 2019 capital project in the amount of \$650,000 for the rehabilitation of Town roads, funded from the Tax Funded Capital Contingency Reserve, be approved; and

That staff be authorized to determine the roads and scope of the new capital project based on the current five-year road rehabilitation forecast, the condition of roads following the recent winter, and a goal of construction or road improvements occurring in 2019.

7.2 Councillor N. deBoer regarding Blue Dot Campaign

Whereas the National Blue Dot Campaign is a grassroots movement led by the David Suzuki Foundation to advocate for adopting the right to live in a healthy environment into the Canadian Charter of Rights and Freedoms;

Whereas a number of municipalities across Canada have endorsed the movement;

Whereas the Town received correspondence from members of the public requesting that the Town of Caledon endorse the movement;

Now therefore be it resolved that the correspondence be referred back to staff to review Caledon's participation in the initiative and report back.

7.3 Councillor L. Kiernan regarding Landscaping Request - Caledon Village

(Please refer to memorandum 8.2.7 for background information)

Whereas Council adopted a motion in February 2018 to address the curbing and landscaping at the James St. Road allowance in Caledon Village.

Whereas to date this work is outstanding.

Whereas the temporary concrete planters placed to restrict access to James St. are being used as garbage bins.

Whereas this is negatively impacting abutting residential properties.

Now therefore be it resolved that staff be directed to complete the landscaping and curbing.

That this include the removal of the temporary concrete planters, include planting coniferous trees and the extension of the curbing to block access to James St.

7.4 Councillor J. Innis regarding Vacant Land Taxation

Whereas the Municipal Act was amended in 2018 to provide municipalities with broad flexibility to tailor the vacant and excess land subclasses reduction program to reflect community needs and circumstances, while considering the interests of local businesses.

Whereas the removal of the tax discount is an upper tier municipality responsibility

Now therefore be it resolved that the Region of Peel be requested to review the vacant and excess land subclasses reduction program provided for commercial and industrial property classes and report to Regional Council on the review.

That the report include the impacts of removing the discount for vacant and excess land subclasses for the 2020 taxation year.

That this resolution be forwarded to the Regional Municipality of Peel.

7.5 Councillor L. Kiernan and Councillor I. Sinclair regarding Traffic Calming - Belfountain

Whereas the residents in Belfountain have expressed concern about the excessive amounts of speed and traffic in the main area of Belfountain including but not limited to the Forks of the Credit, Bush Street and Mississauga Road;

Whereas Forks of the Credit from Bush Street to Mississauga Road is under the jurisdiction of the Region of Peel;

Whereas potential solutions to the traffic concerns in Belfountain may include things such as implementing a community safety zone, installing an automated speed enforcement system and other traffic calming measures;

Now therefore be it resolved that staff at the Region of Peel be requested to investigate various traffic calming measures including community safety zones and automated speed enforcement for Forks of the Credit from Bush Street to Mississauga Road in Belfountain and report back.

7.6 Councillor L. Kiernan and Councillor I. Sinclair regarding Automated Speed Enforcement Systems

Whereas the small villages and hamlets of the Town of Caledon with narrow roads and poor sight lines are just not capable of handling ever increasing volumes and speed of traffic,

Whereas Bill 65; An Act to amend the Highway Traffic Act in respect of speed limits in municipalities and other matters includes the following:

“Section 205.1 (1) An automated speed enforcement system may be used in accordance with this Part and the regulations made under it,

(a) in a community safety zone designated by by-law passed under subsection 214.1 (1) where the prescribed rate of speed is less than 80 kilometres per hour; or

(b) in a school zone designated by by-law passed under clause 128 (5) (a)”

Whereas the Town has established various Community Safety Zones in the Traffic By-law to promote safety,

Now therefore be it resolved that staff investigate the recently permitted use of automated speed enforcement systems in Caledon, both inside and outside of Community Safety Zones.

That staff review the criteria used to identify Community Safety Zones in the Town.

That staff report back in the fall of 2019.

8. CORRESPONDENCE

8.1 General Correspondence

8.1.1 Headwaters Health Care Centre

Request to present submitted by Headwaters Health Care Centre dated May 27, 2019

8.1.2 National Blue Dot Campaign

Blue Dot Movement Request Letter submitted by Gail Grant, Bernie Rochon, Pat Dwyer and Janice Partington dated June 12, 2019

8.1.3 Correspondence Regarding Access to Cannabis for Medical Purposes

Response from David Tilson, M.P, Dufferin-Caledon dated June 3, 2019 regarding Notice of Motion Regarding Access to Cannabis for Medical Purposes

*8.1.4 Bolton GO Bus Service

Letter from Mayor A. Thompson to Minister of Transportation J. Yurek dated June 10, 2019

8.2 Memorandums

8.2.1 Regional Government Review Update - Financial Analysis and Public Engagement

Memorandum from Devan Lobo, Senior Analyst (A), Corporate Initiatives, Strategic Initiatives, dated June 18, 2019 regarding Regional Government Review Update - Financial Analysis and Public Engagement

8.2.2 Economic Development Strategy Project Overview

Memorandum from Sandra Dolson, Economic Development Officer dated June 18, 2019 regarding Economic Development Strategy Project Overview

8.2.3 Purchasing Bi-annual Report for January 2019 to May 2019

Memorandum from Amedeo Valentino, Manager, Purchasing & Risk Management dated June 18, 2019 regarding Purchasing Bi-annual Report for January 2019 to May 2019

8.2.4 Public Sector Network Update

Memorandum from Erin Britnell, Interim Manager, Information Technology dated June 18, 2019 regarding Public Sector Network Update

8.2.5 2019 Association of Municipalities of Ontario (AMO) Conference

Memorandum from Devan Lobo, Senior Analyst (A), Corporate Initiatives, Strategic Initiatives, dated June 18, 2019 regarding 2019 Association of Municipalities of Ontario (AMO) Conference

8.2.6 2019 Q1 Operating Budget Variance Report

Memorandum from Steven Lee, Financial Analyst, Finance and Infrastructure Services dated June 18, 2019 regarding 2019 Q1 Operating Budget Variance Report

8.2.7 Motion regarding Caledon Village - Landscaping Request

Memorandum from Fuwing Wong, General Manager, Finance and Infrastructure Services dated June 18, 2019 regarding Motion regarding Caledon Village - Landscaping Request

9. **CONFIDENTIAL SESSION**

9.1 Confidential Staff Report 2019-100: Personal matters about an identifiable individual – Appeal Board Vacancy Appointment for the 2018-2022 Term

9.2 Confidential Staff Report 2019-17: Personal matters about an identifiable individual – Caledon Walk of Fame 2019

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.

Staff Report 2019-7

Meeting Date: Tuesday, June 18, 2019

Subject: 2018 Enhanced Roads Program Debenture

Submitted By: Heather Haire, Treasurer, Finance and Infrastructure Services

RECOMMENDATION

That the 2018 Enhanced Road Program be funded by a debenture, to be issued by the Region of Peel on behalf of the Town of Caledon;

That the Treasurer's update of the Town's projected debt servicing charges as it impacts the Town's Annual Repayment limit, outlined in Staff Report 2019-007 be received;

That the Region of Peel be requested to issue debt on behalf of the Town of Caledon as part of their debt issuance for the lower-tier municipalities in 2019; and

That a by-law be enacted authorizing the Clerk and Treasurer to execute all required documents to secure the Town's portion of funding for this project from a debenture to be issued by the Region of Peel for the upset limit amount of \$3,610,000 and for a term not to exceed 11 years.

REPORT HIGHLIGHTS

- The *Municipal Act*, allows lower-tier municipalities, within a regional municipality, to issue debentures only through the upper tier municipality;
- The Region of Peel issues debt on behalf of itself, and the lower-tier/area municipalities within the region.
- The Region is planning one debt issuance in 2019.
- The purpose of this report is to provide Council update debt and debt servicing cost information (inclusive of the proposed debenture) in order for Council to make an informed decision on the required by-laws and agreements required to issue the debenture, through the Region of Peel
- For the Town to participate in the Region's planned 2019 debenture issuance, the appropriate by-laws need to be in place which permit the issuance of debt and authorize the financial commitments (e.g. debt servicing costs) extending beyond the term of this Council.

DISCUSSION

In 2014, council approved an annual enhanced road program to be funded by debt. This program was estimated at \$4.1 million per year for 5 years to be funded by debt. The original purpose of this program was to extend the life of existing roads through a shave and pave program and delay the need for full reconstruction. As part of the Council Work Plan Infrastructure Update on 20-September-2016, staff clarified that a shave and pave program assumes that the underlying pavement structure is good. This is not the case for all roads. Accordingly, the original enhanced road program has been modified to be a shave and pave project, where possible, complemented by a program to improve the underlying pavement structure. The budget amount of \$4.1 million per year has remained unchanged and debenture funding for the Town's Enhanced Road Program has continued through to the 2019 Capital budget due infrastructure condition and needs.

Since the 2017 Enhanced Roads Program is not yet substantially complete, staff recommend debenturing the 2018 Enhanced Road program which is substantially complete. The 2017 Enhanced Roads program will be debentured in 2020 once two outstanding road segments have been constructed and the project is substantially complete. Accordingly, the Town is preparing to issue a debenture, via the Region of Peel, to fund the 2018 capital project.

In 2018, a debenture was issued for the 2016 Enhanced Roads program of \$3,629,000. This project is expecting to come in under budget at \$3,431,206, leaving remaining debenture funds of \$197,794 which is recommended to be transferred to the 2018 Enhanced Roads Program. Since the 2018 project is expected to be completed in 2019 at an estimated cost to complete of \$3,807,794, staff recommend issuing a debenture to an upset limit of \$3,610,000 ($=\$3,807,794 - \$197,794$). Council has previously approved debt financing for this project as part of the 2018 budget. The issuing of debt results in a financial commitments (e.g. debt servicing costs – principal and interest payments) extending beyond the term of Council, which must be approved by a by-law in accordance with the *Municipal Act*.

The Town of Caledon, like other lower-tier municipalities in a regional municipality, must secure long-term debt through the upper-tier municipality, the Region of Peel in Caledon's case. Town and Regional staff have started discussions on both the Region and the Town's debenture requirements and the Region is preparing for a debenture issue in September 2019, depending on market conditions. The debt service costs related to this debenture is estimated at approximately \$450,000 per year (based on May 1, 2019 estimate from the Region of Peel). This debt servicing cost is accounted for in the Town's proposed 2019 Operating Budget.

Town staff will report back via a memo to council on the debenture issuance and financial impact to the Town of Caledon after the debt issuance (through the Region of Peel) has been finalized.

FINANCIAL IMPLICATIONS

In accordance with Debt and Financial Obligations Limits regulation, *Ontario Regulation 403/02* of the *Municipal Act, 2001*, the Treasurer must update the Annual Debt Repayment Limit calculation and the anticipated annual debt charges (principal and interest) related to this project is within the Town's limit.

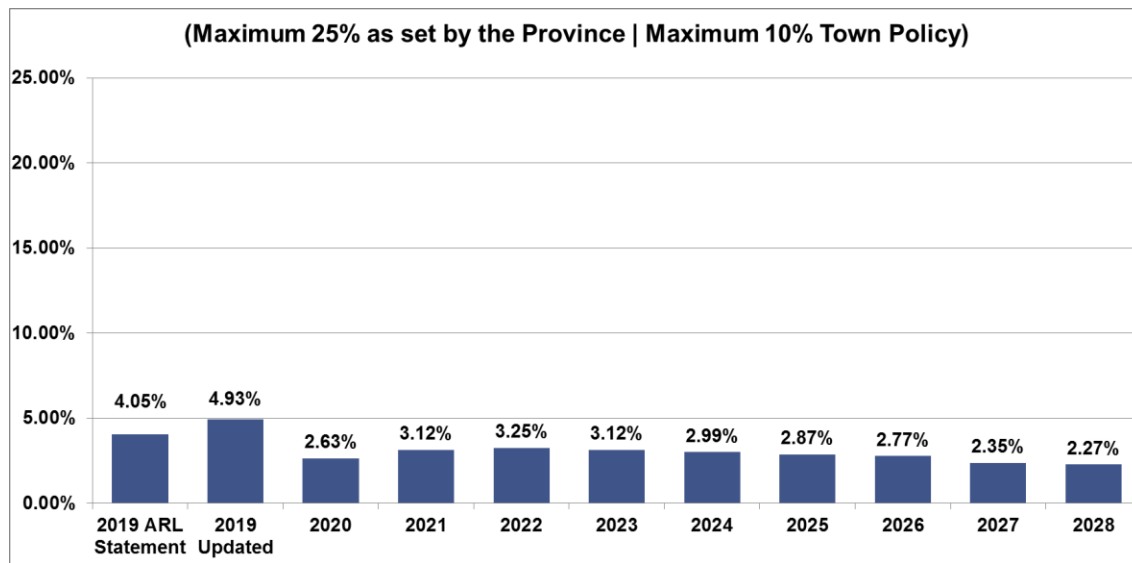
Provincial policy allows municipalities to incur debt charges equivalent to 25 percent of their net revenues without prior approval of the Local Planning Appeal Tribunal. On an annual basis, the Province provides each municipality with an Annual Repayment Limit (ARL) statement that outlines the maximum debt charges allowed (25% of net revenues), the debt charges reported, and the remaining debt repayment limit. Further, as part of the 2012 Budget, Council adopted a debt policy where the Town may issue debt to a maximum projected debt servicing charges (principal and interest payments) of 10% of net revenues.

The Province provides each municipality with an Annual Repayment Limit (ARL) statement, in accordance with Regulation 403/02 of Section 401 of the *Municipal Act 2001*, outlining the percentage of net revenues the municipality is currently using to service debt. The calculation of the ARL for a municipality in 2019 is based on its analysis of data contained in the 2017 Financial Information Return (FIR). The Town of Caledon's 2019 ARL statement report indicates that the Town has net debt charges of \$3.4 million or approximately 4.05% of the Town's net revenues. This leaves a balance of 20.95% (25% - 4.05%) or approximately \$17.4 million of the ARL available.

The Treasurer is required to calculate an updated ARL and disclose it to Council in order to assist Council in decisions regarding capital programs and debt. An update of the ARL/debt servicing costs as a percentage of net revenues based on the recommended debentures included in this report and projections on future debentures (not approved to-date) is as follows:

The chart below shows an adjusted 2019 ARL and includes updates/assumptions such as:

- Photocopier and OPP Property lease costs;
- Future debentures assumed: 2017 and 2019 Enhanced Road Project \$4.1 million each year beginning in 2020, 2018 Enhanced Road project - \$3.6 million beginning in 2019
- Maturity of Caledon Hydro Debenture in 2019
- Assessment growth revenue projections for 2019 to 2028 based on the same assumptions used in the 2019 budget



Prior to authorizing these commitments, the Treasurer is required by the *Municipal Act* to update the Town's annual financial debt and obligation repayment limit (debt capacity), incorporating the new commitments and certifying that the Town remains within this limit. The annual debt repayments / debt servicing costs may not exceed 25% of revenues as set by the Province of Ontario. The Town's policy for debt is 10% of Net Revenues. After updating the annual financial debt and obligation repayment limit calculations, the Treasurer for the Town of Caledon certifies that the Town is projected to remain below both the Provincial and the Town's internal debt repayment limits.

Debt servicing costs for debentures issued in the past and the planned debenture for the 2018 Enhanced Road Program have been included in the 2019 budget. All future approved debt capital projects will require debt payments to be incorporated in future operating budgets as an unavoidable budget increase. The 2017 and 2019 enhanced road programs debt payments will require funding in future operating budgets.

Section 403 of the *Municipal Act*, as amended, sets out the obligations of the lower-tier municipality in a regional municipality in relation to the debentures issued on its behalf by the upper-tier municipality:

The by-law of the upper-tier municipality authorizing the issue of debentures may require the lower-tier municipality to make payments in each year to the upper-tier municipality in the amounts and on the dates specified in the by-law. All amounts required to be paid to an upper-tier municipality by a lower-tier municipality are a debt of the lower-tier municipality to the upper-tier municipality. If the lower-tier municipality fails to make any payment as provided in the by-law of the upper-tier municipality, then the lower-tier municipality shall pay interest at the rate of 15% per year from the date the payment is due until it is made.

The upper-tier by-law shall provide for raising in each year as part of the general upper-tier levy the amounts required to be paid to the upper-tier municipality in any previous

Staff Report 2019-7

year by a lower-tier municipality to the extent that the amounts have not been paid to the upper-tier municipality.

COUNCIL WORK PLAN

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

ATTACHMENTS

Schedule A – 2019 Annual Repayment Limit

2019 ANNUAL REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403 / 02)

MMAH CODE:	21401
MUNID:	21024
MUNICIPALITY:	Caledon T
UPPER TIER:	Peel R
REPAYMENT LIMIT:	\$ 17,423,507

The repayment limit has been calculated based on data contained in the 2017 Financial Information Return, as submitted to the Ministry. This limit represents the maximum amount which the municipality had available as of December 31, 2017 to commit to payments relating to debt and financial obligation. Prior to the authorization by Council of a long term debt or financial obligation, this limit must be adjusted by the Treasurer in the prescribed manner. The limit is effective January 01, 2019

FOR ILLUSTRATION PURPOSES ONLY,

The additional long-term borrowing which a municipality could undertake over a 5-year, a 10-year, a 15-year and a 20-year period is shown.

If the municipalities could borrow at 5% or 7% annually, the annual repayment limits shown above would allow it to undertake additional long-term borrowing as follows:

5% Interest Rate			
(a)	20 years @ 5% p.a.	\$	217,135,409
(a)	15 years @ 5% p.a.	\$	180,850,044
(a)	10 years @ 5% p.a.	\$	134,539,703
(a)	5 years @ 5% p.a.	\$	75,434,667
7% Interest Rate			
(a)	20 years @ 7% p.a.	\$	184,584,881
(a)	15 years @ 7% p.a.	\$	158,691,803
(a)	10 years @ 7% p.a.	\$	122,375,422
(a)	5 years @ 7% p.a.	\$	71,439,819

DETERMINATION OF ANNUAL DEBT REPAYMENT LIMIT

(UNDER ONTARIO REGULATION 403/02)

MUNICIPALITY:

Caledon T

MMAH CODE:

21401

		1
		\$
Debt Charges for the Current Year		
0210	Principal (SLC 74 3099 01).	2,489,000
0220	Interest (SLC 74 3099 02).	818,724
0299	Subtotal	3,307,724
0610	Payments for Long Term Commitments and Liabilities financed from the consolidated statement of operations (SLC 42 6010 01)	58,923
9910	Total Debt Charges	3,366,647
		1
		\$
Amounts Recovered from Unconsolidated Entities		
1010	Electricity - Principal (SLC 74 3030 01)	0
1020	Electricity - Interest (SLC 74 3030 02)	0
1030	Gas - Principal (SLC 74 3040 01)	0
1040	Gas - Interest (SLC 74 3040 02)	0
1050	Telephone - Principal (SLC 74 3050 01)	0
1060	Telephone - Interest (SLC 74 3050 02)	0
1099	Subtotal	0
1410	Debt Charges for Tile Drainage/Shoreline Assistance (SLC 74 3015 01 + SLC 74 3015 02)	0
1411	Provincial Grant funding for repayment of long term debt (SLC 74 3120 01 + SLC 74 3120 02).	0
1412	Lump sum (balloon) repayments of long term debt (SLC 74 3110 01 + SLC 74 3110 02).	0
1420	Total Debt Charges to be Excluded	0
9920	Net Debt Charges	3,366,647
		1
		\$
1610	Total Revenues (Sale of Hydro Utilities Removed) (SLC 10 9910 01).	96,503,567
Excluded Revenue Amounts		
2010	Fees for Tile Drainage / Shoreline Assistance (SLC 12 1850 04)	0
2210	Ontario Grants, including Grants for Tangible Capital Assets (SLC 10 0699 01 + SLC 10 0810 01 + SLC10 0815 01)	2,398,470
2220	Canada Grants, including Grants for Tangible Capital Assets (SLC 10 0820 01 + SLC 10 0825 01)	114,213
2225	Deferred revenue earned (Provincial Gas Tax) (SLC 10 830 01)	0
2226	Deferred revenue earned (Canada Gas Tax) (SLC 10 831 01)	1,323,351
2230	Revenue from other municipalities including revenue for Tangible Capital Assets (SLC 10 1098 01 + SLC 10 1099 01)	2,967,353
2240	Gain/Loss on sale of land & capital assets (SLC 10 1811 01)	-575,767
2250	Deferred revenue earned (Development Charges) (SLC 10 1812 01)	6,180,536
2251	Deferred revenue earned (Recreation Land (The Planning Act)) (SLC 10 1813 01)	0
2252	Donated Tangible Capital Assets (SLC 53 0610 01)	934,795
2253	Other Deferred revenue earned (SLC 10 1814 01)	0
2254	Increase / Decrease in Government Business Enterprise equity (SLC 10 1905 01)	0
2299	Subtotal	13,342,951
2410	Fees and Revenue for Joint Local Boards for Homes for the Aged	0
2610	Net Revenues	83,160,616
2620	25% of Net Revenues	20,790,154
9930	ESTIMATED ANNUAL REPAYMENT LIMIT (25% of Net Revenues less Net Debt Charges)	17,423,507

* SLC denotes Schedule, Line Column.

Staff Report 2019-105

Meeting Date: June 18, 2019

Subject: Proposed Community Cat Pilot Program

Submitted By: Laura Hall, Manager, Regulatory Services

RECOMMENDATION

That the Proposed Community Cat Pilot Program outlined in Staff Report 2019-105 be approved;

That staff be authorized to draw up to \$5,000 from the Town's Animal Services Contingency Reserve Fund to fund the 2019 Community Cat Pilot Program;

That the Supervisor, Animal Services be delegated authority to enter into agreements with local caretakers regarding the Program; and

That staff report back on the progress and impact of the Community Cat Program as part of a future Budget process.

REPORT HIGHLIGHTS

- The issue of feral cats (also known as homeless cats) is present in many municipalities across Ontario and in jurisdictions around the world.
- Feral cats impact local communities in a variety of ways including, but not limited to, negatively affecting the surrounding ecosystem; presenting a nuisance to local residents; and contributing to the problem of cat overpopulation.
- Based on the feedback received at the Town's Open House regarding the proposed Animal Care & Control By-law, staff undertook a preliminary study of feral cats in Caledon.
- Staff have records that indicate there are approximately 30 colonies throughout Caledon with anywhere between 4 and 12 cats in each colony. Most colonies are within the Bolton industrial and commercial areas, with some colonies located within natural areas
- From the research conducted, several municipalities have implemented Community Cat Programs (known as Trap, Neuter and Return). These programs have reduced homeless cat populations by about 30% and are well received by the property owners where the cats reside.
- Staff feel it is advantageous for the Town to provide support to the management of feral cats within the community by implementing a Trap, Neuter, Return pilot program at this time.
- Staff are recommending to use \$5,000.00 of the Town's Animal Services Contingency Reserve fund to go towards the pilot program to spay/neuter, vaccinate and identify approximately 23 cats.
- At the completion of the pilot program, staff will report back to highlight the success of the program and impact.

DISCUSSION



The issue of feral cats (also known as homeless cats) is present in many municipalities across Ontario and in jurisdictions around the world. Feral cats impact local communities in a variety of ways including, but not limited to, negatively affecting the surrounding ecosystem; presenting a nuisance to local residents; and contributing to the problem of cat overpopulation. To address this issue, municipalities have employed a host of animal control and education programs. For example, Toronto, Oshawa, Markham, Whitby, Innisfil and Mississauga all provide TNR Programs. More recently, community volunteer groups have actively engaged in Trap, Neuter and Return programs designed to reduce the feral cat population through natural attrition. From the research conducted, such programs have managed over time to reduce homeless cat populations by about 30% and are well received by the property owners where the cats reside.

Based on the feedback received at the Town's Open House regarding the proposed Animal Care & Control By-law, staff undertook a preliminary study of feral cats by hosting a meeting with local groups that care for various cat colonies throughout the Town. Based on the geographic size of Caledon, discussions, statistics and evidence available suggests the presence of small or moderate-sized colonies in Caledon. Notwithstanding this, there is an opportunity for the Town to assist in proactively controlling the feral cat population from expanding through the implementation of a community cat program (commonly known as a Trap, Neuter, Return program). The success of such programs is largely dependent on the participation and dedication of local volunteers who essentially take on most of the responsibility. Currently, staff have records that indicate there are approximately 30 colonies throughout Caledon with anywhere between 4 and 12 cats in each colony. Most colonies are within the Bolton industrial and commercial areas, with some colonies located within natural areas. It is understood that local volunteers attend each colony on a daily basis to provide food, water, shelter and check the health of the cats. The local volunteers are often affiliated with charitable organizations that assist with food supply and in some cases build shelters. Staff feel it is advantageous for the Town to provide support to the management of feral cats within the community by implementing a program to spay/neuter, vaccinate and identify each cat as this is what is most needed at this time. The local volunteers did advise that they often pay out of pocket to have feral cats within the colonies neutered or spayed, or travel a fair distance to participate in a similar program offered in other municipalities.

Based on the information collected, staff recommend implementing a pilot program to support local volunteers and assist in maintaining the feral cat population within the Town. Such a program will continue to ensure feral cats do not become a nuisance to local property owners and businesses.

Pilot Program Information



Staff Report 2019-105

In a Community Cat Program, community cats are humanely trapped, brought to a veterinarian to be spayed or neutered, vaccinated, eartipped (the universal sign that a community cat has been neutered and vaccinated), and then returned to their outdoor home (colony).

Staff are proposing to utilize funds available in the Animal Services contingency reserve fund to purchase 10 traps and to spay/neuter, vaccinate and ID approximately 23 cats. As part of the program, a local cat colony caretaker would enter into an agreement with the Town to trap and manage each cat that is delivered to the Town. Staff are recommending that the Supervisor, Animal Services is given authority to enter in such agreements on behalf of the Town. The Town would transport the cats to a local veterinarian to be spayed/neutered, vaccinated and identified. Once each cat is fully recovered the caretaker would return them to their colony and continue to care for the cat.

Staff will set dates and times throughout the next six months to facilitate the intake of the cats to ensure the day to day operations and administration of animal services is not disrupted.

In addition, at the conclusion of the program, staff will report back as part of the 2020 budget process.

FINANCIAL IMPLICATIONS

Staff are recommending to draw up to \$5,000 from the Town's Animal Services Contingency Reserve fund account # 08-00-900-35005-000-25000 which has a current uncommitted balance of \$20,364 to fund the following costs of the 2019 Community Cat Pilot Program:

- Start-up one-time costs:
 - Purchase 10 live traps at approximately \$150.00 per trap = \$1,500.00
- Spay/Neuter and Vaccinate:
 - Spay/Neuter, Vaccinate and ID approximately 23 cats at approximately \$150.00 per cat = \$3,500.00

The uncommitted balance in the Animal Services Contingency Reserve Fund after funding the estimated Pilot costs of \$5,000 ($=\$1,500+\$3,500$) will be \$15,364 ($=\$20,364-\$5,000$).

COUNCIL WORK PLAN

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

ATTACHMENTS

None.

Staff Report 2019-78

Meeting Date: Tuesday, June 18, 2019

Subject: 2019 Town of Caledon Federal Election Priorities

Submitted By: Devan Lobo, Senior Analyst (A), Corporate Initiatives, Strategic Initiatives

RECOMMENDATION

That the Town of Caledon Priorities related to the 2019 Federal Election as identified in Staff Report 2019-78 be endorsed.

REPORT HIGHLIGHTS

- The next federal general election is scheduled to be held on or before October 21, 2019.
- The Town of Caledon needs support from other orders of government to achieve the priorities identified in Council's Work Plan.
- By endorsing a set of priorities, the Town of Caledon can speak as a collective voice when advocating for potential policy changes with candidates in the Dufferin-Caledon riding.
- The Town of Caledon Priorities document for the Federal Election is to educate local candidates on the types of issues they can advocate for, if elected.

DISCUSSION

Legislative and funding actions taken by the Federal Government can have significant impact on municipal governments, in general, and the Town of Caledon specifically. These actions can assist or hinder Town Council's ability to execute upon their identified priorities. Staff believe that it is important to educate and inform those seeking public office about the challenges being faced by Caledon residents and businesses.

On or before October 21, 2019 a Federal Election will occur. As candidates for all parties are selected, and then begin to campaign within the Dufferin-Caledon riding, the Town, along with local residents and businesses, have an opportunity to communicate their priorities to the candidates. By endorsing a set of priorities, the Town of Caledon can speak with one voice to these candidates to increase candidate knowledge and ultimately the priorities of the next Ontario government to support the needs of the Town.

Town of Caledon Priorities

From an advocacy perspective, it is important for the Town's "asks" of future governments to be consistent and closely aligned with Council endorsed priorities. To this end, these priorities were created based on Council's 2018-2022 Work Plan, and a review other strategic documents such as the annual department business plans and budgets. Where appropriate, these priorities also reflect additional feedback provided by Council.



Staff Report 2019-78

Staff recommend the following items be communicated as part of the Town of Caledon's Federal Election Priorities document:

- The Town of Caledon expects the next federal government to invest in broadband internet access for rural communities.
- The Town of Caledon expects the next federal government to support the rural environment and economy through value-added agriculture and other supportive policies.
- The Town of Caledon expects the next federal government to help single households, persons with disabilities and older adults stay in their communities by providing incentives for the private sector to build suitable, affordable housing opportunities.
- The Town of Caledon expects the next federal government to invest in transportation and transit infrastructure to support the movement of goods and people.
- The Town of Caledon expects the next federal government to strongly address climate change mitigation and adaptation and meet its commitments of the Paris Agreement and limit the average global temperature increase to 1.5C above pre-industrial levels.

Region of Peel Election Priorities

The Region of Peel has approved a set of infrastructure priorities as part of their federal election strategy. These priorities revolve around four infrastructure areas; social, green, transportation and funding. The Town priorities around issues of broadband, rural economy, transportation, climate change and housing are complementary to what has been outlined in the Peel documents. More information on these priorities can be found at: <http://www.peelregion.ca/council/advocacy/>

The Federation of Canadian Municipalities (FCM)

In relation to the upcoming federal election, FCM is advocating for a number of local and rural priorities. These include better roads, transit, water and energy infrastructure, housing affordability and a national broadband strategy. Further, discussions have revolved around achieving a modernized municipal-federal relationship, obtaining predictable long-term municipal funding for areas such as climate change and infrastructure and applying a rural and remote municipal policy lens.

Status of Provincial Party Platform Alignment (listed alphabetically)

- The Conservative Party of Canada released their platform on October 9, 2018. Of note from a Caledon perspective, there is focus within the platform on balancing the budget and removing the carbon tax. These commitments have some alignment with recommendations under climate change of the Town of Caledon Priorities document and items under Connected Community within Council's Work Plan.
- The Green Party of Canada released their priorities, *Vision Green*, on September 9, 2018. The party proposes to focus on reducing Greenhouse Gas (GHG)

- emissions and green economic principles. The priorities have some alignment with the climate change and rural economy recommendations of the Town of Caledon Priorities document and items under Sustainable Growth and Connected Community within Council's Work Plan.
- The Liberal Party of Canada released their platform, *Real Change – Investing in the Middle Class*, on October 5, 2018. With respect to Caledon, the plan focuses on affordable housing and support for first time home buyers, climate change action, skills training, small business and entrepreneurialism, and investments in infrastructure. The plan aligns with the recommendations of climate change, small business and economy, housing, broadband and transportation planning of the Town of Caledon Priorities document and items under Sustainable Growth, Connected Community and Improved Service Delivery.
 - The New Democratic Party released their platform on October 9, 2018, aligning with recommendation of housing of the Town of Caledon Priorities document and items under Sustainable Growth and Connected Community within Council's Work Plan. The party priorities focus on affordable housing, climate change and improving access to cellular and internet coverage.

Next Steps

Staff (Strategic Initiatives) recommends the following tactics be executed upon in 2019:

- Develop a communication document to circulate Priorities to all candidates in the Dufferin-Caledon riding as they are nominated by their parties.
- Circulate Priorities document to other impacted stakeholders including Federal Party Leaders and Federal Party Headquarters, the Region of Peel, and cities of Mississauga and Brampton.
- Support the Mayor's Office in hosting an all candidates meeting to brief Dufferin-Caledon candidates on the Town's priorities.
- Staff will work with Regional staff to coordinate efforts regarding government relations on the 2019 Federal Election where applicable.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this report.

COUNCIL WORK PLAN

Sustainable Growth - Ensure that Caledon grows in a balanced and sustainable manner
Connected Community - Strengthen the bonds that connect the community
Improved Service Delivery - Improve service delivery to reflect the changing needs of the community
Good Governance - Steward resources through sensible, prudent budgeting and transparent, participatory decision-making

ATTACHMENTS

None.

Staff Report 2019-107

Meeting Date: June 18, 2019

Subject: Municipal Significance Designation for Special Occasion Liquor Permit – Play Ball for Cystic Fibrosis

Submitted By: Melissa Lanfanti, Administrative Assistant, Corporate Services

RECOMMENDATION

That the Play Ball for Cystic Fibrosis (CF) tournament to be held on August 16 and August 17, 2019 at the Caledon East Park be designated as municipally significant for the purposes of obtaining a Special Occasion Permit.

REPORT HIGHLIGHTS

- The Alcohol and Gaming Commission of Ontario (AGCO) can only issue a Special Occasion Liquor Permit for an indoor event liquor sales to:
 - a) a registered charity, non-profit organization or association organized to promote charitable, educational and religious or community objects; or
 - b) an event of provincial, national or international significance; or
 - c) an event designated by municipal council as an event of municipal significance.
- The AGCO requires that an event of municipal significance be designated by a council resolution.

DISCUSSION

The purpose of this report is to obtain Council's consent to designate the Play Ball for CF tournament to be held on August 16 and August 17, 2019 at the Caledon East Park as a municipally significant event.

The Alcohol and Gaming Commission of Ontario requires that a public event not hosted by a registered charity or registered non-profit entity must be designated as municipally significant.

The Town received an application from Michelle Klingel for a Special Occasion Permit at the event. With further review of the application, it was identified that in order to issue a Special Occasion Permit, the event must be deemed municipally significant.

The three-pitch softball tournament will host eight teams, two of which include parents of children in the community who have battled Cystic Fibrosis. The purpose of this tournament is to raise awareness and donations for Cystic Fibrosis Canada. The applicant hosted this tournament in 2018 and with its success over \$5000.00 in donations was raised for Cystic Fibrosis Canada, to date.



Staff Report 2019-107

Staff support the request for the event to be deemed municipally significant as the organizers are raising money and awareness for Cystic Fibrosis.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this report.

ATTACHMENTS

None

Staff Report 2019-108

Meeting Date: June 18, 2019

Subject: Request for Support for a Manufacturer's Limited Liquor Sales Licence for Sonnen Hill Brewing – 20727 Heart Lake Road

Submitted By: Melissa Lanfanti, Administrative Assistant, Corporate Services

RECOMMENDATION

That the request from Sonnen Hill Brewing regarding an application to obtain a Manufacturer's Limited Liquor Sales Licence located 20727 Heart Lake Road, to sell and serve beer to patrons for consumption in single servings at their manufacturing site, be supported upon the following condition being satisfied:

- a) Approval of a final inspection through the building permit application.

REPORT HIGHLIGHTS

- Sonnen Hill Brewing located at 20727 Heart Lake Road has requested support of an application for a Manufacturer's Limited Liquor Sales Licence.
- Ontario Regulation 719 under the *Liquor Licence Act* requires a resolution from the local municipality supporting and endorsing the application.

DISCUSSION

The Alcohol and Gaming Commission of Ontario (AGCO) has enacted a regulation under the Liquor Licence Act which allows Ontario wineries and breweries to sell and serve wine and beer manufactured on-site in single serving portions. The AGCO application process requires manufacturers to include a resolution approved by the local municipality supporting the issuance of the licence.

A request for support for a Manufacturer's Limited Liquor Sales Licence was received from Sonnen Hill Brewing located at 20727 Heart Lake Road, a local brewery in the Town of Caledon who intends to apply for a licence from the AGCO. Correspondence from the owner of Sonnen Hill Brewing is attached as Schedule A to this report.

The Town's Economic Development division supports entrepreneurs within the agricultural area who contribute to the economic growth of Caledon. Sonnen Hill Brewing will bring jobs and increase community pride while contributing to the tourism and social sector within Caledon. As a result, recommends support of the licence.

The application was circulated to the appropriate departments. Sonnen Hill Brewing has received site plan approval for a farm based alcohol production facility. Planning and

Staff Report 2019-108

Development staff have no concerns. A building permit has been issued and requires passing of a final inspection.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this request.

COUNCIL WORK PLAN

N/A

ATTACHMENTS

Schedule A – Correspondence from Sonnen Hill Brewing.

Sonnen Hill Brewing

June 6th, 2019

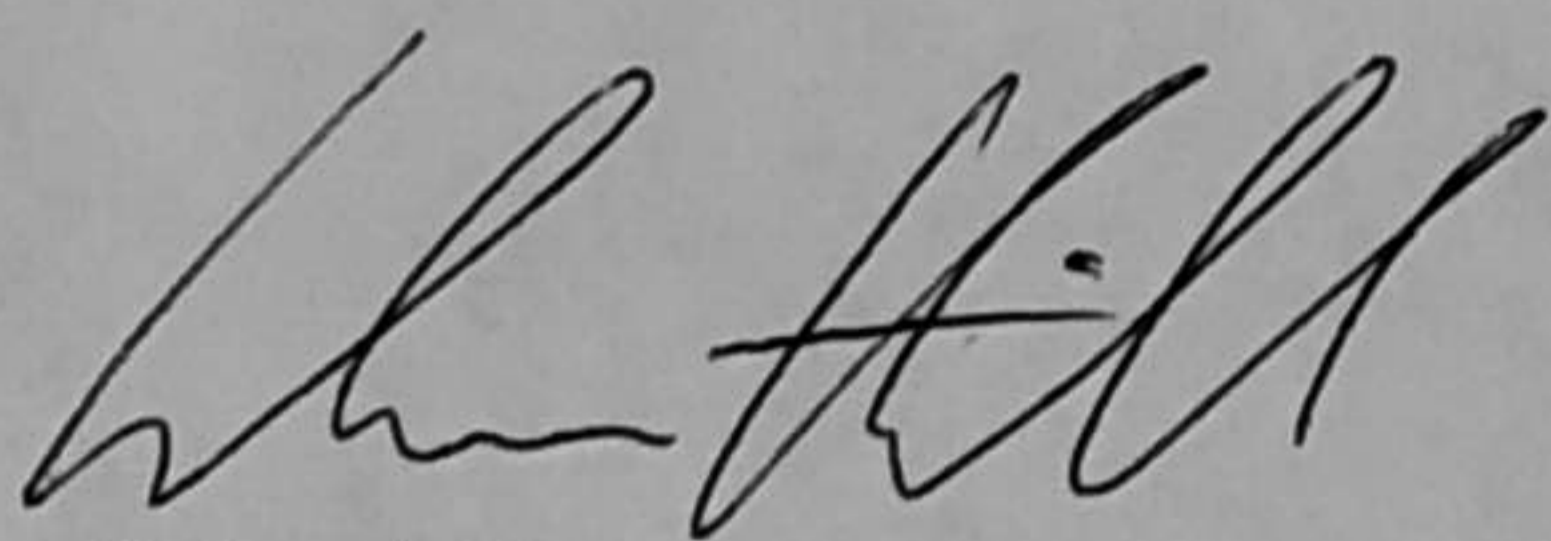
Attn: Town Clerk and Council Members of the Town of Caledon

Sonnen Hill Brewing is a new farm brewery located in Caledon, Ontario. The brewery was first established in 2018 and it is completely family-owned and operated. Brewing beer has been in our family since the 1860's in Germany and it is something we are extremely proud to be re-establishing here in Caledon. I, Calum Hill, have worked at some of the most highly regarded breweries in England and obtained an MSc in Brewing and Distilling at Heriot Watt University in Edinburgh, Scotland. I am the sole brewer and creative director at Sonnen Hill and it is my hope that my previous experience and education will help me to create beers here that will stand up against some of the best in Ontario and the world.

Sonnen Hill Brewing is heavily inspired by my brewing heritage. My maternal family had a small farm brewery in Schmiechen, Germany and our name is inspired by their most popular beer, Sonnen Pils. I have also been inspired by a number of small farmhouse breweries in Europe and the United States, and myself and my family aim to create artisanal beer on our own farm that is unique, sustainable and something the local community can be proud of. The high-quality beer we will create will use a variety of ingredients grown and produced on our family farm that will epitomize the place in which it has been made. I will be using well water, ingredients and honey from our farm and other Ontario farms, as well as wild yeast captured from the Caledon air to ferment our beer.

Myself and my family are requesting a resolution from the Town of Caledon to support and endorse our application to the Alcohol and Gaming Commission of Ontario (AGCO) for an On-site Brewery Retail Store Authorization application. This will allow Sonnen Hill to sell packaged beer directly to the public from our farm brewery. We would be incredibly appreciative to the Town of Caledon for the support to lawfully sell beer on our premises, and allow us the opportunity to connect with local beer lovers.

Thank you for considering this request which would help our small business immensely in becoming an active and valued member of our local community.



Calum Hill
Sonnen Hill Brewing
20727 Heart Lake Road
Caledon, ON, L7K 2A9

2018-2022 Council Work Plan

Update on Improved Service Delivery - Infrastructure

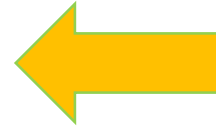


Presentation by: Fuwing Wong
General Manager, Finance & Infrastructure Services

18-June-2019 General Committee Meeting

Improved Service Delivery

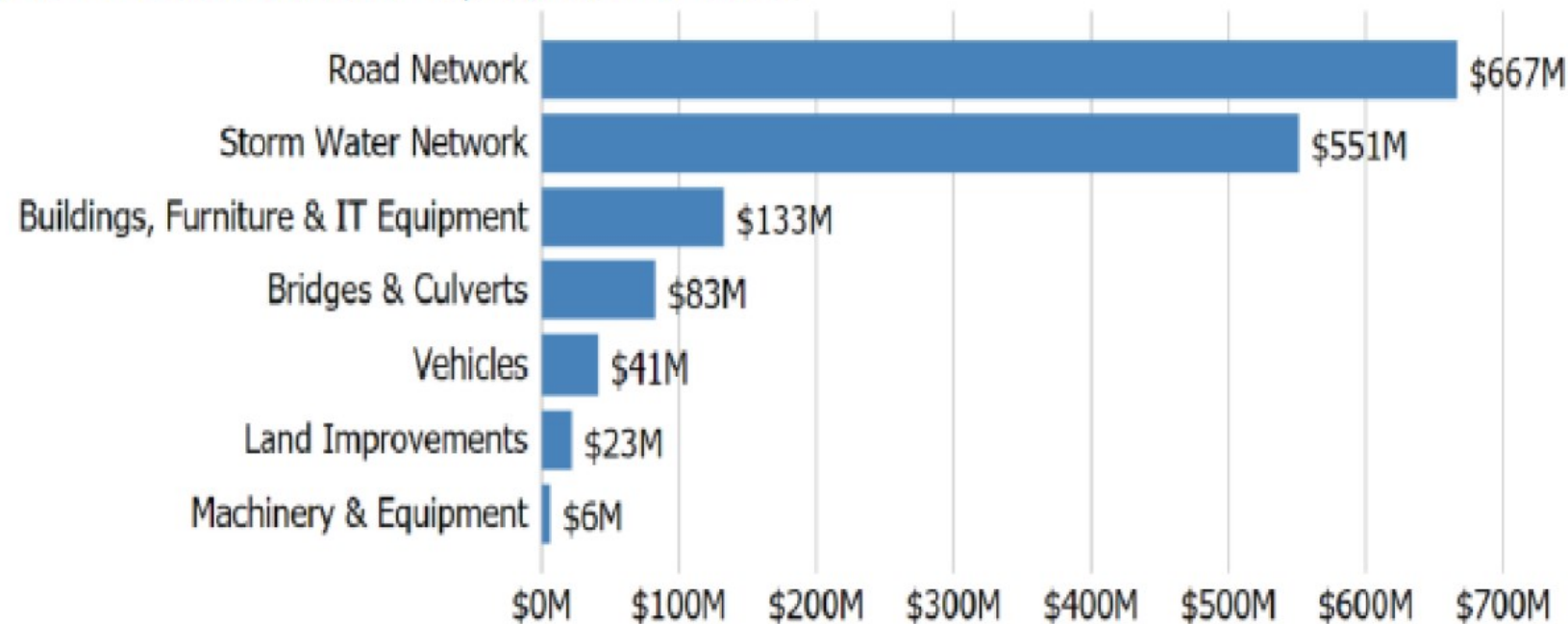
- Improve roads and long-term planning to maintain roads to standard
- Plan for improved stormwater management to reduce drainage issues
- Build and maintain parks and green space
- Plan and fund recreation infrastructure that meets the changing needs of the community
- Explore community hub models for service delivery
- Provide options for an innovation hub for residents, entrepreneurs and small businesses



Current State

	lane km			
	Gravel	Asphalt	Surface Treatment	Concrete
Urban	0	585.62	6.88	2.32
Rural	234.33	464.76	337.37	0

Figure A: Asset distribution by replacement cost

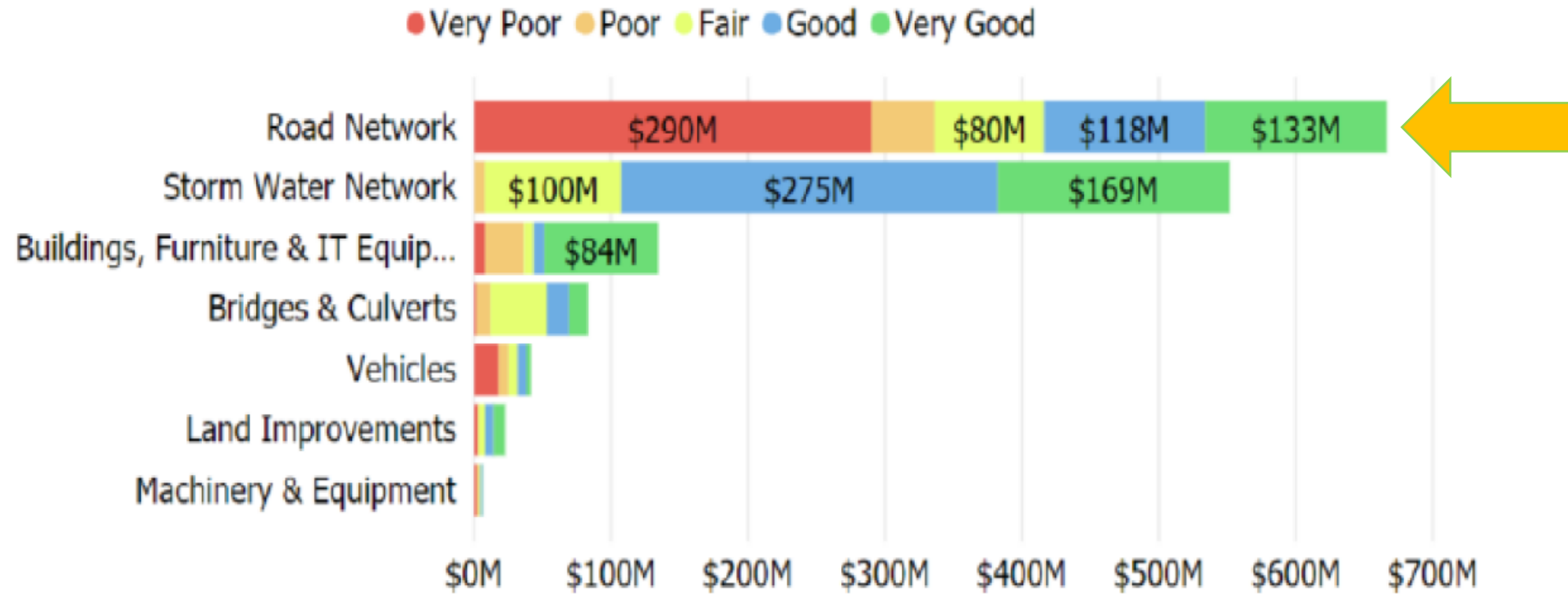


The 2018 Asset Management Plan for the

Town of Caledon

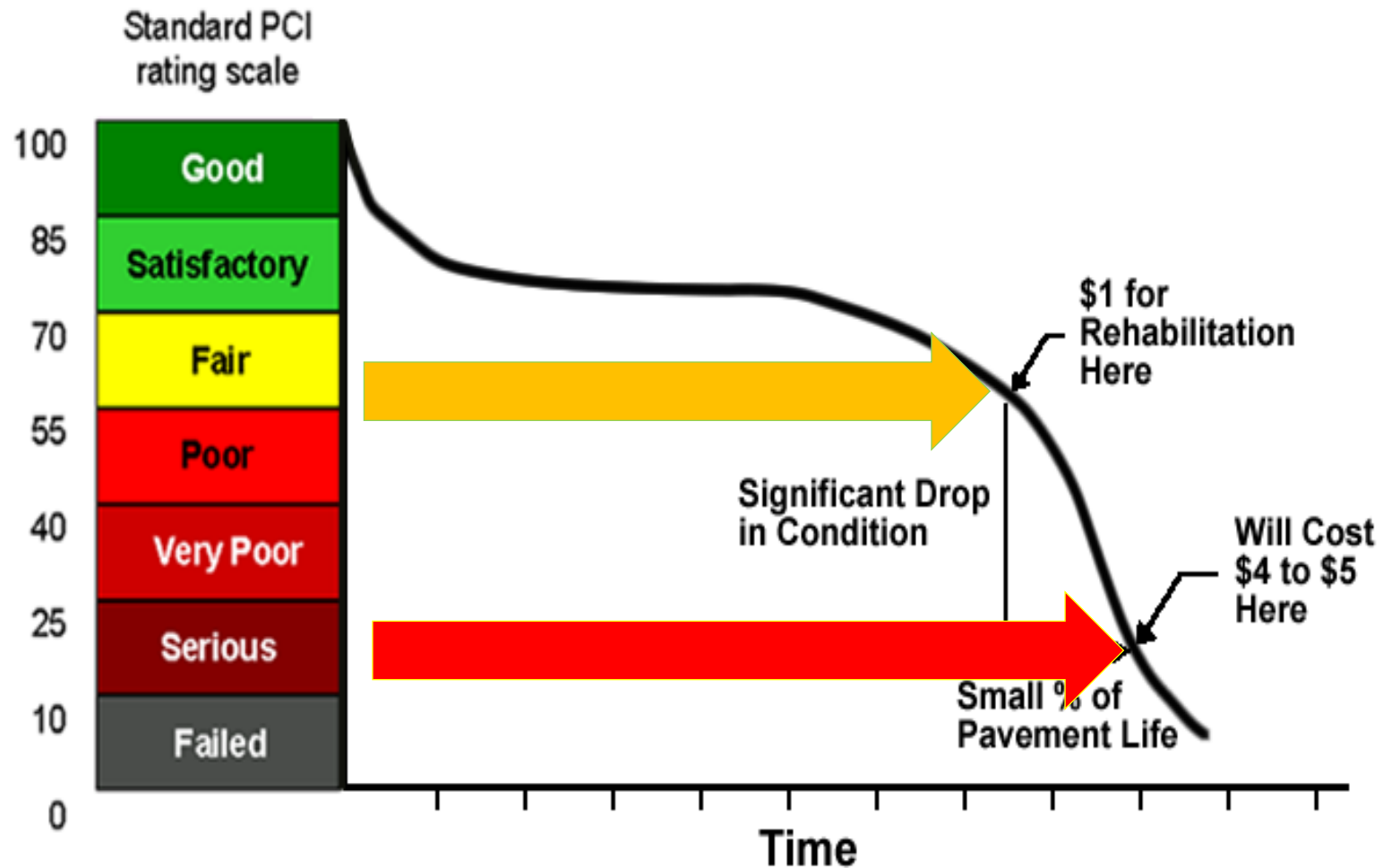
Asset Management Plan Data

Figure B: Asset condition distribution



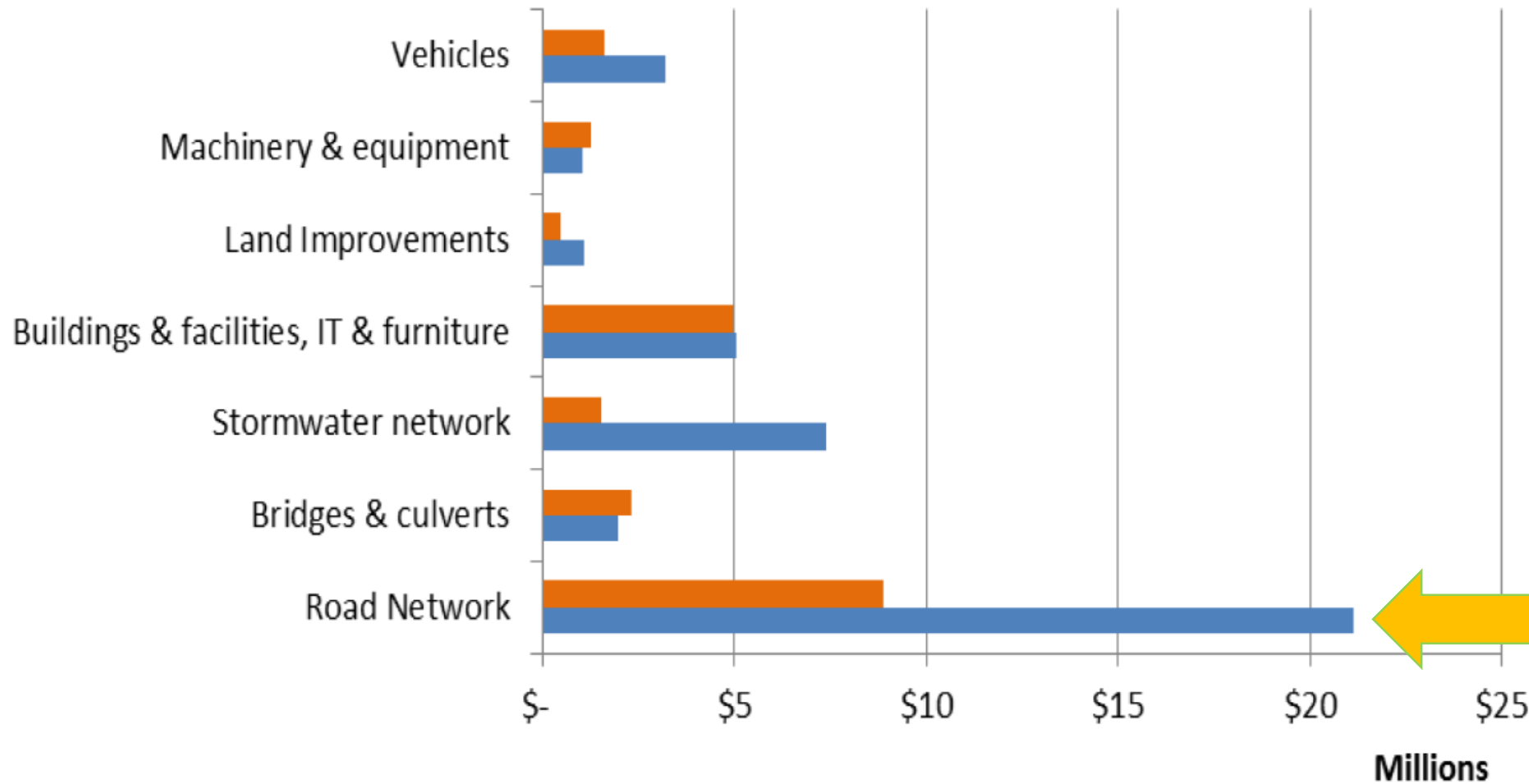
Road Network Management Philosophy

At an overall road network level, it is more cost-effective to allocate maintenance / minor rehabilitation funds to road sections *before* they slip into the costly reconstruction conditions



Asset Management Plan Recommendations

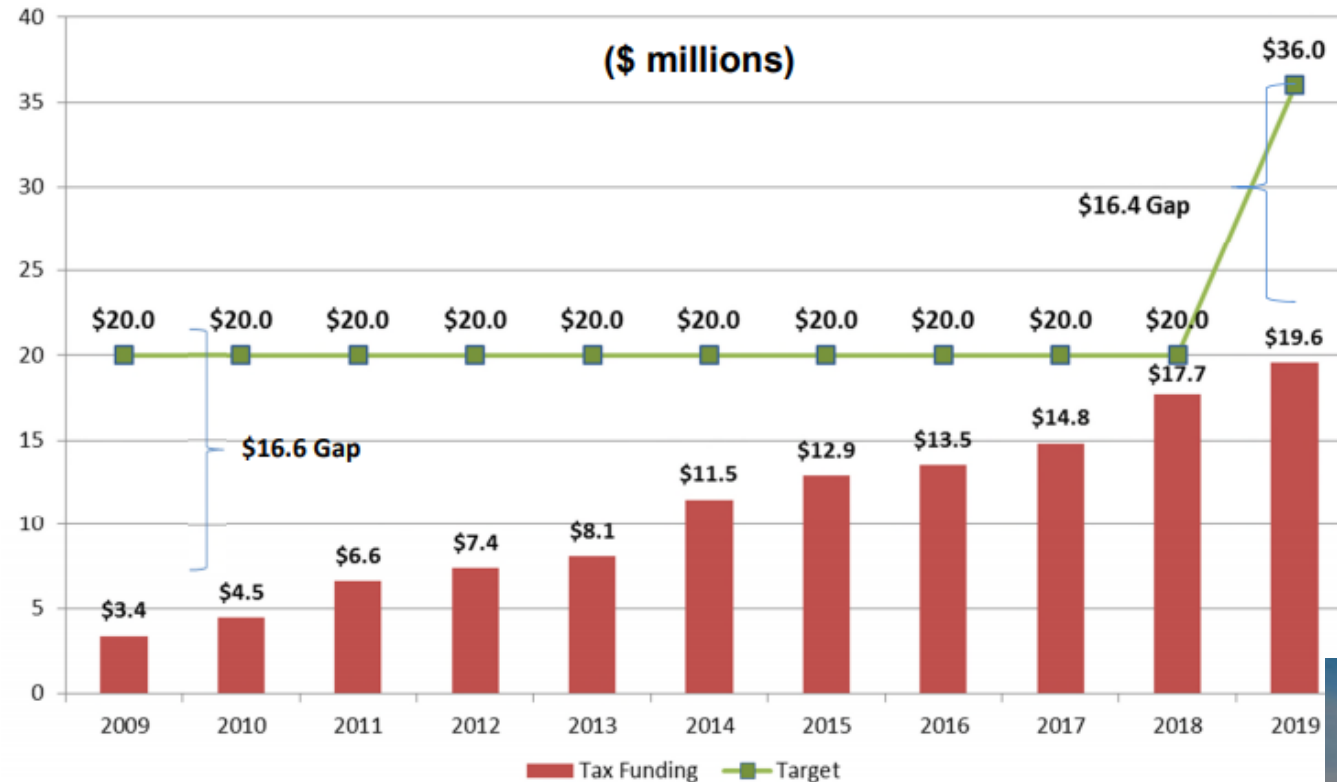
Figure C: Town's average annual funding deficit for its infrastructure assets



■ Total funding available as of 2018 ■ Avg. annual investment required

Current Funding Sources

- Tax Funded Capital Program \$19.6 million annually (2019) – Note: only \$7.8 million allocated to roads in the 2019 budget

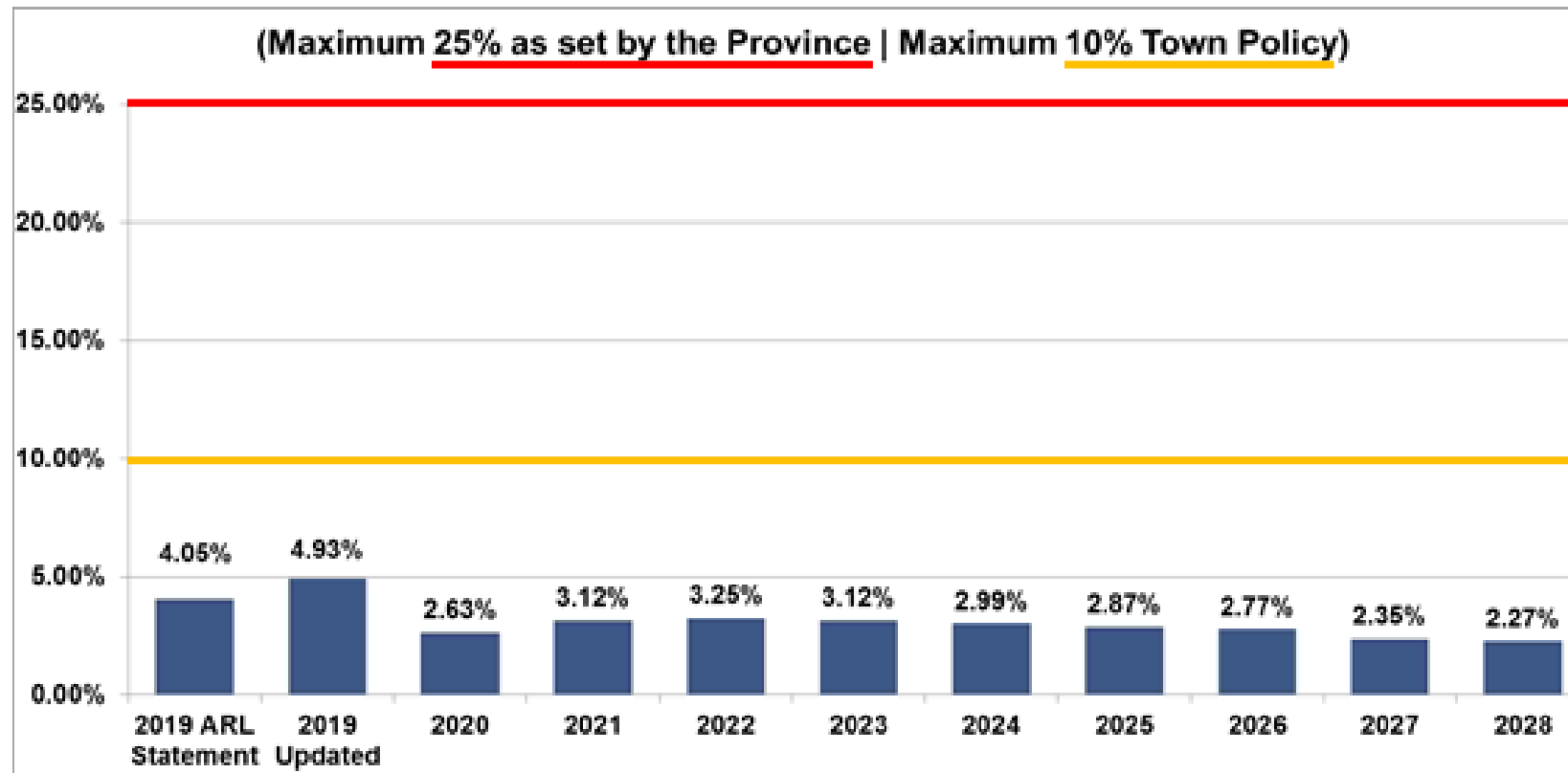


- Federal Gas Tax \$3.7 million (2020)
- Ontario Community Infrastructure Fund (OCIF) \$1.4 million (2020)
- Aggregate Levy \$0.2 million (estimate)



Funding Options – Short Term

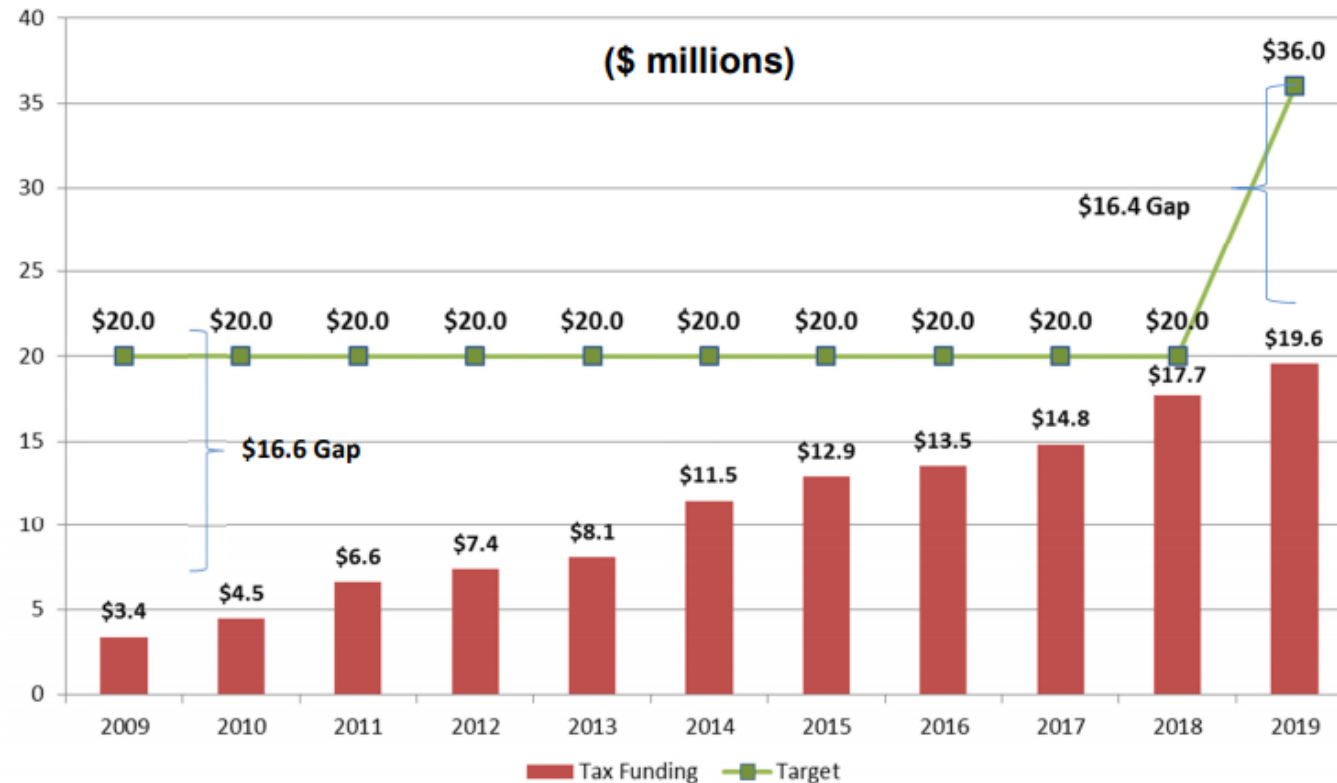
- One-time (doubling) Federal Gas Tax - \$3.6 million
- Utilize Capital Asset Replacement Reserve (former “Hydro Reserve Fund”) – 2020 forecasted balance \$14.8 million | Grows by \$2.1 million per year
- Increase debt-financing for roads – currently \$4.1 per year for “Enhanced Roads Program”
 - Based on current rates, 1% tax increase for debt-financing costs related to every \$5 million of debt;
 - Option to borrow \$20 million in 2020 and \$20 million in 2021 and still stay within the internal debt repayment limit of 10% Net Revenues



\$40 million debenture may result in 8.3%

Funding Options – Long-Term

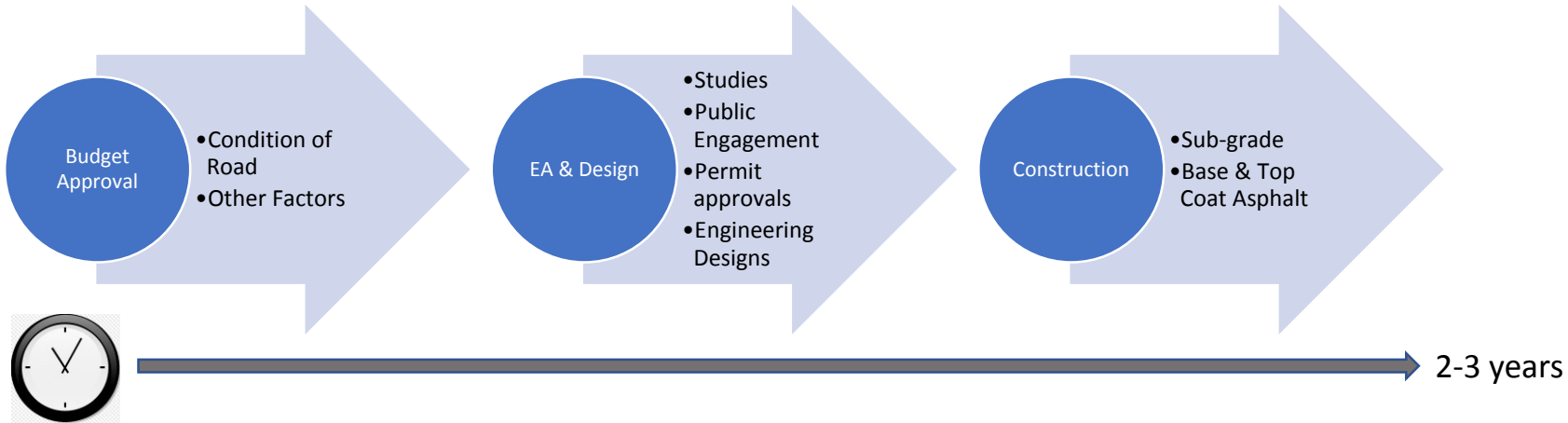
- Property Tax Increases for a sustainable and reliable capital funding program



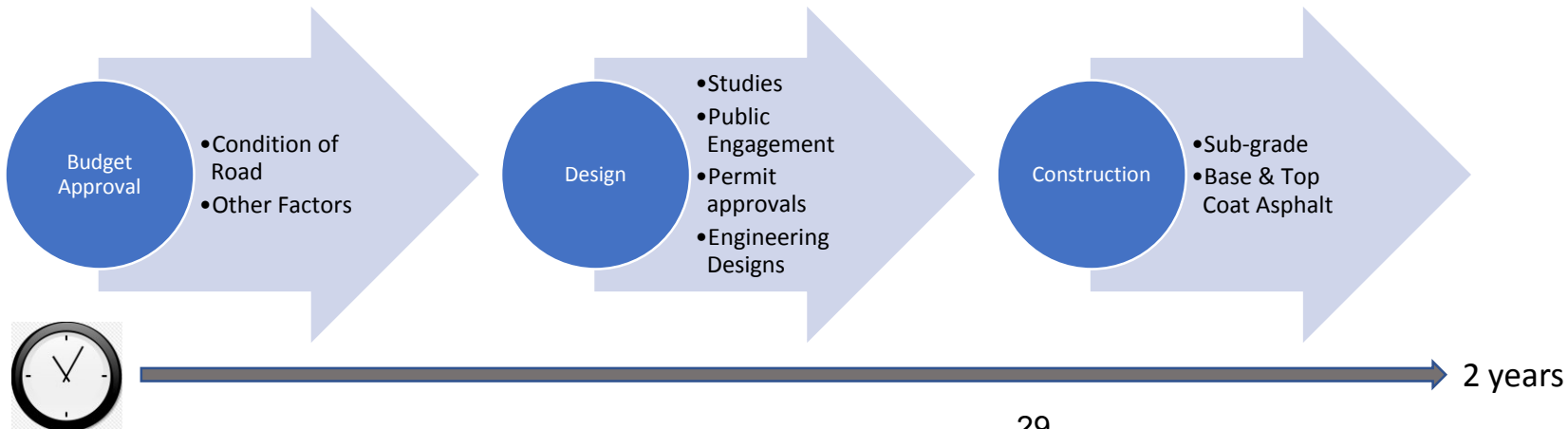
- Implementation Plan – Look at Alternate methods of service delivery / alternate programs for lower volume roads
 - Requires changes in programming – not just more dollars

Traditional Road Capital Programs at the Town

Road Reconstruction



Road Rehabilitation



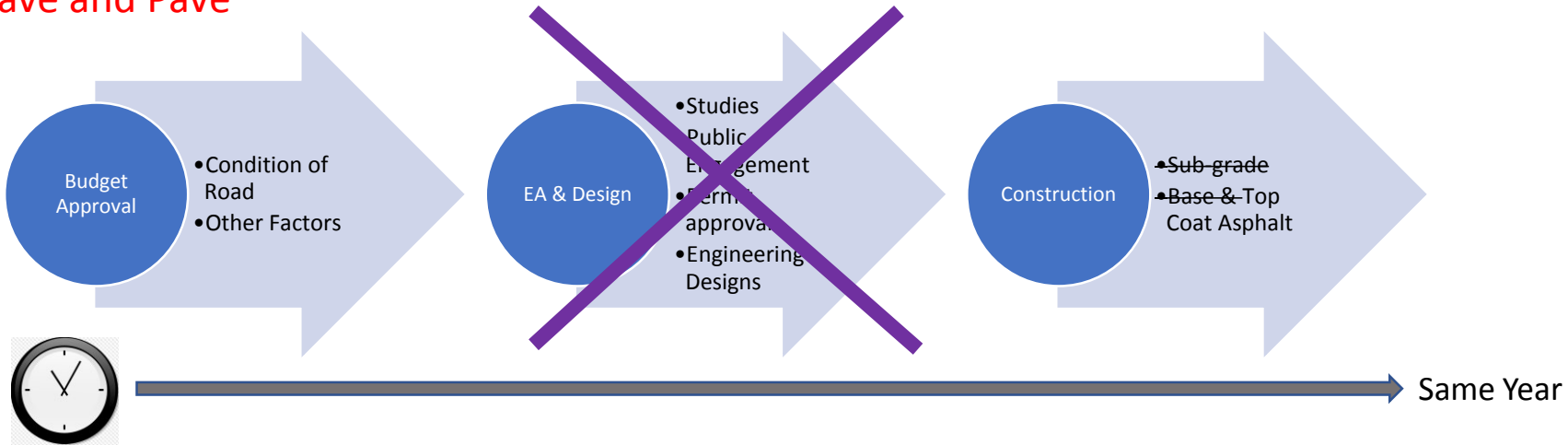
Staffing Resources



**4 Engineering
Project Managers**
(incl. Supervisor)

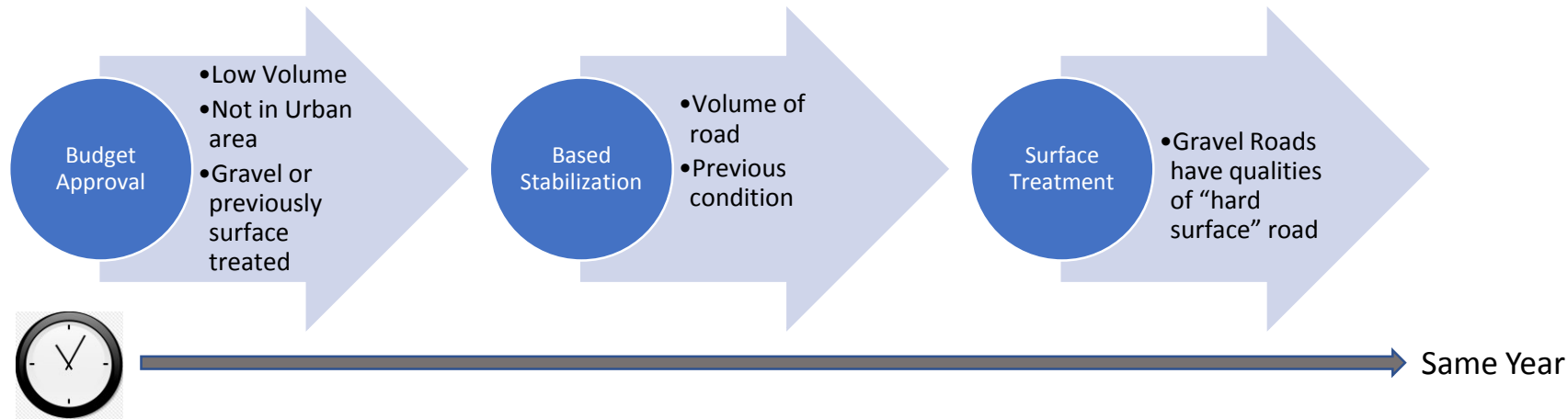
Traditional Road Capital Programs at the Town

“Shave and Pave”



Alternate Road Capital Program (Low Volume Roads)

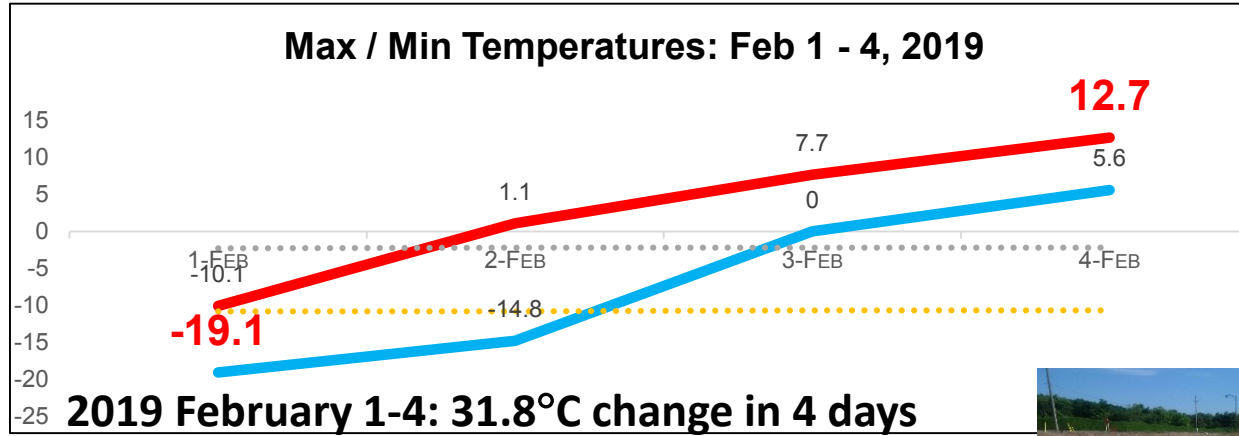
Surface Treatment or "Tar & Chip"



Other:

- Maintenance of Surface Treated Roads – Micro Surfacing or Slurry Seal
- New program for roads and other infrastructure in old/abandoned subdivisions

Impact of Climate Change on Infrastructure



2014 Significant Rain Event:
Flooding in Inglewood and Caledon Village



2016 Alton: Rain intensity exceeding 100 year storm intensity resulting in an unassumed pond failure and sediment discharge



Resident in Caledon busts out a kayak to make their way through flooded waters. - Udogors/Instagram

2018 Throughout Caledon:
February Credit and Humber River ice jam resulting in flooding in Inglewood and other parts of Caledon



March 15 2019:
Bolton Flood

Climate Change Adaptation Efforts

- \$0.5 million – Post-Winter Road Program
- Surface Treat Gravel Roads
- Updated Tender Specifications on winter maintenance vehicles
- Working on Community Climate Change Action Plan



COMMUNITY CLIMATE CHANGE ACTION PLAN

Project Background

The Town of Caledon, widely-respected for its progressive approach on environmental matters, has been developing a *Community Climate Change Action Plan* since November 2010. This Plan builds on prior environmental achievements and addresses the Town's Partners for Climate Protection commitments.

What is Partners for Climate Protection?

Since 2003, the Town has been a member of Partners for Climate Protection – a network of more than 200 Canadian municipal governments committed to greenhouse gas reduction and climate change action. This group of municipalities recognize they have a role to play with climate change given that "up to half of Canada's greenhouse gas emissions are under the direct or indirect control or influence of municipal governments".

There are five milestones associated with Partners for Climate Protection: 1) creating a greenhouse gas emissions inventory and forecast; 2) setting an emissions reduction target; 3) developing a local action plan; 4) implementing the action plan or set of activities; and 5) Monitoring progress and reporting results. More information on Partners for Climate Protection or climate change science can be found online at <http://gmf.fcm.ca/partners-for-climate-protection>.

The Town has been working on these five milestones over the past few years. The *Community Climate Change Action Plan* builds on a community greenhouse gas inventory that was developed in 2008 and 2009. This chart illustrates the community contributors of greenhouse gas emissions as revealed in the inventory.

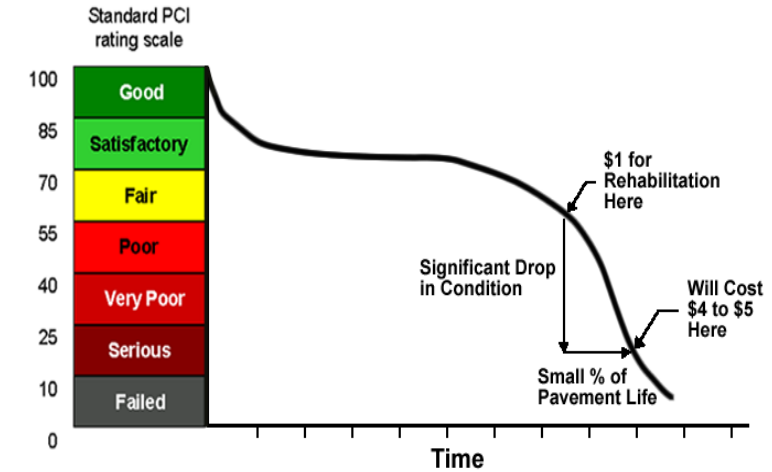
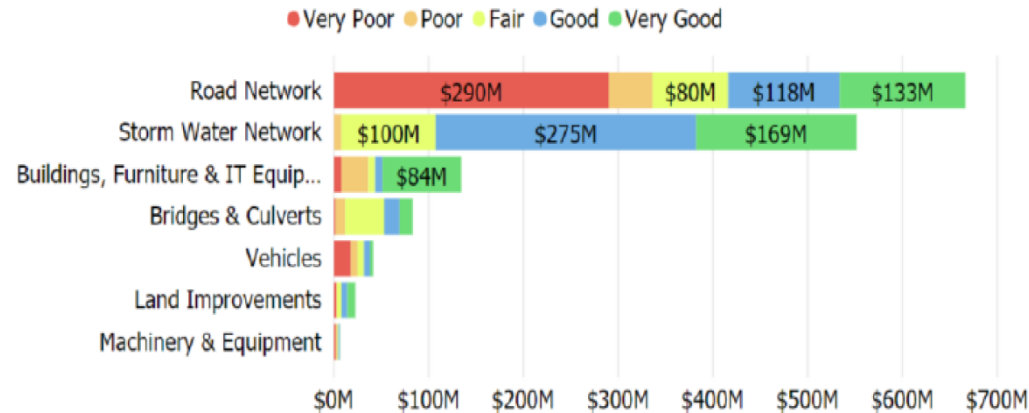
Based on these findings, the *Community Climate Change Action Plan* contains a series of proposed greenhouse gas reduction actions, categorized as follows: transportation; green development; energy; schools; agriculture; community awareness; tree planting and naturalization; waste; local food; and longer term actions.

1 2010, Federation of Canadian Municipalities- About Partners for Climate Protection.
Retrieved from <http://gmf.fcm.ca/partners-for-climate-protection/>

Sector and Emission Source	Percentage of total emissions
Community transportation	37%
Energy Usage from residential buildings	21%
Energy usage from commercial buildings	16%
Energy usage from industrial buildings	6%
Agricultural related emissions	11%
Waste related emissions	8%

In Summary....

Figure B: Asset condition distribution



- Multi-dimension approach:
 - Plan for the increase of Funding and Resources for Major Road Reconstruction/Rehabilitation Projects;
 - Alternate programs for low volume roads;
 - Establish new program to address roads impacted most following each winter – e.g. funding but no pre-assigned roads;
 - Program to deal with old/abandoned subdivisions;
 - Community Climate Change Action Plan

Staff Report 2019-84

Meeting Date: Tuesday, June 18, 2019

Subject: Metrolinx Discontinuance of Bolton GO Bus routes

Submitted By: Eric Chan, Manager, Transportation Services, Finance & Infrastructure Services

RECOMMENDATION

That the Mayor send correspondence to the Minister of Transportation requesting that the cancellation of Bolton GO Bus services be delayed and re-examined; and

That staff be directed to work with Ministry of Transportation and Metrolinx to assist in the re-examination.

REPORT HIGHLIGHTS

- On June 4, 2019, Metrolinx informed the Town that the GO Bus Routes 38 and 38A in Bolton would discontinued effective June 29, 2019.
- This transit service cancellation will significantly impact the residents of Bolton/Caledon.
- This transit service cancellation is contrary to the provincial, regional and Town's plans.
- It is requested that the service cancellation be delayed and re-examined.

DISCUSSION

On June 4, 2019, the Town of Caledon received a notice from Metrolinx announcing the discontinuance of the following Bolton GO Bus Routes effective June 29, 2019:

- 38 (Bolton→Malton); and
- 38A (Bolton→Nobleton→Woodbridge→North York)

In the announcement, it was stated that the reason for the discontinuance was “due to low demand”. Furthermore, alternative options were provided for commuters from Nobleton and from Woodbridge/Kleinburg using York Region Transit, GO Train, and Toronto Transit Commission services.

On June 5, 2019, the Town of Caledon's Chief Administrative Officer sent a letter to the Metrolinx President and Chief Executive Officer, expressing the Town's concerns and requesting a meeting with Town and Metrolinx staff to develop a solution for residents in need of transit and that the bus service cancellation be delayed until after this meeting. A copy of the June 5th letter is attached as **Schedule A** to this report.

The discontinuance announcement brings many challenges and significant impacts for the Town of Caledon residents, including:

- Both the GO Bus Routes 38 and 38A are essential to the commuters in Bolton/Caledon
- The announcement came at less than a month of advance notification
- The announcement did not provide alternative options for commuters from Bolton/Caledon

The Town of Caledon's recent Transit Feasibility Study identified that the GO Bus Routes 38 and 38A serve 45,000 riders per year (with 15,000 per year from Bolton). To encourage more transit usage, the Transit Feasibility Study recommends new transit services in Caledon, including Bolton, that would complement the existing GO Bus services. As outlined in the Town's recent Transit Feasibility Report, a request for proposal to procure a transit provider in Bolton to complement the existing Bolton GO Bus services will be released shortly. The goal is to have the local Bolton transit service operational in 2019. These new transit options should promote a transit culture in the Town. Combined with the projected population growth in Caledon, GO Transit usage in Caledon is expected to increase.

Furthermore, the proposed cancellation of these GO Bus services in Bolton is contrary to the common visions of the:

- Metrolinx Regional Transportation Plan (2018),
- Growth Plan (2017),
- Region of Peel's Long-Range Transportation Plan (2012),
- Caledon Transportation Master Plan (2017),
- Bolton Transportation Master Plan (2015), and the
- Caledon Transit Feasibility Study (2019).

Transit provision aligns with the healthy community objectives and well-being of residents, visitors and businesses.

The less-than-a-month notice and no alternate transit options for Bolton/Caledon residents will leave many GO Bus transit riders scrambling to find other modes of transportation to go to work, school, and appointments.

As of the writing of this report (June 10, 2019), there has been no formal response yet from Metrolinx related to the Town of Caledon's CAO letter. Staff recommend that the Mayor communicate the Town's concerns, in writing, to the Minister of Transportation and request the Minister's assistance to delay and re-examine the cancellation of the much-needed Bolton GO bus services. Town staff are ready to work with the Ministry of

Staff Report 2019-84

Transportation and/or Metrolinx and other agencies to develop a collaborative solution for the residents in need of transit.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this staff report.

COUNCIL WORK PLAN

Retaining transit services aligns with the Council Work Plan 2018-2022 under the pillars of Sustainable Growth and Connected Community.

ATTACHMENTS

Schedule A – Letter from Town of Caledon Chief Administrative Officer to Metrolinx Chief Executive Officer regarding the discontinuance of GO Bus Routes 38 and 38A.



June 5, 2019

Mr. Phil Verster
President and Chief Executive Officer
Metrolinx
97 Front Street West
Toronto, ON M5J 1E6

Dear Mr. Verster,

Re: Discontinuance - GO Bus Routes 38 and 38A

The Town of Caledon was disappointed to receive the Metrolinx notice on June 4, 2019, announcing the discontinuance of GO Bus Routes 38 and 38A (Bolton/Malton), that will be effective June 29, 2019. These routes provide valuable and essential transportation links for Caledon residents, from the village of Bolton to both Union Station and York Mills GO. The cancellation of this service will no doubt have significant impacts on our community and potential future transit objectives.

As part of the Town of Caledon's recent Transit Feasibility Study, the GO Bus Routes 38 and 38A serve 45,000 riders per year (with 15,000 per year from Bolton). To encourage more transit usage, the Transit Feasibility Study recommends new transit services in Caledon, including Bolton, that would complement the existing GO Bus services. These new transit options should promote a transit culture in the Town. Combined with the projected population growth in Caledon, GO Transit usage in Caledon is expected to increase. Furthermore, the proposed cancellation of these GO Bus services in Bolton is contrary to the common visions of the Metrolinx Regional Transportation Plan (2018), Growth Plan (2017), Peel Region's Long-Range Transportation Plan (2012), the Caledon Transportation Master Plan (2017), the Bolton Transportation Master Plan (2015) and the Caledon Transit Feasibility Study (2019). Transit provision aligns with the healthy community objectives and well-being of residents, visitors and businesses.

.../2

Metrolinx prides itself in connecting communities and I trust that you will consider the Town of Caledon's concerns and reexamine the cancellation of this much-needed transit service. Caledon staff are happy to arrange a meeting with Metrolinx and other necessary agencies to develop a solution for the residents in need of transit. I would ask that your staff contact Eric Chan, Manager, Transportation Engineering, for the Town of Caledon, by email at eric.chan@caledon.ca or by telephone at 905.584.2272 x.4076 to coordinate further discussion on the matter.

We respectfully request that the cancellation of the GO Bus Routes 38 and 38A be delayed until after this meeting.

Sincerely,



Mike Galloway, MBA, CMO
Chief Administrative Officer
TOWN OF CALEDON

cc: Fuwing Wong, General Manager, Finance and Infrastructure Services/CFO
Eric Chan, Manager, Transportation Engineering

Staff Report 2019-80

Meeting Date: Tuesday, June 18, 2019

Subject: Update on Enhanced Road Program and Emergency Repairs to Humberlea Storm Sewer

Submitted By: Ian Todhunter, Senior Project Manager, Structures, Finance & Infrastructure Services;
Steven Dollmaier, Superintendent, Road and Fleet, Finance & Infrastructure Services;

RECOMMENDATION

That a new Capital Project be established in the amount of \$435,000, funded from the Tax Funded Capital Contingency Reserve, to supplement funding for the 2019 Enhanced Roads Program;

That the scope of Capital Project 19-072 – the 2019 Enhanced Roads Program be adjusted by transferring roads to the new (\$435,000) supplemental funding capital project;

That the scope of Capital Project 19-072 – the 2019 Enhanced Roads Program be further adjusted to move Industrial Road to the provisional list of roads to be completed dependent on tender prices; and

That Capital Project 19-162 - Emergency Repair to Humberlea Storm Sewer, in the amount of \$134,323, be funded from the Tax Funded Capital Contingency Reserve.

REPORT HIGHLIGHTS

- Funding is recommended for the following projects:
 - Capital Project 19-072 – the 2019 Enhanced Road program requires \$435,000 of additional funding (from the Tax Funded Capital Contingency Reserve) due to tender results;
 - Capital Project 19-162 - Emergency Repair to the Humberlea Storm Sewer was created to capture works procured under the emergency provisions of the Town's Purchasing By-law. These emergency works, in the amount of \$134,323, are now recommended to be funded.
- In accordance with the Town's Purchasing By-law, subject to Council approval of the additional funding, contract awards for capital project 19-072 – the 2019 Enhanced Road Program may proceed as outlined in this report.

DISCUSSION

Capital Project 19-072 – The 2019 Enhanced Roads Program – Phase 1 Works

Tender 2019-65, Construction on Various Roads – Phase 1, includes road rehabilitation works as identified in approved Capital Project 19-072 and listed in Table 1. The remaining roads listed in capital project 19-072 was not included as part of Tender 2019-65 and will be included as part of future Tender 2019-70, Construction on Various Roads – Phase 2. These remaining roads are identified in Table 4 of this report and as shown on Schedule A - 19-072 Enhanced Roads Program - Phasing (attached to this report).

Table 1

<i>RFT 2019-65 Construction of Various Roads – Phase 1</i>		
<i>Road</i>	<i>From</i>	<i>To</i>
McCauley Drive	Highway 50	End
Rayburn Court	Havencrest Drive	End
Betomat Court	Humber Station Road	End
Autumn Oak Court	Southbury Manor Drive	End
Golfway Court	McCauley Drive	End
Sneath Road	King Street East	End
Bond Street	Sunkist Valley Road	Old King Road
Leavens Court	Ellwood Drive East	End
Golfdale Court	McCauley Drive	End
Creekside Court	McCauley Drive	End

Request for Tender (RFT) 2019-65 for the roads listed in Table 1, above, closed on May 31, 2019 with a budget shortfall of \$435,000 due to market pricing. These tender prices and pricing received from other recently closed tenders indicate that market conditions are resulting in pricing that is trending higher than forecasted. Based on discussions with the Town's consultants, one possible reason for this is the cost of asphalt cement. The April 2019 cost of asphalt cement was \$850.25, which is an increase of approximately 22% when comparing a five (5) year historical average (2015-2018 inclusively).

A total of six (6) bid submissions were received for RFT 2019-65. Staff will proceed with an award to C. Valley Paving Ltd once additional funding is approved by Council in accordance with Purchasing Bylaw 2019-24.

The total cost of the award for the roads listed in Table 1 is \$1,196,497.59 including non-recoverable HST; (= \$1,175,803.45 per Table 2 plus non-recoverable HST of 1.76%). Staff have completed reference checks and are satisfied that C. Valley Paving Ltd. meets all requirements of Request for Tender 2019-65. The results of Tender 2019-65 are as follows:

Table 2 - Request for Tender 2019-65 Results for Project 19-072

Bidder Name	Bid Amount (excluding HST)
C. Valley Paving Ltd.	\$1,175,803.45
IPAC Paving Limited	\$1,279,327.80
Graham Bros. Construction Limited	\$1,401,581.01
Aecon Construction and Materials Limited	\$1,480,092.30
Gazzola Paving Limited	\$1,571,970.80
FERMAR PAVING LIMITED	\$1,686,814.47

Subject to Council approval of additional \$435,000 of budget funding, it is anticipated that construction for Phase 1 works will commence July 22, 2019 and the works are anticipated to be substantially completed by the end of November 2019.

As detailed in Table 3, below, there is a projected budget shortfall in capital project 19-072 – the 2019 Enhanced Roads Program - related to the Phase 1 works and the tender award. The Enhanced Roads program is to be funded by a Debenture of \$4.1 million. Increasing the amount of proposed debenture to fund capital project 19-072 is not recommended since there is an operating impact (e.g. debt servicing costs) associated with issuing additional debt. Accordingly, it is recommended that a new capital project in the amount of the budget shortfall, \$435,000, be established and funded by the Tax Funded Capital Contingency Reserve. It is further recommended that roads with insufficient budget in capital project 19-072 be allocated to the new capital project.

Table 3**Project 19-072 Enhanced Roads Program**

Original Budget Available	\$	4,100,000
Less: Commitments to Date	\$	-
Less: Work Not Related to This Award	\$	3,124,099
Total Budget Available For Contract Award	\$	975,901 (A)

Less Cost Estimate:

Award of Construction Contract (Inclusive of Non-recoverable HST)	\$	(1,196,498)
Contingency	\$	(201,499)
Estimated Project Management Fee	\$	(12,905)

Sub-Total Construction Cost \$ (1,410,901) (B)

Budget Surplus/(Deficit) \$ (435,000) (A) - (B)

Capital Project 19-072 – The 2019 Enhanced Roads Program – Phase 2 Works

As noted above, the construction work for the 2019 Enhanced Roads Program has been divided into two (2) Phases. Roads included in Phase 2 works, to be issued via RFT 2019-70 are outlined in Table 4, below:

Table 4

RFT 2019-70 Construction of Various Roads – Phase 2		
Road	From	To
Horseshoe Hill Road	Charleston Side Road	Elite Road
Industrial road*	Highway 50	Albion-Vaughan Road
Simpson Road	Healey Road	Wheeler Drive
Kennedy Road	Charleston Side Road	1250m south of McCort Drive
Piercey Road (provisional)	Holland Drive	Healey Road

*- recommended to be listed as provisional in the tender (see below)

RFT 2019-70 for Phase 2 works is planned to be released to the market on June 24, 2019. Works for Phase 2 is anticipated to commence in August 2019 and be completed by the end of November (budget and weather permitting).

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As noted in Table 4, above, when the 2019 road capital budgets were developed staff listed Piercey Road as provisional. This means that the road works will be listed as provisional in the tender and awarded only if there was sufficient budget. Based on recent tender closes and higher tender results due to market conditions, as noted earlier in this report, it is recommended that a second road, Industrial Road, be included as provisional in the tender. This will increase the likelihood of the remainder of the Phase 2 Works (i.e. the remaining non-provisional roads) being awarded and work proceeding in 2019. Also, should the Town obtain contract pricing below the Council approved budget for RFT 2019-70, the provisional items may be included as part of the 2019 award.

Capital project 19-162 Emergency Repair Humberlea Storm Sewer

In April 2019, Road Operations was called to investigate a sinkhole forming on Humberlea Road, north of King Street past the bridge. Damage and deterioration of the storm water infrastructure in the area was found to be the cause of the sinkhole. Capital project 19-162 - Emergency Repair to Humberlea Storm Sewer was established to capture works procured under the emergency provisions of the Town's Purchasing By-law. This emergency procurement is reported in the memorandum to Council as part of the Purchasing Bi-annual Report for January 2019 to May 2019. These emergency works, in the amount of \$134,323, are now recommended to be funded from the Tax Funded Capital Contingency Reserve.

FINANCIAL IMPLICATIONS

The Financial Implications associated with staff report 2019-80 are included in the relevant sections above. The current uncommitted balance of the Tax Funded Capital Contingency Reserve (account 08-00-900-35014-000-25000), is \$7,642,534.65. Subject to Council approval to allocate additional funds for the roads that are over budget in the 2019 Enhanced Roads Program and the Humberlea Storm Sewer emergency repair, the Tax Funded Capital Contingency Reserve will have an uncommitted balance of 7,073,211.65 as outlined in Table 5 below.

Table 5

<u>Tax Funded Capital Contingency Reserve</u>	<u>Transfer to/(from) Reserve</u>
Uncommitted Reserve Balance	\$7,642,534.65
New Capital Project Enhanced Roads	-\$435,000.00
Capital Project 19-162 Emergency Repair Humberlea Sewer	-\$134,323.00
Ending Reserve balance	\$7,073,211.65

APPLICABLE LEGISLATION AND REQUIREMENTS

Town of Caledon Purchasing By-law 2019-24, section 5.2 (b) states that “No contract award may be approved unless approved funding in an amount sufficient to cover the procurement value is available, or the contract award is made conditional upon funding approval by Council”.

COUNCIL WORK PLAN

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

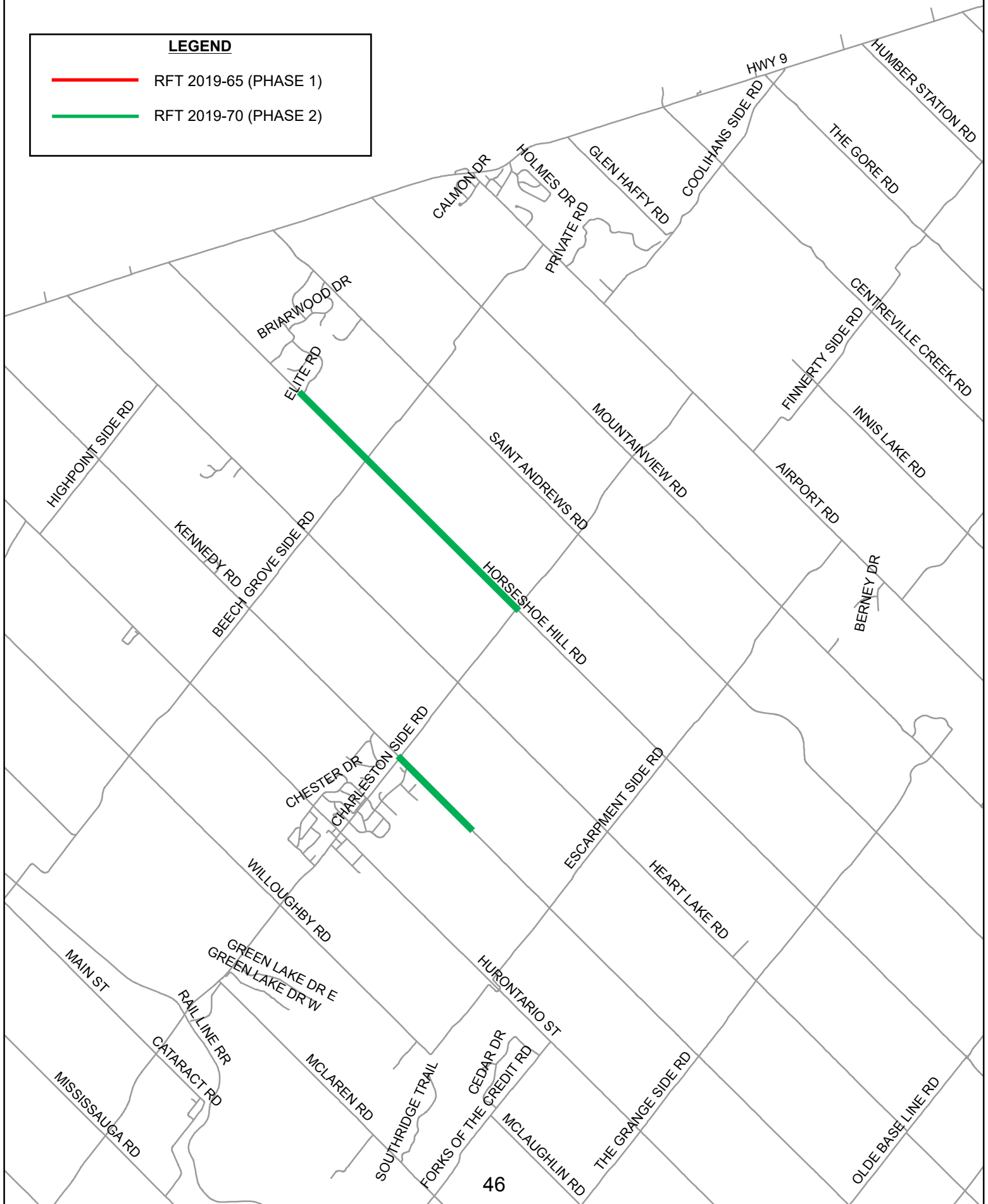
ATTACHMENTS

Schedule A - 19-072 Enhanced Roads Program - Phasing

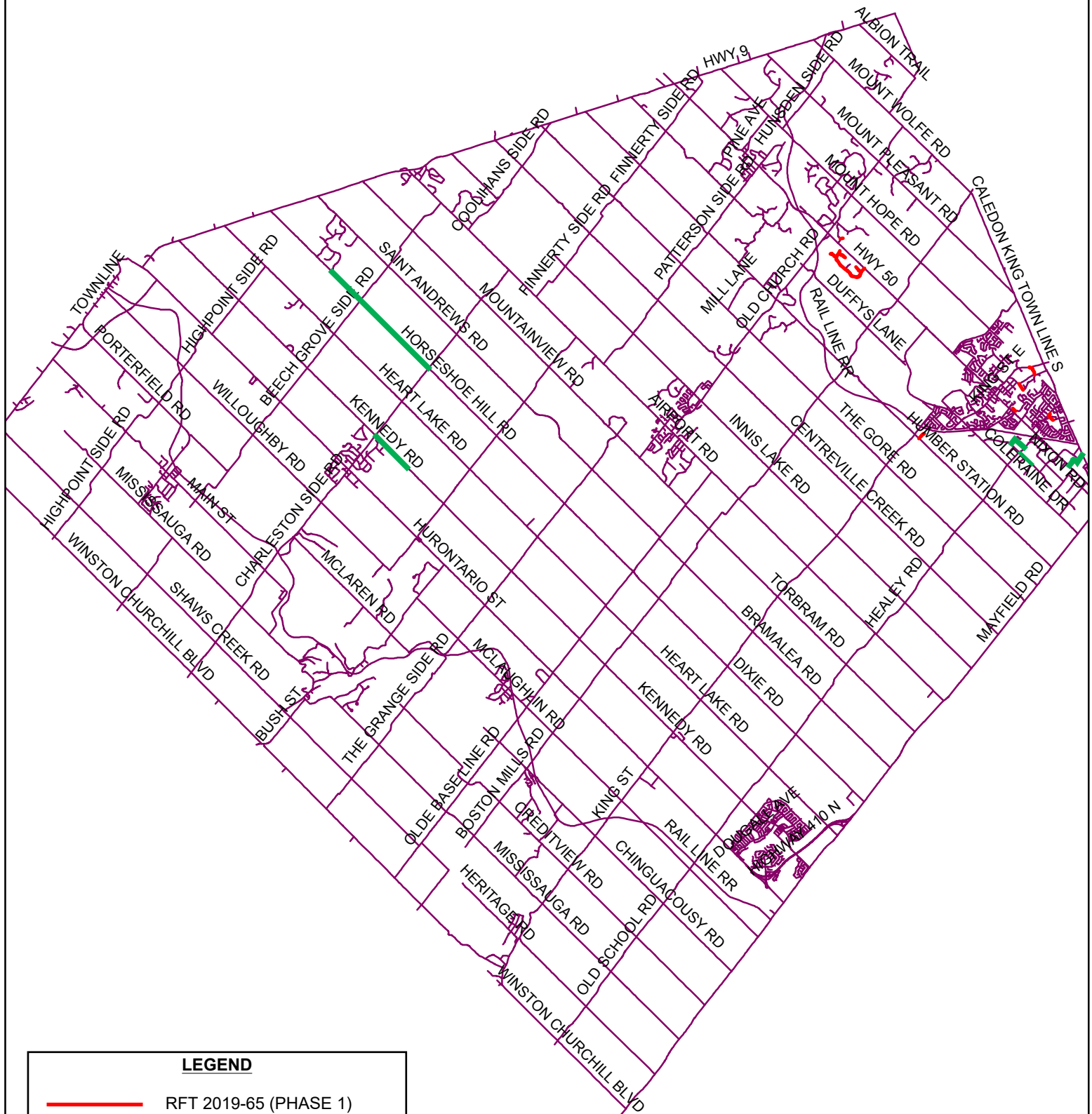
19-072 Enhanced Roads Program - North West

LEGEND

- RFT 2019-65 (PHASE 1)
- RFT 2019-70 (PHASE 2)



19-072 Enhanced Roads Program



LEGEND

- RFT 2019-65 (PHASE 1)
- RFT 2019-70 (PHASE 2)

19-072 Enhanced Roads Program - East

LEGEND

— RFT 2019-65 (PHASE 1)

— RFT 2019-70 (PHASE 2)

Staff Report 2019-73

Meeting Date: Tuesday, June 18, 2019

Subject: 2019 - 2024 Corporate Greenhouse Gas Reduction Framework and Annual Reporting

Submitted By: Cristina Guido, Energy & Environment Specialist, Finance and Infrastructure Services

RECOMMENDATION

That the Town's 2017 Energy Consumption and Greenhouse Gas Emissions Report, as attached as Schedule A to Staff Report 2019-73, be submitted to the Ontario Ministry of Energy, Northern Development and Mines in accordance with the *Electricity Act 1998*, *Ontario Regulation 507/18*; and

That the Corporate Greenhouse Gas Reduction Framework (2019 – 2024), and associated corporate greenhouse gas reduction targets, attached as Schedule B to Staff Report 2019-73 be approved.

REPORT HIGHLIGHTS

- As required by the *Electricity Act, 1998 Ontario Regulation 507/18*, by July 1, 2019, the Town, and all public agencies, must submit 2017 data on their facility energy consumption and associated greenhouse gas (GHG) emissions to the Ontario Ministry of Energy, Northern Development and Mines, attached as Schedule A to Staff Report 2019-73.
- The Town's Corporate Energy Management Plan (2014 – 2019) will expire on July 1, 2019. As required by *Ontario Regulation 507/18*, all public agencies must report on the progress of their existing Plans and develop updated five-year energy conservation and demand management plans. As of December 31st, 2018 the Town reduced its facility energy consumption by 12.6% (normalized) or 2,611,200 ekWh below 2012 levels, exceeding its 9% target established in the 2014-2019 Corporate Energy Management Plan.
- In compliance with *Ontario Regulation 507/18*, staff created a Corporate GHG Reduction Framework (2019 – 2024) containing actions to reduce corporate-wide GHG emissions by 24% or 853 tonnes of CO₂e by 2024. To achieve this target, the Town will undertake actions to reduce emissions associated with fleet and buildings, reduce water consumption and improve waste diversion.

DISCUSSION

The *Electricity Act, 1998, Ontario Regulation 507/18* requires that all public agencies must:

1. Provide a summary of the public agency's annual energy consumption and GHG emissions for its operations for the 2017 reporting year to the Provincial Ministry of Energy, Northern Development and Mines;
2. Provide a description of the public agencies previous measures for conserving the amount of energy consumed by the public agency's buildings and for managing the demand for energy; and,
3. Prepare, publicly publish, and implement a five-year energy conservation and demand management plan that includes the current and proposed measures for conserving energy and a forecast of the expected results of the proposed measures.

This Staff Report will provide an overview of the Town's compliance with *O. Reg 507/18* to the requirements, outlined above.

O. Reg. 507/18 Requirement #1: Facility Energy Consumption and GHG Emissions Reporting (2017)

The Town is required to report on its annual energy consumption for facilities that have a heating and/or cooling load and is responsible for its energy utility costs. A summary of the Town's 2012 – 2017 reporting of facility energy consumption and associated GHG emissions are provided in Table 1 below. The Town's 2017 report (attached as Schedule A) will be submitted to the Ontario Provincial Ministry of Energy, Northern Development and Mines upon Council approval.

Table 1: Summary of the Town of Caledon's Annual Provincial Energy Reporting							
Year	Electricity (kWh)	Natural Gas (m³)	Fuel Oil (L)	Propane (L)	Total equivalent kWh (ekWh)	O. Reg 507/18 GHG Emissions tCO₂e	Absolute Energy % Change from the 2012 Baseline Year
2012	9,271,334	999,861	5,777		19,959,900	2,797	--
2013	9,961,325	1,069,915	7,725		21,415,396	2,801	+7.24
2014	8,481,855	1,048,558	8,455		19,716,714	2,345	-1.22%
2015	8,637,382	957,150	2,138		18,832,802	2,161	-5.65%
2016	8,459,874	935,430	3,606	3,556	18,478,481	2,085	-7.42%
2017	8,507,939	933,002		2,570	18,441,741	1,915	-7.61%

In 2017, the Town's corporate facilities used 7.61% less energy (non-weather normalized) compared to the 2012 baseline.

Staff have identified and prioritized the top energy consuming buildings as the 'Big 7', outlined in Figure 1 below. These facilities are responsible for 82% of the Town's building energy portfolio and have been subject to energy audits and associated retrofits.

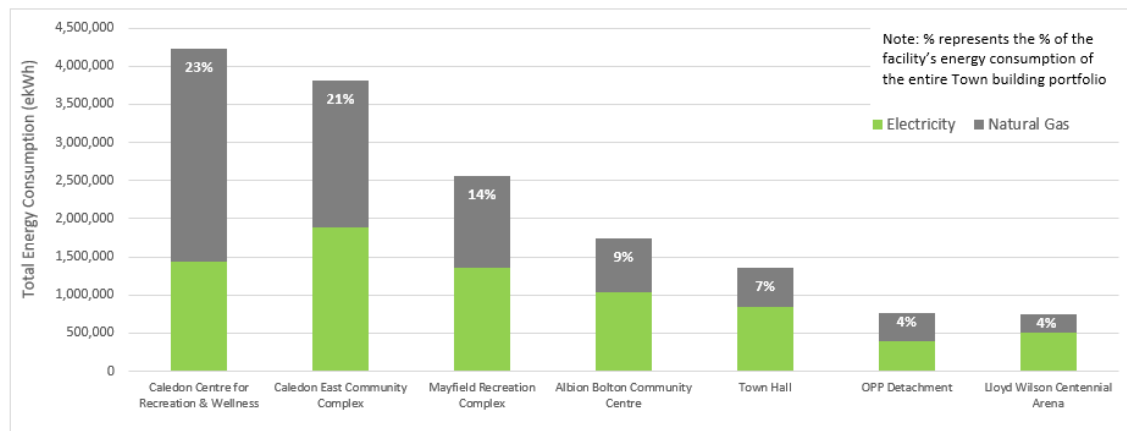


Figure 1: Caledon's 'Big 7' Energy Use Breakdown

2017 Energy Performance Monitoring

Town staff have developed a comprehensive understanding of the energy consumed in facilities through an energy performance analysis software called RETScreen Expert ('RETScreen'). RETScreen is managed under the CanmetENERGY Varennes Research Centre of Natural Resources Canada, a Department within the Government of Canada. RETScreen allows for a true comparison of how energy is being consumed in facilities without the influence of factors that staff are unable to control such as the weather.

Outlined in Figure 2 below are the results of the energy performance analysis of the 28 facilities that the Town reports to the Province. Based on the energy performance analysis, the Town has realized an estimated 7.32% or 1,461,284 ekWh avoided energy consumption in 2017 compared to the 2012 baseline year.

There is an increase in energy consumption in the RETScreen model (figure 2) due to the number of facilities included in the analysis over the years (as outlined in Table 2). A description is provided below to outline the facilities with a baseline year alternative to 2012.

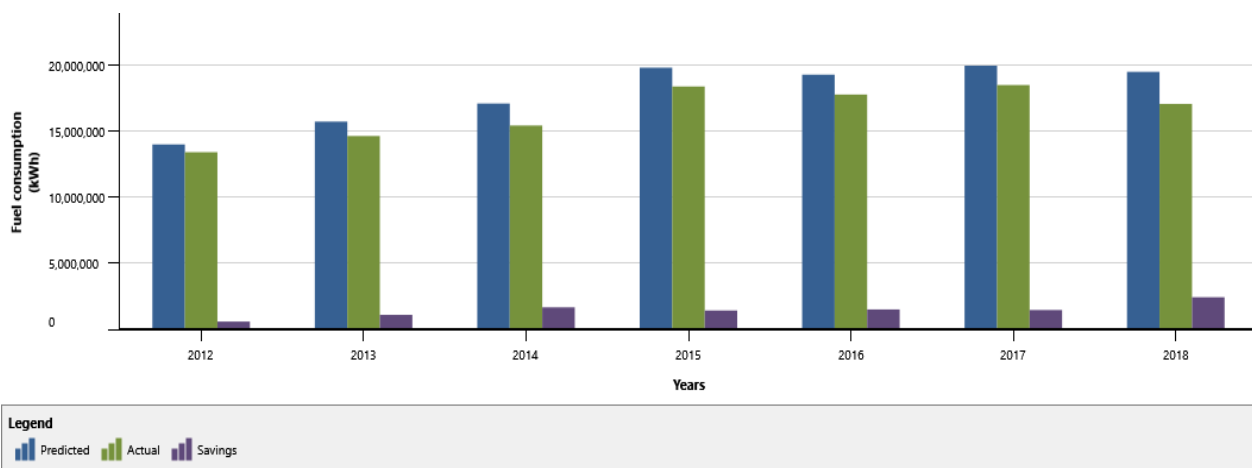


Figure 2: 2012-2018 Performance Analysis of the Town's Building Portfolio

Table 2: Annual Energy Performance Analysis

	2012	2013	2014	2015	2016	2017	2018
Facilities included	20	21	24	26	27	28	28
Actual Energy Consumption (ekWh)*	13,415,214	14,638,936	15,435,003	18,389,581	17,780,199	18,501,897	18,108,410
Predicted Energy Consumption (ekWh)	14,001,568	15,730,965	17,100,284	19,814,609	19,285,473	19,963,181	20,719,610
Savings (ekWh)	586,354	1,092,029	1,665,281	1,425,029	1,505,273	1,461,284	2,611,200
Savings (%)	4.2%	6.9%	9.7%	7.2%	7.8%	7.3%	12.6%

* The total actual energy consumption indicated above contains totals that differ from the annual consumption table provided in Table 1. This is due to the exclusion of some facilities as described below and alternative methodologies for calendarizing the utility billing data.

It is important to note adjustments made to the energy performance models baseline years. The bulk of the Town's 28 facilities have been modeled against a 2012 baseline year, consistent with the CEMP baseline, however some facilities required modelling against an alternate baseline year due to poor data quality (Work Yard 2, Alton Community Centre); facility renovations (Work Yard 1, Snelgrove Fire Hall #307); and, major changes in mechanical equipment operations (Mayfield Recreation Complex, OPP Detachment, 6211 Fire Administration). Belfountain Community Centre's energy model excludes heating fuel (propane) from the analysis due to a lack of correlation with energy variables, as fuel for this facility is purchased in bulk.

Despite an increase the number of facilities included in the Town's RETScreen model (figure 2 above), on an absolute basis (non-weather normalized) energy has reduced by 7.61% in 2017 compared to the 2012 baseline year.

O. Reg. 507/18 Requirement #2: Accomplishments of the Existing Corporate Energy Management Plan (2014-2019)

The CEMP (2014-2019) had an energy reduction target of 9% by 2019, based on the building and energy consumption profile in 2012. As of 2018, the Town exceeded this target, realizing an estimated 12.6% or 2,611,200 ekWh energy reduction (normalized) below the 2012 baseline (see Figure 2 and Table 2). The increased savings realized in 2018 is due to Town Hall's HVAC renovation, optimized temperature and humidity setpoints at the Caledon East Community Complex, ice plant controls at the Albion Bolton Community Centre, smart thermostats for better space temperature control at Work Yard 2, and other energy conservation measures completed as described in Schedule C. Significant highlights from the Town's existing Plan are outlined below:

CEMP Highlight #1: Corporate Energy Team (CET)

The CEMP established a CET to govern the implementation of the CEMP, meeting quarterly to ensure that the goals, objectives and targets of the Plan were met. Between 2014 – 2018, fifteen (15) CET meetings were held, covering various topics including energy retrofit technology, training on the Town's energy management software, and

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presentations from other municipalities including the Cities of Hamilton and Barrie. Each meeting dedicated time to sharing energy-related updates in facilities and promote learning from operations best practices in other Town facilities.

In 2018, 16 CET members and additional facility staff completed an Energy Efficient Building Operations all-day training, administered by the Local Authority Services (LAS). The objective of the training was to empower and educate facility staff to identify and implement operational energy saving opportunities in their facilities.

Lastly, an internal energy awards program was also established to recognize the CET's efforts to conserve energy in their facilities. The energy awards program is administered by Energy and Environment staff, and the awards are distributed by Senior Management which provides an opportunity to share corporate energy successes.

CEMP Highlight #2 Energy Revolving Fund

In 2015, the CET established an independent funding mechanism to support the implementation of energy efficiency retrofits, called the Corporate Energy Revolving Fund (CER Fund). The revenue from the Town's three solar microFIT contracts, energy incentives received and a percentage of energy savings from the projects implemented sustain the CER Fund.

Since 2015, \$171,567 has been spent through the Corporate Energy Revolving Fund, independent of the tax base, to support various energy efficiency retrofit projects, as outlined in Table 3. It is anticipated that these projects will save approximately 228,582 kWh annually.

Table 3: CER Fund Project Summary (2015 – 2018)						
Year	Project Description	Actual Project Spend	Anticipated Energy Savings (ekWh)	Anticipated Energy Savings (\$)	Simple Payback	Incentive Received
2015	Mayfield Recreation Complex: Refrigeration Plant Controls	\$34,412	79,000	\$11,060	3.11	\$8,430
2016	Albion Bolton Community Centre: Refrigeration Plant Controls	\$35,463	49,040	\$5,885	6.03	\$6,521
2017	Caledon Animal Shelter: LED retrofit	\$2,500	2,312	\$278	9.0	\$760
2017	Mayfield Recreation Complex LED Retrofit	\$8,754	16,967	\$2,749	3.18	\$1,040
2017	CCRW: Squash Courts LED Retrofit	\$11,854	9,935	\$1,432	8.28	\$1,700
2018	Town Hall: LED Retrofit	\$6,274	5,157	\$722	8.69	\$240
2018	Work Yard 2: LED Retrofit	\$37,706	38,521	\$5,393	6.99	\$2,880
2018	Cheltenham Fire Station: LED Retrofit	\$16,923	13,975	\$1,956	8.65	\$1,407
2018	Mayfield Recreation Complex: LED Retrofit	\$17,681	13,675	\$1,915	9.24	\$995
Total		\$171,567	228,582	\$31,390	5.478	\$23,973

Between 2014 – 2018, \$248,039 of utility incentives have been received from saveONenergy and Enbridge Gas as a result of implementing energy efficiency retrofits in facilities, energy audits and training programs (note: not all incentives are included in Table 3 above). The utility incentives that the Town receives sustain and helps grow the CER Fund. Of the total utility incentives received between 2014 – 2018 was a \$150,571 incentive for retrofitting cobrahead streetlights to LED on Town-owned roads, however this incentive was used to offset the capital costs of the project. For a full description of energy retrofit projects that took place between 2014-2018 see Schedule C.

CEMP Highlight #3: Data Management, Analysis and Benchmarking

In 2018 the Town migrated to a new energy management software that automates receiving, storing and analyzing electricity and natural gas bills, allowing staff to easily access both historical and current utility bills. The energy management software is integrated with the Town's accounts payable system which streamlines the bill payment process. Energy and Environment, Finance, Facilities, Recreation and Parks staff have access to the energy management software with the ability to view energy consumption

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and costs for Town assets. This enhances staff ability to respond quickly to fluctuations in energy use.

Between 2016 – 2018, eleven (11) energy audit reports were completed, including the Town's top seven (7) consuming facilities, identifying energy conservation measures for prioritization and action.

Lastly, in 2017, Energy and Environment staff developed energy performance reports for each facility using the RETScreen Expert software. The energy performance reports are prepared for facility staff and are distributed during CET meetings. These reports provide staff with graphs that show annual energy consumption and savings, trends in electricity and natural gas consumption, and the utility operating cost impact of energy savings or increases.

CEMP Highlight #4: Awards and Recognition

The Town's corporate energy program has received a number of awards from organizations, focusing on leadership in energy management operations and reductions. The awards received includes three (3) from the Mayor's Megawatt Challenge recognizing energy saving reductions at Town Hall, Caledon Centre for Recreation and Wellness and the Mayfield Recreation Complex. Town Hall was recognized for a second time for achieving a 20% energy reduction in 2015 through Civic Action's Race to Reduce awards. Three (3) Town staff and CET members were awarded the Don Harrison Energy Champion Award between 2015 – 2018 by the Ontario Recreation Facilities Association (ORFA) for their outstanding efforts to conserve energy in their facilities. Lastly, in 2018 the Town received the Energy Innovation for MUSH (Municipal, University, School, Hospital) award through saveONenergy for its incentive applications.

The Town's use of RETScreen was recognized by Natural Resources Canada through a publication that was distributed to approximately 560,000 global clients. Staff have also presented on the Town's benchmarking work at a RETScreen Expert Certification course in 2017 and on a national webinar by the Federation of Canadian Municipalities (FCM) in 2019. Staff continue to field inquiries regarding the Town's use of RETScreen from staff in other municipal jurisdictions.

O. Reg. 507/18 Requirement #3: 2019 – 2024 Energy Conservation and Demand Management Plan

The Town is required to update its CEMP by July 1st, 2019 and must include the following information:

- Goals, objectives and proposed measures for conserving, reducing and managing the demand for energy;
- Cost and saving estimates for its proposed measures;

- Renewable energy generated by the Town; and,
- Confirmation that the plan has been approved by Senior Management.

In accordance with the Regulation, the Town developed a Corporate Greenhouse Gas Reduction Framework (2019 – 2024) to outline its proposed strategies to reduce energy consumption. The scope of the Framework goes beyond the requirements of the Regulation by including assets that have a carbon footprint associated with their operations and proposes strategies to manage and reduce emissions.

Greenhouse Gas Emissions Inventory Update

The Town's corporate GHG emissions inventory was updated for 2017, in partnership with Masters Students from Western University, to identify the GHG impact of assets within the Town's operational control and served as an update to the Town's 2007 GHG inventory. The corporate GHG inventory update followed the Federation of Canadian Municipalities and ICLEI Canada's PCP Protocol for municipal GHG emissions accounting.

The Town's total corporate GHG emissions in 2017 amounted to 3,611 tCO₂e, resulting in a 3,367 tCO₂e or a 48% reduction in corporate GHG emissions since 2007, shown in Table 4 below. It is important to highlight that 2017 emissions factor for electricity significantly reduced from 2007 as a result of the phase out of coal from electricity generation, significantly contributing to the Town's GHG emissions reductions. There have also been considerable improvements to data quality since the 2007 inventory.

Table 4: Corporate GHG Emissions Inventory Trends & 2024 Target					
Sector	Scope	2007 Emissions (tCO ₂ e)	2017 Emissions (tCO ₂ e)	2007 – 2017 % Change	2024 Target (tCO ₂ e)
Buildings ¹	Use of natural gas, propane and electricity in corporate buildings and facilities	4,891	1,946	-60.21%	1,556
Fleet ²	Combustion of fuels (i.e. gasoline) for corporate fleet and equipment.	1,364	1,519	+11.36%	1,063
Streetlights ³	Use of electricity for streetlights, traffic signals and other types of outdoor public lighting such as parks.	723	85	-88.24%	85
Waste ⁴	Amount of solid waste collected from corporate-owned buildings and parks and resulting methane emissions released due to landfill decomposition.	N/A	57	N/A	51
Water ⁵	Use of electricity and natural gas by municipal water and wastewater	N/A	4.4	N/A	4.1

¹ The 2007 GHG inventory for buildings included the Caledon Central Pool that was closed in 2014, and therefore not included in the 2017 GHG inventory. The total emissions for buildings as per O. Reg 507/18 reporting differs from the emissions quantified in the Town's 2017 corporate GHG inventory due to the use of slightly different emissions factors.

² In 2007 the Town's fleet fuel use included mixes of B10 and B20 fuels. Due to operational challenges, in 2017 the Town used a blend of B5 fuels which has a higher emissions factor when compared to the fuels with a larger biodiesel blend.

³ Between 2015 – 2017 the Town retrofit 2,000 cobrahead streetlights to LED

⁴ In the 2007 GHG inventory, quantifying emissions from waste was not included in the scope of the inventory.

⁵ In 2007 the downstream emissions from water transmission and treatment was not included in the scope of the GHG inventory, as allowed by the PCP protocol for GHG inventories.

Sector	Scope	2007 Emissions (tCO ₂ e)	2017 Emissions (tCO ₂ e)	2007 – 2017 % Change	2024 Target (tCO ₂ e)
	treatment infrastructure for the treatment of water consumed by the Town.				
Total		6,978	3,611	-48.25%	2,758

Corporate GHG Reduction Framework Overview

The objective of the Framework is to continue to reduce the Town's corporate GHG emissions by an additional 24% or 853 tCO₂e (equal to 3,611 – 2,758 noted in Table 4, above) by 2024. This is further summarized in Figure 3 and Table 5, below. Staff acknowledge that this is an ambitious target and have outlined risks in the Framework that may impact the Town's ability to reach the target. Staff will also evaluate staff capacity against the strategies proposed in the Framework.

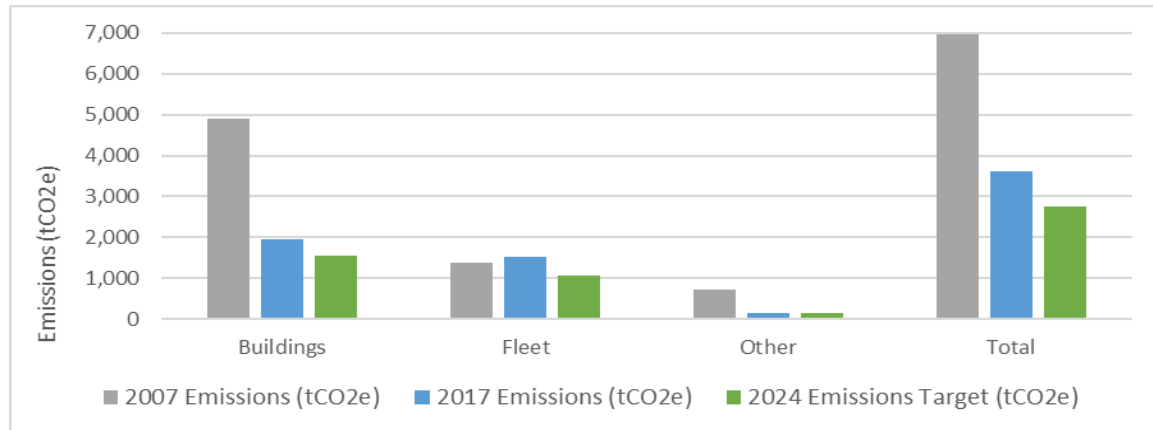


Figure 5: Town of Caledon's Corporate GHG Emissions Inventories and Target

The Framework contains 60 strategies across four (4) priority areas of energy, fleet, waste and water that are proposed to reach their associated reduction targets.

Energy

According to the Town's 2017 Corporate GHG Emissions Inventory, energy consumption in Town facilities is responsible for the largest source of corporate emissions (54%). The combustion of natural gas for space and water heating in facilities contributes the most GHG emissions.

The Town is adopting a target to conserve 15% or 2,306,555 kWh of facility energy use by 2024 below 2017 levels and to continue retrofitting outdoor parks lights and streetlights to LED. This energy reduction will result in an approximate reduction of 390 tonnes of CO₂e and an estimated utility operating budget savings of \$81,179 by 2024.

The energy chapter of the Framework proposes strategies to reach this target (see Schedule B), such as:

- Growing organizational capacity and sustaining portfolio-wide standards of energy efficiency;
- Considering lower carbon options for building renewal and capital projects; and,
- Adopting high-performance design standards for new facility construction and renovations.

Fleet

According to the Town's 2017 GHG inventory, fuel consumed in the Town's fleet accounts for the second largest source of corporate emissions, representing 42% or 1,519 tCO₂e of total corporate emissions.

The Town is adopting a target, aligned with the Region of Peel, to reduce 30% of fleet emissions or 456 tCO₂e by 2024 from 2017, consistent with the Region of Peel's reduction target. To achieve this, the Town will monitor and track fuel use in fleet vehicles and equipment, identify fuel switching and fuel saving opportunities, and develop a Green Fleet Strategy. The Town will also continue to promote lower emission commuting options to staff. A full description of fleet strategies is contained in Schedule B.

Waste

Waste generated in facilities and parks was responsible for 57 tCO₂e of the Town's corporate emissions in 2017. The Town is aligning with the Provincial waste reduction target (30% by 2020), to divert 30% of waste generated corporately by 2024, an improvement of 9%, from the Town's corporate waste diversion rate in 2017 of 21%. This will avoid an approximate 7 tonnes (or 7,000 kg) of CO₂e.

Staff propose to reach this target by measuring and tracking the waste generated in facilities and parks, conducting waste audits to identify opportunities, and purchasing materials with reduced packaging that are acceptable in the Region of Peel's waste diversion programs.

Water

Water consumed in the Town's facilities and parks contribute to the Region's consumption of energy and associated GHGs from water distribution and treatment plants, accounting for the Region's largest source of electricity consumption.

Corporately, the Town consumed 103,744,000 litres of water, with 43,184,000 litres consumed in facilities and 60,560,000 litres consumed in parks in 2017, amounting to an operating budget cost of \$183,612. This is responsible for 4.4 tCO₂e of downstream GHG emissions.

By 2024, the Town is seeking to conserve 6% or 6,224,640 litres of water consumed in facilities and parks by 2024. To achieve the target, the Town will strive to monitor, and track water use in all facilities and parks, identify high water savings potential opportunities standardize water-efficient equipment and fixtures and enhance water

maintenance and operations procedures. A full description of the strategies proposed for water conservation are contained in Schedule B.

A summary of the proposed 2024 reduction targets are provided in Table 5 below.

Table 5: 2024 Targets and Equivalencies Summarized				
Sector	2024 Reduction Target (%)	Unit Measurement Equivalent	2024 GHG Reduction Equivalent (tCO ₂ e)	2024 Cost Avoidance equivalence
Energy	15%	2,306,555 kWh	390	\$81,179
Fleet	30%	tCO ₂ e saved	456	N/A*
Waste	30%	81,421 kg of waste	7	N/A*
Water	6%	6,224,640 litres	0.26	\$16,246
Total			853	\$97,425

* Cost avoidance is unknown for fleet, as the emissions reductions are uncertain which fuel type and associated costs will be reduced. There are no direct operating costs associated with waste as the Region of Peel provides this service.

Climate Change Context

The Town is seeking to reduce GHG emissions associated with its corporate operations, to align with reduction targets of upper levels of government.

In 2015 the Government of Canada, along with 195 other countries, ratified the Paris Agreement, a global commitment to rapidly accelerate and intensify actions to limit global average temperature rise to well below 2°C above pre-industrial levels, and to pursue efforts to limit the increase to 1.5 °C. In response to the Paris Agreement, the Federal government developed the Pan-Canadian Framework for Clean Growth and Climate Change with a target of 30% reduction below 2005 GHG emission levels by 2030.

In 2019 the Government of Canada released Canada's Changing Climate Report and found that both past and future warming in Canada is on average, double the magnitude of global warming. On May 15th, 2019 carbon dioxide levels were measured in Earth's atmosphere at 415 parts per million (ppm), being the highest point of 800,000 years of data, and are anticipated to continue growing unless urgent and steep actions are taken to reduce the burning of fossil fuels. This demonstrates the need for local governments to display strong action to rapidly reduce GHG emissions, demonstrating leadership throughout the community to also take action.

Next Steps

Upon Council approval, the Town will be submitting O. Reg. 507/18 annual energy and associated GHG reporting to the Provincial Ministry of Energy, Northern Development and Mines and will make the Corporate GHG Reduction Framework publicly available through the Town's website. Staff will also be working with a graphic artist to design the final framework.

Staff will be leading the implementation of the immediate priority actions identified in the Framework, including an update to the Town's Corporate Green Building Standard, a waste audit and retrofit at the Caledon Centre for Recreation and Wellness, and coordinating two more Corporate Energy Team meetings by the end of the year.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this report.

COUNCIL WORK PLAN

Connected Community – Develop a five-year Corporate Greenhouse Gas Reduction Framework

ATTACHMENTS

Schedule A – Corporate Energy and Greenhouse Gas Emissions Reporting (2017)
Schedule B – Corporate GHG Reduction Framework (2019 – 2024)
Schedule C – CEM Plan (2014 – 2018) Accomplishments
Schedule D - Building Energy Management, Commissioning and Maintenance
Implementation Estimated Costs & Savings for 7 High Potential Buildings

Staff Report 2019-73 Schedule A: Corporate Energy and Greenhouse Gas Emissions Reporting (2017)

Facility	Total Floor Area (sq. ft)	2017 Total Electricity (kWh)	2017 Total Natural Gas (m3)	2017 Propane (L)	Energy Intensity (ekWh/sqft)	Total GHG Emissions (Kg)
6211 Old Church Rd	7,339.91	47,880	6,677		16.19	13,451.94
Administration Building	55,374.71	844,277	48,476		24.55	106,254.34
Albion Bolton Community Centre	74,800.00	1,038,207	65,612		23.20	142,006.72
Alton Community Centre	5,089.34	38,676	6,307		20.77	12,593.20
Alton Fire Station	2,921.21	10,067	7,152		29.47	13,695.90
Belfountain Community Centre	2,994.08	9,301		2,570	7.50	3,960.00
Bolton Fire Station	10,002.58	107,570	15,880		27.63	31,883.90
Caledon Animal Shelter	3,200.00	85,970	9,257		57.61	18,988.64
Caledon Centre For Recreation	91,685.21	1,429,740	263,298		46.11	522,529.95
Caledon East Community Complex	92,465.44	1,890,579	180,761		41.22	374,454.86
Caledon East Fire Station	9,998.70	34,462	10,676		14.79	20,780.46
Caledon OPP Detachment	23,650.00	399,499	34,244		32.28	71,653.16
Caledon Village Fire Station	7,211.82	66,110	15,258		31.65	29,990.76
Caledon Village Place	6,394.95	36,757	8,568		19.99	16,834.71
Cheltenham Fire Station	9,650.00	28,599	5,489		9.01	10,872.36
Inglewood Community Centre	5,308.87	15,358	5,085		13.07	9,879.50
Inglewood Fire Station	5,766.66	16,813	4,326		10.89	8,469.68
Lloyd Wilson Centennial Arena	24,421.91	498,751	24,017		30.87	54,034.58
Margaret Dunn Valleywood Branch	5,040.09	52,278	4,219		19.27	8,880.86
Mayfield Recreation Complex	62,663.55	1,350,544	114,137		40.91	239,152.20
Mono Mills Fire Station	2,965.13	9,601	5,909		24.42	11,337.79
Palgrave Fire Station	2,977.19	9,883	7,234		29.14	13,847.75
Rotary Club	6,000.00	66,949	10,355		29.50	20,735.53
Snelgrove Fire Station	6,754.10	115,517	11,408		35.05	23,566.49
Victoria Parks Community Centre	2,834.35	6,943	6,120		25.40	11,690.74
Work Yard 1	8,894.43	162,271	28,013		51.72	55,769.10
Work Yard 2	15,359.13	100,389	26,076		24.58	51,036.52
Work Yard 3	5,155.91	34,948	8,448		24.19	16,576.55
Total	556,919.27	8,507,939	933,002	2,570		1,914,928.21

* The total emissions for buildings as per O. Reg 507/18 reporting differs from the emissions quantified in the Town's 2017 Corporate GHG inventory due to the use of slightly different emissions factors.

Town of Caledon Facilities

Electricity	
Total kWh	8,507,939
Total \$	\$1,377,906
Total GHG (kg)	170,159

Natural Gas	
Total m3	933,002
Total ekWh	9,915,737
Total \$	\$264,981
Total GHG (kg)	1,771,771

Fuel Oil/ Propane	
Total L	2,570
Total ekWh	18,065
Total \$	\$1,627
Total GHG (kg)	3,960

Total ekWh	
Total ekWh	18,441,741
Total \$	\$1,644,514
Total GHG (kg)	1,945,889

Administration

Total (kWh)	978,127
Elec costs	\$175,686
% of Elec Costs	12.75%
% of Electricity	11.50%

Total Gas (m3)	64,410
Total Gas (ekWh)	684,535
Gas Costs	\$19,527
% of Nat Gas Cost	7.37%
% of Gas Use	6.90%

Total (ekWh)	1,662,662
Total GHG (kg)	141,877
Total Costs	\$195,213
% of Total Use	9.02%

Recreation

Total (kWh)	6,207,821
Elec costs	\$979,536
% of Elec Costs	71.09%
% of Electricity	72.97%

Total (m3)	647,825
Total Gas (ekWh)	6,884,940
Gas Costs	\$168,406
% of Gas Cost	63.55%
% of Gas Use	69.43%

Total (ekWh)	13,092,761
Total GHG (kg)	1,354,376
Total Costs	\$1,147,942
% of Total Use	71.00%

Community Centres & Libraries

Total (kWh)	226,262
Elec costs	\$38,758
% of Elec Costs	2.81%
% of Electricity	2.66%

Total (m3)	40,654
Total Gas (ekWh)	432,062
Gas Costs	\$16,404
% of Nat Gas Cost	6.19%
% of Gas Use	4.36%

Total Propane (L)	2,570
Total Propane (ekWh)	18,065
Propane Costs	\$1,627

Total (ekWh)	676,389
Total GHG (kg)	85,687
Total Costs	\$56,566
% of Total Use	3.67%

Fire Stations

Total (kWh)	398,622
Elec costs	\$68,588
% of Elec Costs	4.98%
% of Electricity	4.69%

Total (m3)	83,332
Total Gas (ekWh)	885,634
Gas Costs	\$31,694
% of Gas Cost	11.96%
% of Gas Use	8.93%

Total (ekWh)	1,284,256
Total GHG (kg)	166,220
Total Costs	\$100,282
% of Total Use	6.96%

Work Yards

Total (kWh)	297,608
Elec costs	\$51,886
% of Elec Costs	3.77%
% of Electricity	3.50%

Total (m3)	62,537
Total Gas (ekWh)	664,629
Gas Costs	\$19,027
% of Gas Cost	7.18%
% of Gas Use	6.70%

Total (ekWh)	297,608
Total GHG (kg)	962,237
Total Costs	\$70,913
% of Total Use	5.22%

OPP

Total (kWh)	399,499
Elec costs	\$63,452
% of Elec Costs	4.60%
% of Electricity	4.70%

Total (m3)	34,244
Total Gas (ekWh)	363,938
Gas Costs	9,923
% of Gas Cost	3.74%
% of Gas Use	3.67%

Total (ekWh)	763,437
Total GHG (kg)	73,019
Total Costs	\$73,375
% of Total Use	4.14%

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INTRODUCTION AND BACKGROUND

Purpose

The *Electricity Act 1998*, Ontario Regulation 507/18, requires public sector agencies to submit annual facility energy consumption and greenhouse gas (GHG) emissions data by July 1 of every year to the Provincial Ministry of Energy, Northern Development and Mines; and to prepare by July 1st 2019, an updated five year Energy Conservation and Demand Management Plan (ECDM)¹. The ECDM shall outline the goals, objectives and specific actions that the public agency will undertake to manage and reduce energy consumption and demand.

The Town is going beyond the requirements of the regulation and has developed a framework to manage and reduce GHG emissions emitted through Town operations. The Framework focuses on four key areas, including corporate energy, fleet, water and waste.

This Framework establishes tangible energy, conservation and emissions reduction goals for the Town, and aligns with the direction of municipalities across Ontario, striving toward steep energy and carbon reduction goals.

¹ Ontario Regulation 507/18, Broader Public Sector: Energy Reporting and Conservation and Demand Management Plans, s.6.

² World Resources Institute. Infographic: Choose your future: 4 possible emissions pathways. 2014. <https://www.wri.org/resources/data-visualizations/infographic-choose-your-future-4-possible-emissions-pathways>

Global Climate Change Context

In 2015, Canada along with 195 other countries endorsed the Paris Agreement, a commitment to rapidly accelerate and intensify actions and investments needed to limit global average temperature rise to well below 2°C above pre-industrial levels, and to pursue efforts to limit the increase to 1.5 °C.

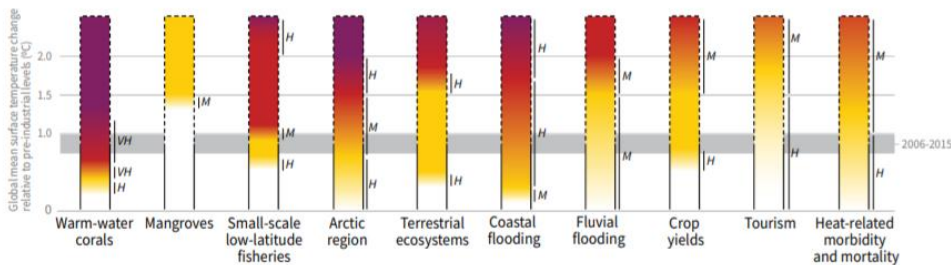
Setting the upper limit of global temperature increases to 2°C is considered to be a 'safe' and lower emissions pathway. While significant climate impacts will still be experienced under a 2°C increase in global temperatures, these impacts become exponentially worse under higher emissions scenarios such as: reduction of groundwater availability; increased sea level rise; increased impacts from heat stress; reduction of agricultural production; and, higher rate of extinction of animal species².

In 2018, the Intergovernmental Panel on Climate Change (IPCC), a United Nations body that assesses the science and global progress to address climate change, released a Special Report, *Global Warming of 1.5 degrees Celsius*. The Report outlined that global temperatures is likely to reach 1.5°C between 2030 and 2052 if emissions continue to increase at the current rate. This report also assessed the impacts and risks of an average global temperature increase between 1.5°C and 2°C above pre-industrial levels³. The findings concluded that

³ IPCC, 2018: Summary for Policymakers. In: *Global Warming of 1.5°C*. An IPCC Special Report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways, in the context of strengthening the global response to the threat of climate change, sustainable

limiting warming to 2°C would not adequately avoid the most severe impacts of climate change, as demonstrated in Figure 1. This had led to government agencies taking more urgent action, including declaring climate emergencies, as risks to human and natural systems are much higher for 2°C warming.

Impacts and risks for selected natural, managed and human systems



Confidence level for transition: L=Low, M=Medium, H=High and VH=Very high

Figure 1: Impacts and risks for selected natural, managed and human systems, as per IPCC Special Report (2018)

Climate Change in Canada

In 2019, the Federal Government's *Canada's Changing Climate Report* found that both past and future warming in Canada is, on average, double the magnitude of global warming, displayed in Figure 2.

development, and efforts to eradicate poverty. World Meteorological Organization, Geneva, Switzerland, 32 pp.

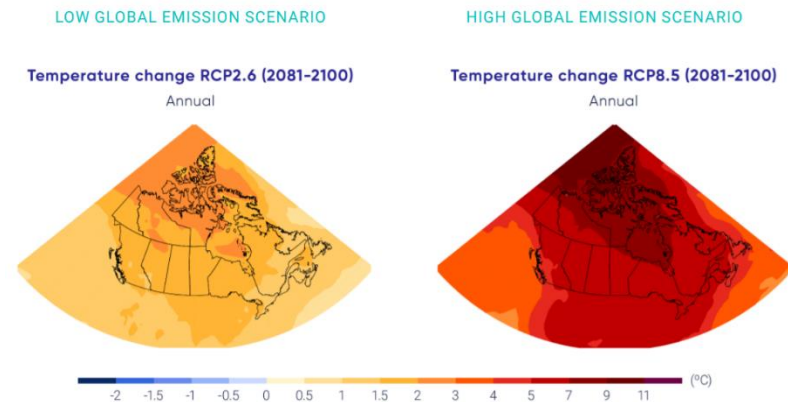


Figure 2: Projected annual temperature change for Canada under a high and low emission scenario

In response to the Paris Agreement, the Government of Canada released the Pan-Canadian Framework for Clean Growth and Climate Change (PFCGCC) as a strategic plan to meet Canada's 2030 target of a 30% reduction below 2005 GHG emission levels. Through PFCGCC, the Federal Government recognizes the critical role the public sector can play to achieve the Federal and international climate change goals by: (1) setting ambitious targets; (2) cutting emissions from government buildings and fleets; and (3) scaling up clean procurement. A breakdown of Canada's 2017 inventory is shown in Figure 3, totaling 716 Mt CO₂e⁴.

⁴ Government of Canada. Greenhouse gas sources and sinks: executive summary 2019. <https://www.canada.ca/en/environment-climate-change/services/climate-change/greenhouse-gas-emissions/sources-sinks-executive-summary-2019.html>

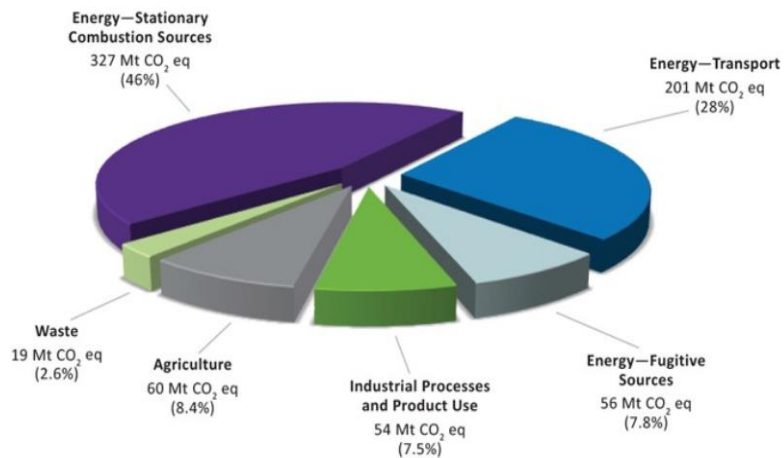


Figure 3: Canada's GHG emissions by IPCC sector (2017)

Caledon's Corporate GHG Emissions

The Town's corporate GHG emissions inventory was completed for the baseline year of 2017 and served as an update to the Town's 2007 GHG inventory.

Following the Federation of Canadian Municipalities (FCM) Partner for Climate Protection (PCP) protocol for quantifying GHG emissions, the Town's total corporate GHG emissions in 2017 amounted to 3,611 tCO₂e, a breakdown by sector is shown in Figure 4.

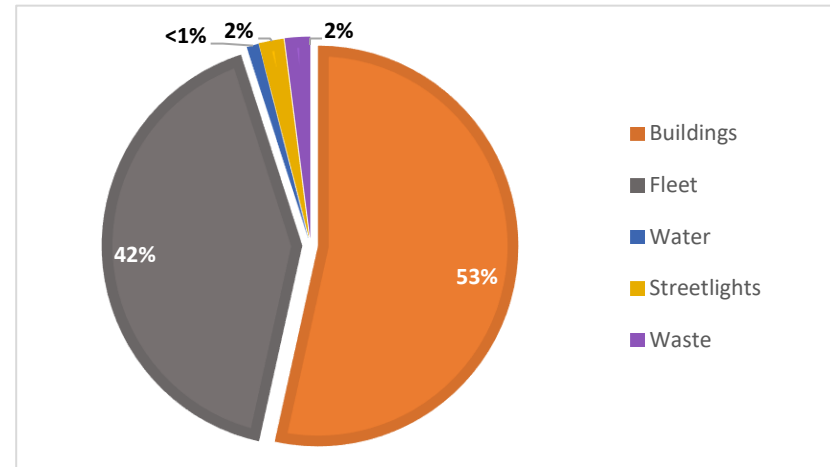


Figure 4: Caledon's corporate GHGs by sector (2017)

In 2017 the Town has realized an overall corporate emissions reduction of 48% or 3,367 tCO₂e since 2007. Between 2007 and 2017, trends in the Town's corporate emissions remain similar, with buildings and fleet making up the bulk source of corporate emissions.

In addition to the energy conservation measures implemented by staff outlined in Appendix A, it is important to highlight that the 2017 emissions factor for electricity significantly reduced from 2007 due to the phase out of coal from electricity generation in Ontario, significantly contributing to the Town's emissions reductions. There have also been considerable improvements to data quality since the 2007 GHG inventory.

The objective of the Framework is to continue to reduce the Town's corporate GHG emissions by an additional 24% or 853 tCO₂e by 2024, as shown in Figure 5.

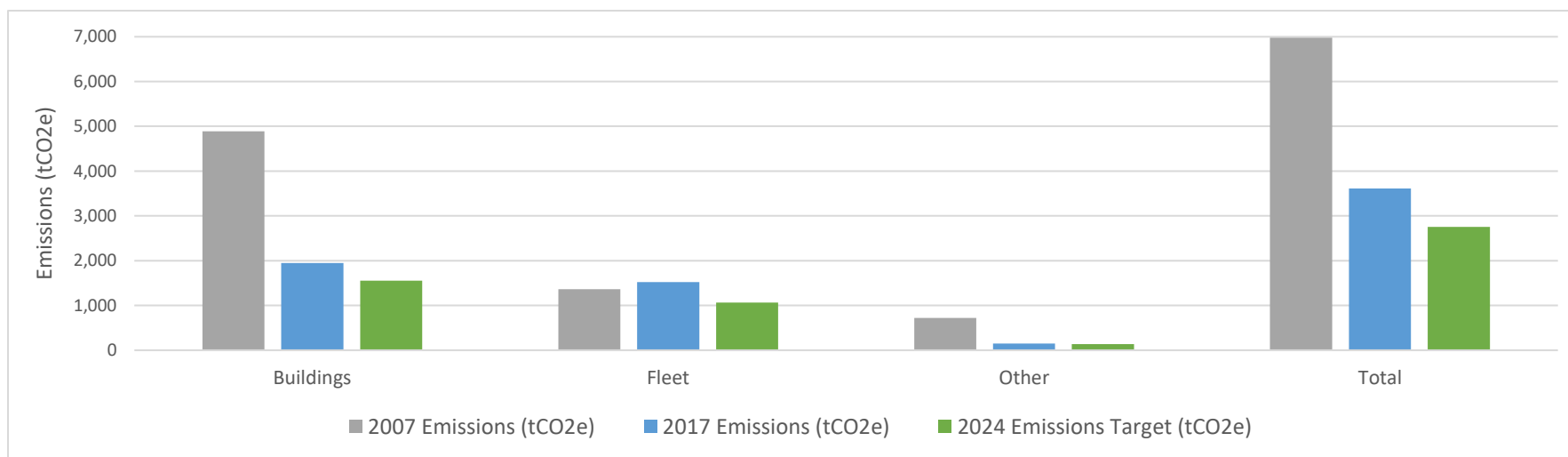


Figure 5: Town of Caledon Corporate Emissions Trends & 2024 Target

Sector	Scope	2007 Emissions (tCO ₂ e)	2017 Emissions (tCO ₂ e)	2007 – 2017 % Change	2024 Target (tCO ₂ e)
Buildings ⁵	Use of natural gas and electricity in corporate buildings and facilities	4,891	1,946	-60.21%	1,556
Fleet ⁶	Combustion of fuels (i.e. gasoline) for corporate fleet and equipment.	1,364	1,519	+11.36%	1,063
Streetlights ⁷	Use of electricity for streetlights, traffic signals and other types of outdoor public lighting such as parks.	723	85	-88.24%	85
Water ⁸	Use of electricity and natural gas by municipal water and wastewater treatment infrastructure for the treatment of water consumed by the Town.	0	4.4	N/A	4.1
Waste ⁹	Amount of solid waste collected from corporate-owned buildings and parks and resulting methane emissions released due to landfill decomposition.	0	57	N/A	51
Total		6,978	3,611	-48.25%	2,758

⁵ The 2007 GHG Inventory for buildings included the Caledon Central Pool that was closed in 2014, and therefore not included in the 2017 GHG inventory.

⁶ In 2007 the Town's fleet fuel use included mixes of B10 and B20 fuels. Due to operational challenges, in 2017 the Town used a blend of B5 fuels which has a higher emissions factor when compared to the fuels with a larger biodiesel blend.

⁷ In 2015 the Town retrofit 2,000 cobrahead streetlights to LED. Streetlights and outdoor park lights' source of energy is electricity only, so this sector would have been heavily influenced by the change in electricity emission factor from 2007 to 2017.

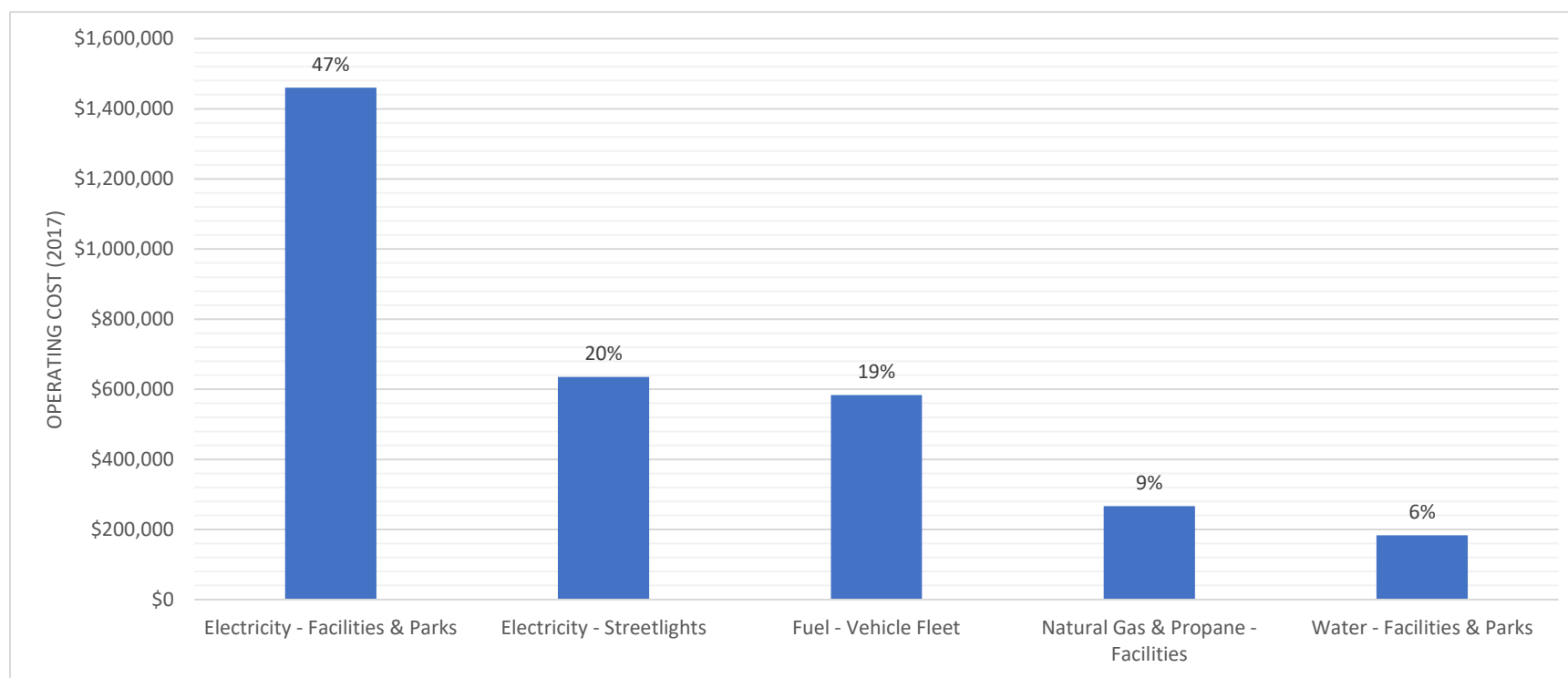
⁸ In 2007 the downstream emissions from water transmission and treatment was not included in the scope of the GHG inventory, as allowed by the PCP protocol for GHG inventories.

⁹ In the 2007 GHG inventory, quantifying emissions from waste was not included in the scope of the inventory.

Operating Costs

Figure 6 below shows the costs associated with fuel and water consumption. As demonstrated below, electricity consumed in facilities and parks (46%) had the highest operating costs in 2017.

From a climate change mitigation perspective, the challenge associated with electricity's high operating costs are its inverse relationship with its contribution to GHG emissions. As described further in the energy chapter of the Framework, Ontario's electricity grid is considered to be clean and has a low emissions factor. The framework presents strategies to achieve savings from GHG emissions intensive fuels, despite the challenging business case of lower commodity costs.



¹⁰ **Figure 6: Operating Costs by Commodity and Use (2017)**

¹⁰ Due to data quality, the 2018 streetlights electricity operating costs were used

Potential Risks & Uncertainty

Implementing a five-year strategic plan that forecasts target savings and strategies poses risks to implementation, because future conditions (i.e. political, funding) are unknown. The table below provides potential risks and management strategies to implementing the to ensure successful implementation.

Table 2: Potential Implementation Risks and Management Approaches

Potential Risk	Risk Management
Staff capacity	<ul style="list-style-type: none"> Develop a workplan for Energy & Environment staff that align with the timelines of the strategies proposed in this Framework Evaluate opportunity to expand staff resources in the Energy & Environment division Leverage partnership opportunities with educational institutions and seasonal internship positions
Uncertainty of future energy costs	<ul style="list-style-type: none"> Energy management and conservation can help the Town to reduce risk associated with volatile energy market costs Work with energy market specialists to assist the Town in forecasting changes in utility prices Correspond with municipal colleagues through the Corporate Energy Managers Community of Practice group to enhance utility forecasting approaches Participate in utility incentive programs, to reduce risk of program cancellation Develop the business case for energy projects without the influence of utility program incentives or grants, that can be cancelled at any time
Loss of incentives or grants	
Changes in upper-level government policies	<ul style="list-style-type: none"> Implement and develop policies that are beneficial and tailored to the needs of the Town
Loss of buy-in	<ul style="list-style-type: none"> Communicate the energy, environment and economic benefits of energy management Align the strategies of the Framework with the strategic goals of other Town departments

FRAMEWORK DEVELOPMENT

Scope and Scale of the Framework

The Town's Corporate Greenhouse Gas Reduction Framework was developed over the course of 10 months (July 2018 – May 2019) with support from Enerlife Consulting Inc. and involved the participation of Town staff representing various divisions, stakeholders from the utility companies, staff from the Region of Peel, and Toronto and Region Conservation Authority.

The framework addresses reducing corporate greenhouse gas emission generated by waste, fleet, buildings, streetlights and water and energy consumption.

Through the development of this Framework, the Town established a revised 5-year corporate energy and GHG emissions reduction targets and strategies to achieve the target for the 2019 to 2024 reporting period.



Stakeholders

The Framework was developed in partnership with various Town divisions and external stakeholders:

- **Town Energy & Environment staff:** responsible for addressing climate change, energy management and sustainable operation practices;
- **Town Facilities staff:** staff responsible for the operations and maintenance and management of Town facilities;
- **Town Roads & Fleet staff:** responsible for purchasing Town vehicles and the maintenance and operations of fleet;
- **Town Parks staff:** responsible for the maintenance and design of the Town's parks, including splash pads and large sports fields;
- **Town Purchasing & Risk Management staff:** responsible for overseeing the purchasing of goods and services for the Town;
- **Town Asset Management staff:** responsible for managing the inventory of the Town's assets and maintaining the Town's asset management program;
- **Local Utilities:** the local utility companies that service the Town are Hydro One and Enbridge Gas;
- **Region of Peel:** staff from the Region of Peel's water, waste and fleet divisions were engaged during the development of the Framework;
- **Toronto & Region Conservation Authority (TRCA):** staff from the TRCA's Sustainable Technology Evaluation Program (STEP) were engaged throughout the development of the Framework.

Framework Development Process

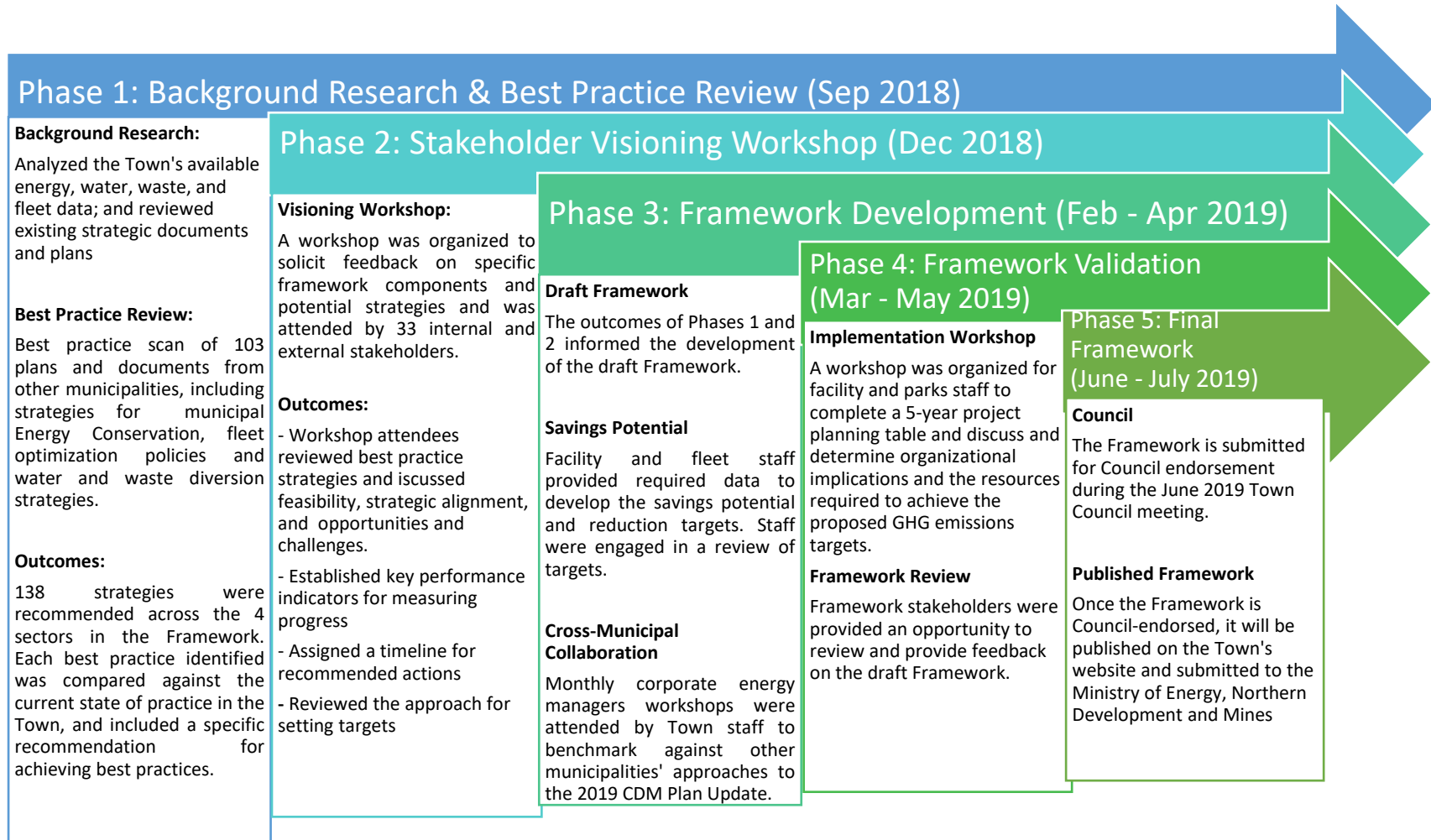


Figure 7: Framework Development Process

Target Development & Methodology

Table 3 below provides a high-level summary of the target description, methodology and monitoring strategies for all four sectors included in this Framework and the overall GHG reduction target. For a detailed methodology, please see Appendix A.

Table 3: High-level summary of the target setting methodology			
Sector	Target Description	Methodology	Monitoring Strategy
Energy	% of Equivalent kilowatt hour (ekWh) savings	<ul style="list-style-type: none"> Targets based on a comparison of Town facilities with top quartile energy use of similar public sector building types, adjusting for amenities, usage profile, current year weather conditions and energy sources 	<ul style="list-style-type: none"> Building portfolio monitoring using RETScreen Expert
Fleet	Emissions avoided (tCO ₂ e)	<ul style="list-style-type: none"> Aligned with Region of Peel target 	<ul style="list-style-type: none"> Annual fuel consumption through Roads & Fleet's transaction reports Potential to monitor using RETScreen Expert
Water	Volume of water saved (L)	<ul style="list-style-type: none"> Targets set based on comparing Town consumption with top quartile water use of similar building types; fire stations excluded due to the unpredictable nature of water consumption for emergency purposes. 	<ul style="list-style-type: none"> Monitoring water consumption through Region of Peel data Potential to monitor using RETScreen Expert and energy management software
Waste	Waste Diversion Rate (kg)	<ul style="list-style-type: none"> Aligned with the Province of Ontario's target of 30% diversion rate by 2030 	<ul style="list-style-type: none"> Annual waste monitoring data from ROP Potential to monitor using RETScreen Expert
Corporate GHG Target	% GHG reduction target (CO ₂ e)	<ul style="list-style-type: none"> Sum of energy, fleet, water and waste targets in CO₂e compared to the 2017 baseline year 	<ul style="list-style-type: none"> Monitoring annual reductions and CO₂e for all 4 sectors listed above

How to read the Framework

Each chapter of the Framework contains the following sections:

- **Scope:** Describes the specific areas within the Town’s operations in which strategies are proposed;
- **Climate Change Impact:** Defines the sector in the context of climate change
- **Strategic Alignment:** Aligns each sector with relevant policies or strategic plans at the Provincial or Regional government level
- **Target & Vision:** Defines the emissions reduction target to achieve by 2024 below the 2017 reference year
- **Evaluation:** Each sector has been assigned a level assessment to evaluate its practices under the within the Plan’s timeframe of 2014 – 2019 (see Figure 8). This evaluation was completed by Enerlife Consulting Inc.
- **Baseline numbers:** Contains graphs that illustrate the GHG emissions and resource intensity of the sector



Figure 8: Level Assessment Description

The strategies proposed for each sector contain the following elements:

- **Tasks:** Provides details on specific tasks to accomplish each strategy
- **Implementation Details:** Provides details as to which Town divisions or external stakeholders will be involved, estimated timeline and which tools have been identified to implement the strategy. The implementation timeline is as follows:
 - Immediate = 2019 – 2020
 - Medium = 2021 – 2022
 - Long term = 2023 - 2024
- **Key Performance Indicators (KPIs):** KPIs are critical indicators of progress toward the intended result, and provide a basis for the Town to measure progress of the overall Plan.
- **Co-Benefits:** Outlines the direct and indirect benefits of implementing the proposed strategy

FRAMEWORK GOVERNANCE

To successfully implement the Framework over the next 5 years, key roles and responsibilities of staff have been identified:

Energy & Environment

Energy and Environment staff, within the Finance and Infrastructure Services Department, play a crucial role in facilitating the actions outlined in the Framework. Specifically, this group has the role of assisting with compiling research on different initiatives to determine feasibility and help frame the business case for future actions. Additionally, staff will work with various departments to identify gaps in energy related knowledge and processes to inform the development of programs and policies to address these. Energy and Environment staff also manage the Town's Energy Management Software, to deliver and communicate insights on Facility energy consumption to Facilities staff. Lastly, their role is to ensure momentum within the Corporate Energy Team by developing agendas, scheduling meetings and recording progress on initiatives to update all staff and the community on the status of the Plan.

Corporate Energy Team

The Corporate Energy Team will manage the implementation of the Framework, meeting quarterly to ensure that the goals, objectives and targets within the Framework are being met.



The positions and roles of the members of the Corporate Energy Team are outlined in Table 4 below:

Table 4: Corporate Energy Team members & associated roles

Position	Role
Specialist, Energy & Environment	Primary contact, create and circulate agenda and minutes, Chair.
Manager, Energy & Environment	Co-chair, environmental implications of energy conservation
Manager, Facilities	Overview of energy use and projects in Civic facilities
Manager, Recreation Facilities	Overview of energy use and projects in Recreation facilities
Supervisors, Recreation Facilities	Energy use, conservation and technical retrofits in the Bolton, Mayfield and Caledon East family facilities
Supervisor, Facility Operations	Energy use, conservation and technical retrofits at Civic facilities with a specific focus on Town Hall
Coordinators of Facility Operations	Energy use, conservation and technical retrofits at the Fire Halls, Work Yards, OPP Detachment and 6211 administration building.
Recreation Coordinators, Operations	Energy use, conservation and technical retrofits at recreation complexes and satellite facilities
Facility Lead Hands and Facility Maintenance II	Updates regarding operation practices in recreation facilities and satellite facilities

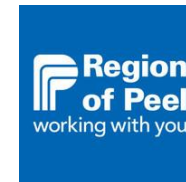
Strategic energy and GHG emissions management is a shared responsibility that impacts all Town staff. Since there are many staff, facilities and functions within the Municipality, it is important to have formal discussions on activities occurring throughout various departments and buildings, specific to how they relate to energy consumption and GHG emissions conservation. The implementation team is outlined in Table 5 below.

Table 5: Internal Framework Implementation Team, Role & Strategic Alignment		
Stakeholder	Role within the Framework	Strategic Alignment
Town Roads & Fleet staff	<ul style="list-style-type: none"> ▪ Work closely with Energy & Environment staff to implement the strategies proposed ▪ Meet with Energy & Environment staff to provide progress updates and data when strategies have been completed ▪ Provide support on the development of a Green Fleet Strategy 	<ul style="list-style-type: none"> ▪ Idling ByLaw
Town Parks staff	<ul style="list-style-type: none"> ▪ Meet on an annual basis with Energy & Environment staff to provide updates on the strategy implementation outlined in this Framework ▪ Align parks development and retrofit projects with the strategies contained in this Framework 	<ul style="list-style-type: none"> ▪ Facility Needs Assessment Study ▪ Recreation & Parks Master Plan
Town Asset Management staff	<ul style="list-style-type: none"> ▪ Work with Energy & Environment staff to avoid duplication in asset management record keeping and embed low emission technology into asset renewal programs. ▪ Provide access to asset management data to Energy & Environment staff to support the strategies proposed in this Framework 	<ul style="list-style-type: none"> ▪ Ontario Regulation 588/17 ▪ Town's Asset Management Plan (2018)
Town Purchasing & Risk Management staff	<ul style="list-style-type: none"> ▪ Work with Energy & Environment staff when updating purchasing policies or bylaws that align with the pillars of this Framework 	<ul style="list-style-type: none"> ▪ Purchasing ByLaw ▪ Corporate Purchasing Procedure ▪ Green Procurement Guidelines
Senior Management & Council	<ul style="list-style-type: none"> ▪ Continue to attend 1 Corporate Energy Team meeting per year to deliver the internal Corporate Energy Awards ▪ Energy & Environment staff to update senior management and Council on Framework implementation progress on an annual basis 	<ul style="list-style-type: none"> ▪ Council Work Plan (2018 – 2022)

External Capacity Enhancement

This Framework strategically aligns with entities external to the Town, that will enhance staff capacity to deliver on the strategies contained within this Framework. Staff will collaborate with the Region of Peel, local utilities, local conservation authorities, and participate in working groups such as:

- **Municipal Energy Managers Community of Practice:** A forum to help municipal staff with energy management responsibilities to improve their effectiveness through peer knowledge sharing
- **Mayor's Megawatt Challenge:** non-profit that accelerates energy, water and utility cost savings and emissions reductions across the municipal sector. Identifies, validates and shares operational best practices, retrofits, design solutions and management practices which can be used by municipalities to achieve and sustain a high standard of energy and water efficiency.
- **Clean Air Partnership:** charitable environmental organization whose mission is to help municipalities become sustainable, resilient, vibrant communities through research, knowledge transfer, and by fostering collaboration among all orders of government, academia, NGOs and a range of additional stakeholders.
- **Independent Electricity Systems Operator (IESO) Energy Managers Hub:** Provides an online hub, peer knowledge sharing and training for energy managers
- **Region of Peel Waste Municipal Partners Group:** Working group with staff from the Region and its member municipalities to discuss and implement waste initiatives
- **Partners in Project Green (PPG):** The Town will participate in relevant PPG initiatives such as recycling collection drives
- **Local Authority Services:** The Town will participate in relevant programs, training events and working groups



Energy

Scope

This section highlights strategies and initiatives that the Town will undertake to reduce and optimize energy use within Town-owned facilities, streetlights and parks.

Climate Change Impact

According to the Town's 2017 Corporate GHG Emissions Inventory, energy consumption in Town facilities produces just over 50% of the Corporation's emissions or 1,946 tCO₂e representing the largest source of emissions. Natural gas contributes most to building emissions from energy consumption, representing 91% of the total. While off-peak electricity in Ontario is considered to be 96% emissions free¹¹, consumption of electricity during on-peak hours includes some natural gas generation plants and associated emissions.

Since 1990 emissions from the building sector in Ontario have grown steadily and are anticipated to keep increasing¹². According to the Province's most recent GHG inventory, the buildings sector is responsible for 19% of total GHGs in 2013. Actions to reduce energy consumption in existing buildings and the construction of low carbon new facilities will be essential to meeting local, national and international GHG reduction targets.

¹¹ Environmental Commissioner of Ontario, 2018 Energy Conservation Progress Report, p.7.

Strategic Alignment

The Region of Peel has a target of reducing corporate GHG emissions to 45% below 2010 levels by 2030 as part of their corporate climate change strategy and established a community greenhouse gas reduction target of 80% below 1990 levels by 2050 as part of the Peel Climate Change Strategy, of which the Town is a member.

The Town's existing Community Climate Change Action Plan, which will be updated in 2020, contains actions to conserve energy in the industrial, commercial and institutional sectors. While corporate and community energy conservation initiatives are undertaken separately, actions undertaken by the Town will contribute to the overall community GHG reduction goals.

Target

The Town is adopting a target to conserve 15% or 2,306,555 ekWh of facility energy use by 2024 below 2017 levels.

New builds and facility expansions will have high-performance energy targets set at the start of the development process and savings will be monitored and verified. For streetlighting and parks, the Town will continue with additional LED retrofits.

¹² Ministry of the Environment, Conservation and Parks. Ontario's Climate Change Update 2014. <https://www.ontario.ca/page/ontarios-climate-change-update-2014>

Vision (desired state)

The Town aims to improve building energy performance of facilities by:

- growing organizational capacity and sustaining portfolio-wide standards of energy efficiency;
- considering lower carbon options for building renewal and capital projects; and,

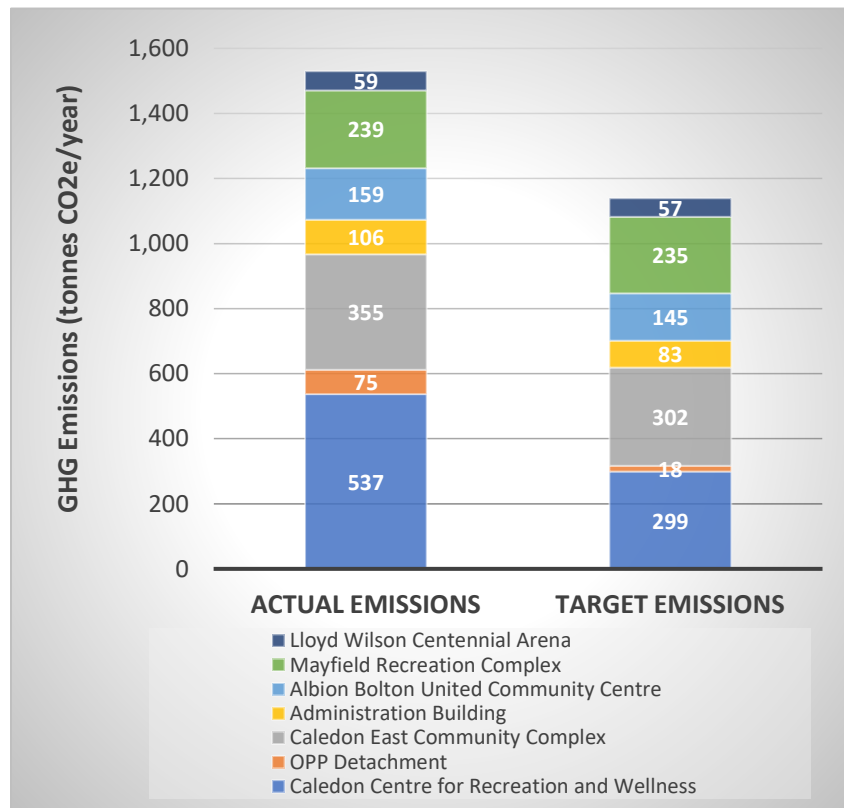


Figure 9: Caledon's Big 7 Actual and Target Building Emissions (2017 – 2024)

¹³ Note: there is a 1.41% discrepancy in the Town's actual energy consumption between the Town's energy management software and RETScreen, due to different calendarization methods.

- adopting high-performance design standards for new facility construction and renovations.

Evaluation of 2014-2019 Results

The Town's Corporate Energy Management Plan (2014-2019) (CEMP) was successful at embedding a culture of energy management across the Corporation through the cross-departmental Corporate Energy Team and the Energy Revolving Fund. A detailed list of corporate energy achievements is provided in Schedule C of Staff Report 2019-73.

Current practices put in place during this period have been assessed between Level 1 (standard level of practice) and Level 4 (exceptional practice) under five categories. The levels have been assigned by Enerlife as qualitative assessments of current practices based on experience with other municipalities.

1. Energy Management and Performance Tracking – Level 3
2. Retrofit, Renewal and Greenhouse Gas Reduction – Level 1
3. Facility Operation and Maintenance – Level 2
4. Purchasing, Procurement & Policies – Level 2
5. Education and Engagement – Level 4

The Town achieved a 12.6%¹³ or 2,611,200 kWh reduction in energy use in 2018 compared to the 2012 baseline, shown in Figure 10. This exceeds the 9% energy reduction target established in the previous Plan, largely due to 140 energy conservation measures that were completed between 2014 – 2018.

Town staff have developed a comprehensive understanding of the energy consumed in facilities through an energy performance analysis software called RETScreen Expert ('RETScreen'). RETScreen is a software provided by Natural Resources Canada, a Department within

the Government of Canada, and allows for a true comparison of how energy is consumed in facilities normalizing for factors that staff are unable to control such as the weather.

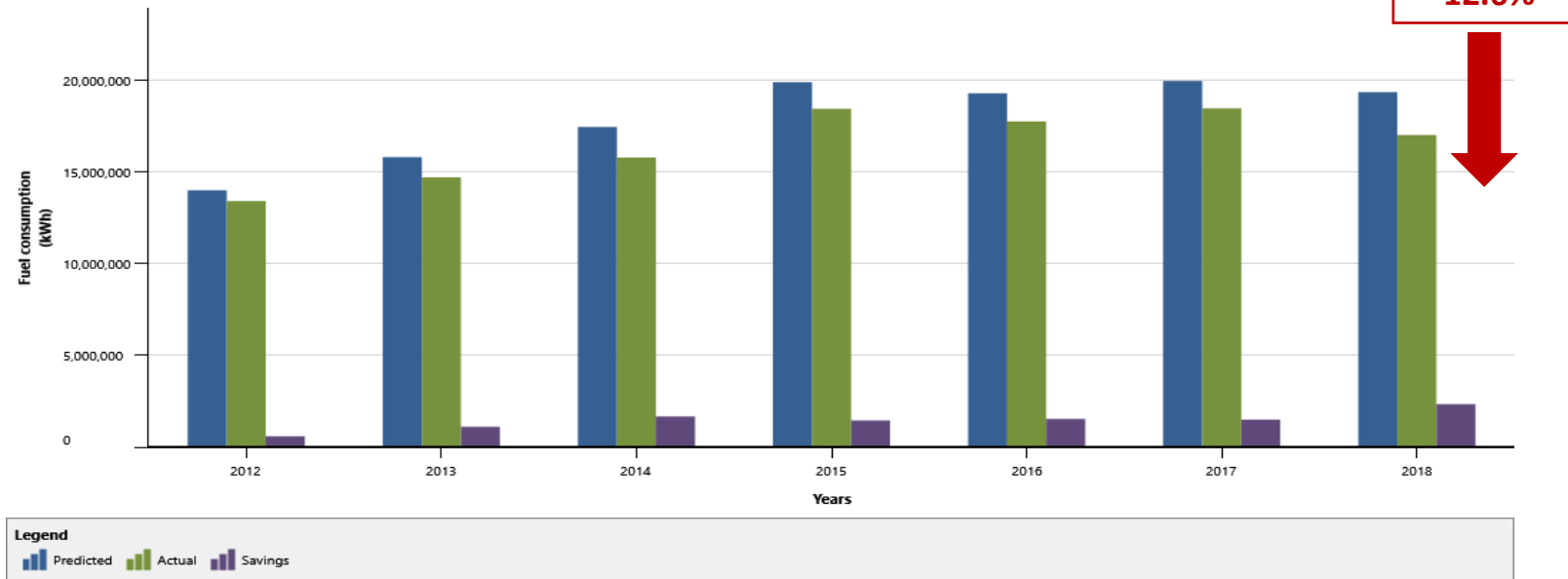


Figure 10: 2012-2018 Performance Analysis of the Town's Building Portfolio

Baseline Numbers

The Town's total facility energy consumption is organized by building type of similar facility uses and characteristics, as shown in Figure 11.

This data directed actions within the previous CEMP to reduce energy consumption and improve the management of energy use amongst high use facilities. Town staff prioritize its top 7 energy consuming facilities, which accounted for 82% of the Town's building portfolio energy use in 2017. Over half of the Top 7 facilities are recreation facilities, due to the high energy use intensity of the equipment.

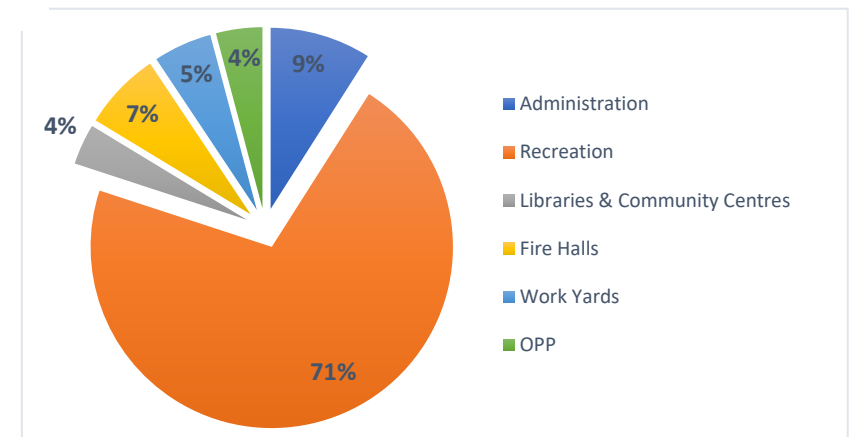


Figure 11: Total Energy Consumption by Facility Type (2017)

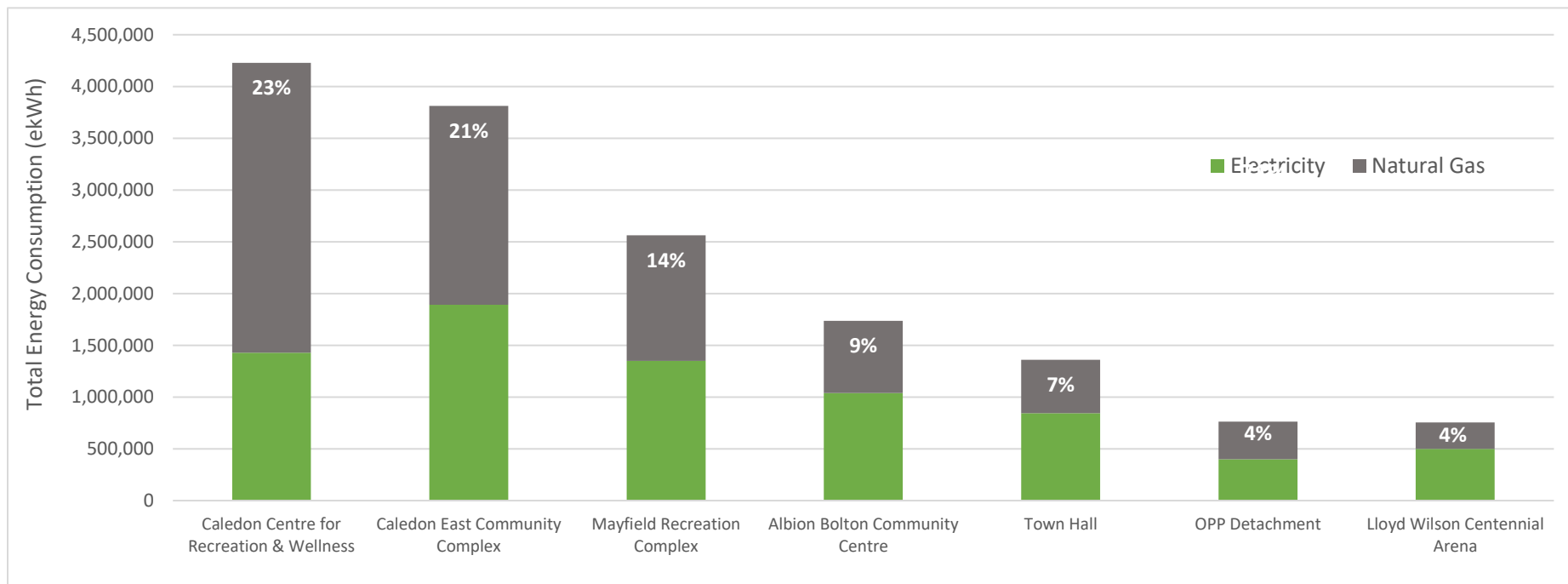


Figure 12: Caledon's 'Big 7' Energy Use Breakdown

Figure 13 displays a breakdown of the Town's total electricity consumption across buildings, streetlights and parks.

Renewable Energy

The Town has 3 ground-mount solar microFIT projects located at the Victoria Parks Community Centre, Caledon Village Fire Hall and Inglewood Community Centre generating approximately 44,232.30 kWh annually. The Mayfield Recreation Complex has a solar wall system that was constructed in 2010 and is estimated to save 9,257 m³ of natural gas annually. The Caledon OPP Detachment facility is equipped with 17 ground-source heat pumps designed to extract 1,523,629 btu annually.

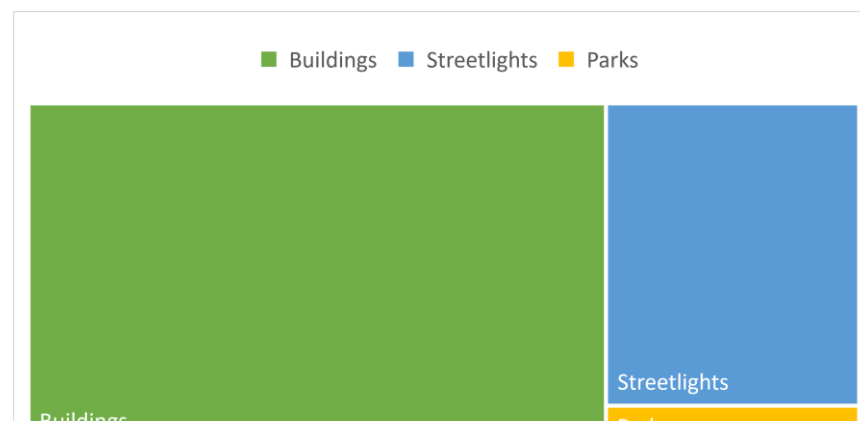


Figure 13: Total Electricity Consumption Breakdown by Asset (2017)

Energy Management & Performance Tracking

This section provides strategies to monitor and benchmark energy consumption data to track the progress of energy management strategies.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Continue to track and monitor monthly energy bills	<ul style="list-style-type: none"> Continue to monitor monthly energy consumption in Town facilities to respond to consumption irregularities (i.e. high energy consumption) 	<ul style="list-style-type: none"> Energy & Environment Finance staff Facility staff 	Ongoing	<ul style="list-style-type: none"> Energy Management Software Corporate Energy Team 	# of billing flags responded to kWh or m ³ avoided Cost savings	<ul style="list-style-type: none"> Associated energy and cost savings Increased awareness of energy consumption and energy spikes Identification and resolution of billing errors Improved tracking of utility budgets
Update and maintain facility energy performance analyses using RETScreen Expert and monitor progress towards energy reduction target	<ul style="list-style-type: none"> Establish energy models for each facility using the new baseline year of 2017 and maintain these models on a quarterly basis Develop energy models in RETScreen Expert for new facilities Monitor progress towards 2024 energy reduction target on an annual basis 	<ul style="list-style-type: none"> Energy and Environment Facility staff 	Immediate	<ul style="list-style-type: none"> RETScreen Expert Energy management software Corporate Energy Team 	# of facility energy models updated Annual tracking of progress towards target	<ul style="list-style-type: none"> Quantification of avoided energy and GHG emissions Advanced energy literacy of staff Knowledge of energy drivers and trends Benchmarking of historical performance Awareness of progress towards target
Monitor electricity generation of the Town's 3 solar microFIT sites	<ul style="list-style-type: none"> In near real-time, monitor the electricity generation of the Town's 3 solar microFIT sites through a web-based solar monitoring software 	<ul style="list-style-type: none"> Energy and Environment 	Ongoing	Solar monitoring software	Solar microFIT sites being tracked (y/n) \$ of revenue generated	<ul style="list-style-type: none"> Optimal performance of solar panels Immediate remediation to potential equipment failures Optimized Energy Revolving Fund base

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
	<ul style="list-style-type: none"> Respond to alerts of equipment failure and implement repairs 				kWh of electricity generated	
Energy sub-metering and real-time monitoring	<ul style="list-style-type: none"> Consider submetering to monitor the energy consumption of facility additions Consider real-time monitoring of electricity and gas for high-savings potential buildings and buildings over 50,000 ft² 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Medium	<ul style="list-style-type: none"> Energy management software Corporate Green Building Standard Update Corporate Energy Team Energy Revolving Fund (potential) 	# of facilities with sub-metering # of new facilities or major renovations with sub-meters	<ul style="list-style-type: none"> More effective and efficient management of energy use Performance assessment against comparable buildings
Annual reporting to Council on facility energy reduction	<ul style="list-style-type: none"> Continue to report to Council annually to provide updates on the Town's energy management progress Continue to track energy conservation measures implemented to inform annual reports 	<ul style="list-style-type: none"> Energy & Environment Senior Management Council 	Ongoing	<ul style="list-style-type: none"> Ontario Regulation 507/18 	Annual progress updates provided to Council (y/n)	<ul style="list-style-type: none"> Senior Management and Council support of the Town's corporate energy strategy Increased Senior Management and Council awareness of corporate energy consumption and GHG emissions reduction
External benchmarking against best in class facilities from other municipalities	<ul style="list-style-type: none"> Monitor energy component performance in facilities, (i.e. electric baseload) to identify conservation opportunities 	<ul style="list-style-type: none"> Energy & Environment Mayors Megawatt Challenge 	Ongoing	<ul style="list-style-type: none"> Mayors Megawatt Challenge 	# of facilities tracked Best practice ranking	<ul style="list-style-type: none"> Enhanced performance tracking of facilities Awareness of how well facilities are performing compared to peers

Retrofit, Renewal & GHG Reduction

This section provides strategies for prioritizing and implementing facility retrofit and renewal projects and improving the management of Town assets.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Equipment Asset Management	<ul style="list-style-type: none"> ▪ Maintain and update inventory of building systems and facility equipment ▪ Explore potential to consider lifecycle costing in asset management program 	<ul style="list-style-type: none"> ▪ Asset Management ▪ Energy & Environment ▪ Facility staff 	Medium - Long-term	<ul style="list-style-type: none"> ▪ Asset Management Program (2019) ▪ Building Condition Assessments ▪ Energy Audits 	% of facility equipment kept up to date	<ul style="list-style-type: none"> ▪ Better planning of equipment replacement and alternative low-carbon technologies ▪ Support for building the business case for energy retrofit projects ▪ Improved understanding of the lifecycle cost of equipment
Whole systems approach to scoping projects	<ul style="list-style-type: none"> ▪ Consider building envelope, building automation and lighting upgrades as part of mechanical and other major system renewal projects 	<ul style="list-style-type: none"> ▪ Energy & Environment ▪ Facility staff 	Immediate	<ul style="list-style-type: none"> ▪ Corporate Green Building Standard Update ▪ Corporate Energy Team 	# of projects implemented considering whole system approach Avoided energy and associated GHGs and costs	<ul style="list-style-type: none"> ▪ Enhance opportunities to identify alternative low-carbon technologies for equipment replacement ▪ Reduction in natural gas consumption and associated GHGs
Commissioning and performance verification	<ul style="list-style-type: none"> ▪ Implement commissioning process to verify design standards of new facilities and major renovations ▪ Undertake remedial action where necessary ▪ Incorporate energy and operational outcomes 	<ul style="list-style-type: none"> ▪ Energy & Environment ▪ Facility staff ▪ Purchasing & Risk Management 	Medium	<ul style="list-style-type: none"> ▪ Scope of work documentation 	Documented process being consistently followed Avoided energy consumption and costs	<ul style="list-style-type: none"> ▪ Equipment performing at optimal levels ▪ Improved facility energy performance ▪ Improved occupancy comfort

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Energy audits and system testing	<ul style="list-style-type: none"> Consider an energy savings potential approach for energy audits (for baseload, heating and cooling) and prioritize actions to reduce GHG emissions Conduct audits beginning with high savings potential buildings 	<ul style="list-style-type: none"> Energy & Environment Facility Staff 	Medium, updated every 5 years	<ul style="list-style-type: none"> Existing Energy audits (2016-2017) Energy Management Software Corporate Energy Team 	# of energy audits conducted (y/n) # of recommended measures Target energy, cost and GHG savings	<ul style="list-style-type: none"> Increased awareness of facility operations Identification of inefficiencies and potential equipment upgrades in facilities Library of prioritized potential projects to undertake in facilities
Thermal Energy Conservation	<ul style="list-style-type: none"> Consider building envelope improvements such as insulation upgrades, air sealing and green or white roofs to reduce the thermal load in facilities Explore thermal imaging audits in facilities with known heat loss and thermal retention issues to identify opportunities 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Medium	<ul style="list-style-type: none"> Corporate Energy Team Energy Revolving Fund Enbridge Gas incentive programs 	# of thermal audits completed # of building envelope improvements made	<ul style="list-style-type: none"> Improved occupancy comfort Reduced natural gas consumption and associated GHGs Operation savings
Lighting Conservation	<ul style="list-style-type: none"> Continue to retrofit fluorescent lighting in facilities to LED Explore opportunities to retrofit lighting in Parks to LED Consider lighting controls to further reduce wasted electricity 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks staff 	Ongoing - Medium	<ul style="list-style-type: none"> Energy Revolving Fund Incentive programs (2020) 	# of parks retrofit to LED # of facilities retrofit to LED kWh of electricity and cost savings	<ul style="list-style-type: none"> Reduced electricity consumption Improved energy efficiency Reduced electricity operating costs Reduced use of electricity during times of inoccupancy

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Conduct monitoring and verification (M&V) for energy retrofit projects	Implement a 2-pronged approach: <ul style="list-style-type: none"> For new technologies verify actual energy savings at the meter and compare to the target to inform future business cases for other facilities Implement M&V techniques (i.e. BAS review and investigation) for equipment retrofit projects 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Immediate	<ul style="list-style-type: none"> Energy Revolving Fund 	# of M&V studies completed Manufacturer claimed savings vs verified savings Avoided energy consumption and associated cost and GHG	<ul style="list-style-type: none"> Improved understanding of the performance of new technologies Improved operation and education on new equipment used in Town facilities Business case justification to expand proven new technologies across the Town's building portfolio
Renewable energy strategy	<ul style="list-style-type: none"> Develop a comprehensive renewable energy strategy that takes into account current energy use, areas of greatest opportunity, feasibility studies, and new construction targets. Consider a study to highlight the investment and business case pathways for retrofitting facilities to achieve net zero emissions. 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Long-term	<ul style="list-style-type: none"> Solar Feasibility Studies Energy audits Building Condition Assessments 	# of renewable energy projects implemented # of facilities included in strategy kWh of renewable energy generated	<ul style="list-style-type: none"> Renewable energy integrated into new construction design specifications Reduced GHG emissions Energy independence Reduced energy operating costs

Facility Operations and Maintenance

This section provides strategies for the day-to-day operations and maintenance in facilities as they pertain to the energy performance.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Preventative Maintenance	<ul style="list-style-type: none"> Build upon existing energy efficient operations checklists and customize related to each building's energy savings potential Record actions taken in new asset management program and resulting savings to verify effectiveness. 	<ul style="list-style-type: none"> Energy & Environment Facility staff Asset Management 	Immediate	<ul style="list-style-type: none"> Corporate Energy Team Existing operations/ maintenance checklists Asset Management Program (2019) 	<p>Verify impact of preventative maintenance using facility energy performance trends in RETScreen Expert</p> <p>Avoided energy consumption and associated cost and GHG emissions savings</p>	<ul style="list-style-type: none"> Actionable, evidence-based operational measures Enhanced staff energy literacy Optimal equipment lifetime Equipment maintenance tracked in asset management program Assess opportunities for bulk purchasing of equipment replacement across Town facilities Accurate representation of avg. annual maintenance and replacements investment costs Indirectly feeds into the levels of service for facilities

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Scheduling and set-points	<ul style="list-style-type: none"> Consider the development of a formal system of operating schedules and temperature and humidity set-points for all corporate facilities Consider Council approval of the Operation Guidelines 	<ul style="list-style-type: none"> Facility staff Energy & Environment Communications 	Immediate	<ul style="list-style-type: none"> Corporate GHG Reduction Framework Corporate Energy Team 	<p># of facilities following recommended set points</p> <p>Avoided energy consumption and associated cost and GHG savings</p>	<ul style="list-style-type: none"> Improved occupancy comfort Improved facility operations Extended equipment lifespan Improved community and staff energy literacy Facility energy performance improvements
Building Automation Systems and Smart Thermostats	<ul style="list-style-type: none"> Prepare BAS installation standard for each building type Prepare budget implementation cost and business case to expand BAS to additional buildings Develop service contract and staff training standards Standardize thermostats in small community centres and facilities without a BAS 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Immediate	<ul style="list-style-type: none"> Corporate Energy Team Energy Revolving Fund 	<p>Proportion of buildings, floor area and energy use under BAS control (y/n)</p> <p># of facilities with standardized thermostat</p>	<ul style="list-style-type: none"> Better management of energy use and occupant comfort Reduction in energy use and costs Enhanced facility operations and staff training

Purchasing, Procurement & Standards

This section outlines strategies to enhance procurement standards and financial mechanisms to improve existing and new facility energy consumption.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Corporate Green Building Standard Update	Update the Town's Corporate Green Building Standard and consider: <ul style="list-style-type: none"> Standards for equipment and building systems including right-sizing and power density. High facility energy performance Renewable energy options to offset greenhouse gas emissions Design for high-performance operations. 	<ul style="list-style-type: none"> Energy & Environment Facility staff Project management staff 	Immediate	<ul style="list-style-type: none"> Corporate Green Building Standard Corporate GHG Reduction Framework Corporate Energy Team Clean Air Partnership resources Municipal Energy Managers Group 	# of facilities built to new standard Avoided energy consumption and associated costs and GHGs savings	<ul style="list-style-type: none"> Meeting and exceeding exceptional energy performance standards in every new building Reduced low carbon footprint in new facilities Increased comfort and health for occupants Resiliency to weather, climate and energy prices Improved facility operations
Corporate Energy Revolving Fund	<ul style="list-style-type: none"> Continue to manage the Energy Revolving Fund and recommend projects to Council Explore opportunities to expand the parameters of the Energy Revolving Fund business case to better support GHG reduction projects 	<ul style="list-style-type: none"> Energy & Environment Facility staff Purchasing & Risk Management Finance Senior Management Council 	Immediate	<ul style="list-style-type: none"> Corporate Energy Team Energy incentive Solar microFIT sites 	# of natural gas projects funded through the Energy Revolving Fund Total amount of Energy Revolving Funds dispersed and associated energy savings	<ul style="list-style-type: none"> Energy projects funded independent of the tax-base Demonstrated value of renewable energy projects and Corporate Energy Team Energy and GHG savings associated with projects Enhanced staff skill-set to prepare business cases for potential projects

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Energy efficiency recommendations for purchases under \$50,000	<ul style="list-style-type: none"> Develop supportive documentation for staff purchasing equipment under \$50,000 with energy efficiency recommendation. This should consider guidelines for tendering, evaluation and selection of products 	<ul style="list-style-type: none"> Energy & Environment Purchasing & Risk Management Facility staff 	Immediate	<ul style="list-style-type: none"> Purchasing Bylaw Green Procurement Policy and Guidelines Corporate Energy Team 	# of training sessions delivered kWh or m ³ avoided # of energy efficient equipment purchased	<ul style="list-style-type: none"> Energy savings and associated GHG and cost avoidance Performance consistency Streamlined procurement Ease of operations
Energy Procurement	<ul style="list-style-type: none"> Continue to enhance internal energy supply knowledge through energy market research and awareness Develop energy procurement strategies to reduce the Town's risk to increasingly volatile energy markets due to external influences 	<ul style="list-style-type: none"> Energy & Environment Finance Facility staff 	Ongoing	<ul style="list-style-type: none"> Energy management software Corporate Energy Team Municipal Energy Managers Group RETScreen Expert energy models 	% variation of forecasted energy budget vs actual	<ul style="list-style-type: none"> Responsibly manage and optimize operating utility budget Remain knowledgeable of current conditions impacting the price of energy
Energy Incentives	<ul style="list-style-type: none"> Maintain and continue tracking energy incentive database Facilities staff to work with Energy & Environment staff to identify available energy incentives for projects 	<ul style="list-style-type: none"> Energy & Environment Facility staff Local utilities Independent Electricity Systems Operator (IESO) 	Ongoing	<ul style="list-style-type: none"> Incentive tracking spreadsheet Corporate Energy Team Energy Revolving Fund 	# of incentives applied for # of incentives received Total \$ of incentives received	<ul style="list-style-type: none"> Offsetting premium costs associated with energy efficient equipment options Increase financial capacity of the Energy Revolving Fund Increased awareness of building renewal and capital projects in facilities

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Design standards	<ul style="list-style-type: none"> Adopt formal standards for new equipment and systems including right-sizing and power density metrics Utilize existing BAS standards for renewal projects Approved renewable energy solution standards Design for Efficient Operations Incorporate Design Standards into the Corporate Green Building Standard Update 	<ul style="list-style-type: none"> Energy & Environment Facility staff Project management staff 	Immediate	<ul style="list-style-type: none"> Corporate Green Building Standard Update Corporate Energy Team 	<p>Documented standards.</p> <p># of equipment replaced following design standards</p> <p># of low carbon alternative equipment installed</p>	<ul style="list-style-type: none"> Reduced energy consumption and associated GHGs and costs Meeting and exceeding whole-building energy targets

Education & Engagement

This section provides strategies for engaging with Town staff and coordinating energy-specific training workshops.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Energy performance reports to facility staff	<ul style="list-style-type: none"> Provide energy performance reports for facility staff on a quarterly basis using RETScreen Expert Incorporate elements of utility budget tracking in performance reports 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Ongoing	<ul style="list-style-type: none"> Corporate Energy Team RETScreen Expert Energy Management Software 	<p>Consistency of performance results (y/n)</p> <p># of performance reports provided to facility staff (y/n)</p>	<ul style="list-style-type: none"> Increased staff awareness of facility energy performance Better direction of how to identify savings opportunities Informed progress tracking towards target

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
	<ul style="list-style-type: none"> Continuously seek opportunities to enhance reports with information that provides value to facility staff 					
Corporate Energy Team	<ul style="list-style-type: none"> Continue to coordinate quarterly Corporate Energy Team meetings Dedicate at least one meeting each year to energy-operational training and education Continue to identify opportunities to enhance Corporate Energy Team meetings to meet staff needs Seek opportunities for further knowledge-sharing such as a shared resource database Seek opportunities for further sharing of initiatives and practices across individual facilities 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Ongoing	<ul style="list-style-type: none"> Corporate Energy Team Municipal Energy Managers Group Third party guest speakers 	# of Corporate Energy Team meetings held # of staff training events	<ul style="list-style-type: none"> Increased staff engagement and energy literacy Positive work environment and increased uptake in the Town's Corporate Energy program

Energy reduction competitions	<ul style="list-style-type: none"> Formalize ongoing competitions for operations staff to foster learning and improve the operations of facilities 	<ul style="list-style-type: none"> Energy & Environment Facility staff Communications 	Long-term	<ul style="list-style-type: none"> RETScreen Expert Corporate Energy Team Corporate energy awards program 	kWh or m ³ savings and associated cost and GHGs # of facilities involved in competition	<ul style="list-style-type: none"> Energy savings and associated GHG and cost avoidance Continuous learning and staff satisfaction Recognition
Corporate Energy Awards	<ul style="list-style-type: none"> Continue to coordinate internal Corporate Energy Awards that will be distributed to facility staff on an annual basis 	<ul style="list-style-type: none"> Energy & Environment Communications 	Ongoing	<ul style="list-style-type: none"> RETScreen Expert Existing Corporate Energy Awards template and streams Corporate Energy Team 'Watts Going on Roundtable' 	# of Corporate Energy Awards distributed	<ul style="list-style-type: none"> Reinforcement of commitment Pride and motivation Senior management involvement Sharing back with Town staff corporate energy achievements and successes
Facility energy savings communication campaigns	<ul style="list-style-type: none"> Explore opportunities to communicate energy retrofit projects and energy performance to the community and with Town staff, such as energy dashboards, energy comment boxes and through the Town's existing communication networks 	<ul style="list-style-type: none"> Energy & Environment Facility staff Communications 	Medium	<ul style="list-style-type: none"> Town's communication channels such as the internal intranet page RETScreen Expert 	# of communication campaigns implemented Engagement on social media posts	<ul style="list-style-type: none"> Community awareness of the Town's energy and GHG efforts Demonstrated value of the Corporate Energy Team

Fleet

Scope

The Town of Caledon uses a range of fleet vehicles to provide services to residents, such as snow plowing, emergency response, ice resurfacing and park maintenance. This framework highlights strategies for the Town to reduce the use of high emission fuels, optimize Town vehicle use and reduce the impact of employee travel.

Climate Change Impact

According to the Province of Ontario's most recent GHG inventory, transportation is the largest contributor to the Province's emissions, representing 35% or 65 megatonnes of CO₂e in 2013¹⁴. According to the Town's 2017 GHG inventory, fuel consumed in the Town's fleet accounts for the second largest source of corporate emissions, representing 42% or 1,519 tCO₂e of total corporate emissions. A breakdown of Town vehicle types is provided in Figure 17 below.

GHG emissions are released from vehicles during the combustion of fuel, producing tailpipe emissions that consist of GHG emissions such as carbon dioxide, methane and nitrous oxide. Producing and distributing fuels involves extracting and refining oil into gasoline and

transporting the gasoline to service stations, all producing GHG emissions¹⁵.

Strategic Alignment

In 2018, the Region of Peel passed a Green Fleet Strategy with a short-term target of reducing fleet emissions by 30% from 2017 levels by 2023. This target will be achieved through the procurement of battery electric vehicles, and a long-term transition to other alternative fuels such as compressed and renewable natural gas.

In 2015 the transportation sector accounted for nearly 24% of Canada's emissions¹⁶. The Federal Government's strategies to reduce emissions from transportation as part of the Pan-Canadian Framework on Clean Growth and Climate Change include: improving emission standards for vehicles; establishing retrofit requirements for heavy-duty vehicles; zero-emission vehicle strategy; electric vehicle charging and alternative fuel infrastructure.

The Federal Clean Fuel Standard (anticipated completion by 2021), is a performance-based approach to incent the use of a broad range of low carbon fuels, energy sources and technologies such as electricity, hydrogen and renewable fuels, with the objective to achieve 30 megatonnes of annual reductions in GHG emissions by 2030¹⁷.

¹⁴ Province of Ontario. Greenhouse gas emissions by sector, 2015 NIR.

<https://www.ontario.ca/data/greenhouse-gas-emissions-sector>

¹⁵ Environmental Protection Agency. Green Vehicle Guide.

<https://www.epa.gov/greenvehicles/greenhouse-gas-emissions-typical-passenger-vehicle>

¹⁶ Government of Canada. Pan-Canadian Framework on Clean Growth and Climate Change first annual report: complementary actions to reduce emissions.

<https://www.canada.ca/en/environment-climate-change/services/climate-change/pan-canadian-framework-reports/first-annual-report/complementary-actions-reduce-emissions.html>

¹⁷ Government of Canada. Clean Fuel Standard.

<https://www.canada.ca/en/environment-climate-change/services/managing-pollution/energy-production/fuel-regulations/clean-fuel-standard.html>

The Province of Ontario will set new minimum requirements for bio-based diesel and the amount of ethanol in gasoline through amendments to *Regulations 535/05* and *97/14* to reduce GHGs in fuel and support emerging renewable fuel technologies, beginning in 2020¹⁸.

Target

The Town is adopting a target to reduce 30% or 456 tCO₂e of fleet emissions by 2024 from 2017 levels (consistent with the Region of Peel's target¹⁹).

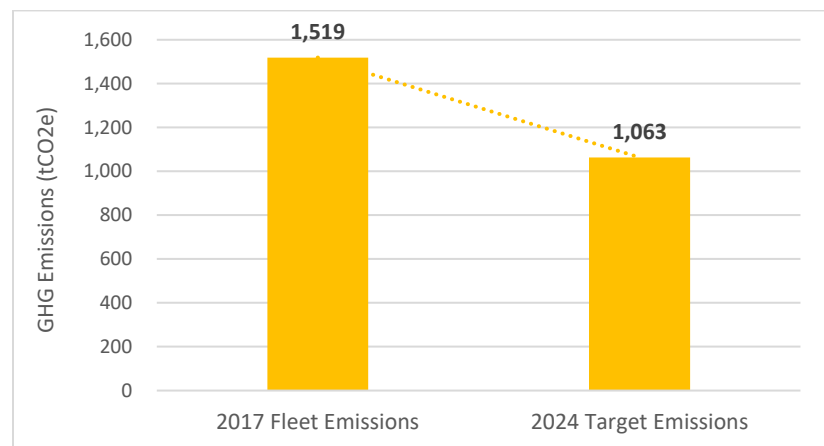


Figure 14: Fleet 2017 emissions and 2024 target

Vision (desired state)

The Town is seeking to lower emissions and improve fuel economy within its fleet by 2024. To achieve this, the Town will monitor and track fuel use in fleet vehicles and equipment, identify fuel switching

and fuel saving opportunities, and develop a Green Vehicle Strategy. The Town will continue to promote lower emission commuting options to staff.

Evaluation of 2014-2019 Approach

The Town's existing efforts to green its vehicle fleet have been assessed at a Level 3 due to the following initiatives:

- Purchased 3 plug-in hybrid electric vehicles (PHEV) for staff operations;
- Purchased an electric ice resurfacer for its dual-pad facility at Caledon East Community Complex;
- Expanded its EV charging network to 13 stations;
- Implemented an Automatic Vehicle Location (AVL) system;
- Plans to conduct a Life Cycle Analysis of Fleet (2019); and,
- Ongoing efforts to promote sustainable travel options to Town staff.

Baseline Numbers

In 2017 the Town consumed 589,726 litres of fuel, as shown in Figure 15. The Town uses a blend of 5% biodiesel (B5) fuel in its heavy-duty vehicle fleet, in addition to conventional diesel fuel (see Figure 18 for an overview of the Town's fuel mix).

Biodiesel is a diesel fuel substitute used in diesel engines made from renewable materials such as plant oils, animal fats and cellulosic

¹⁸ Environmental Registry of Ontario. Low Carbon Transportation Fuels in Ontario. <https://ero.ontario.ca/notice/013-1929>

¹⁹ Regional Municipality of Peel, Council REVISED AGENDA, May 24, 2018, pg 153. <http://www.peelregion.ca/council/agendas/2018/2018-05-24-revised-rc-agenda.pdf#page=153>

feedstock²⁰. As demonstrated in Figure 16 below, the emission factor (2017) for biodiesel compared to conventional diesel fuels is slightly lower, as it is made from renewable resources and reduces tailpipe emissions such as particulate matter, hydrocarbon and carbon monoxide compared to conventional diesel engines²¹.

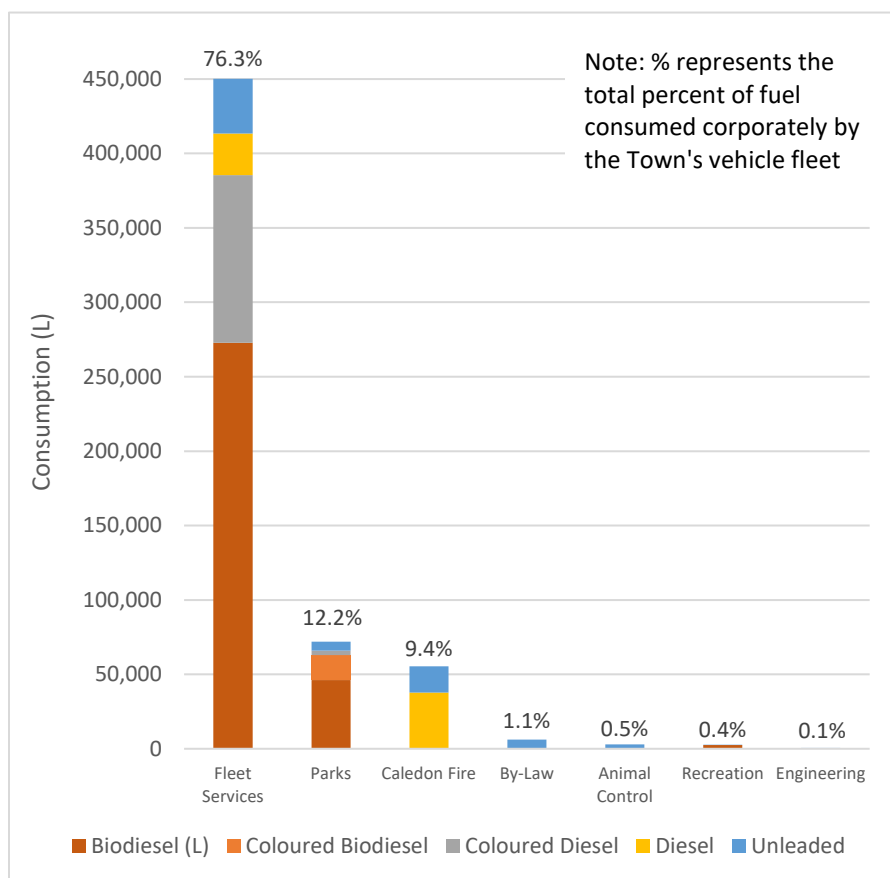


Figure 15: Litres of Fuel Consumed by Division (2017)

^{20,8} Natural Resources Canada. Energy efficiency for transportation and alternative fuels, Biodiesel. <https://www.nrcan.gc.ca/energy/alternative-fuels/fuel-facts/biodiesel/3509>

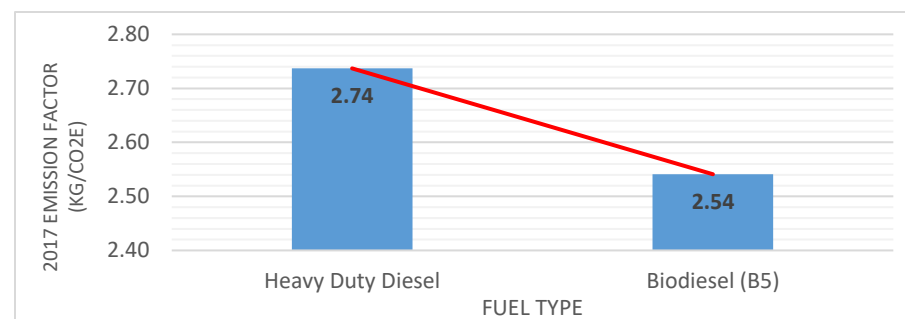


Figure 16: Heavy Duty Fuel Emission Factor Comparison (2017)

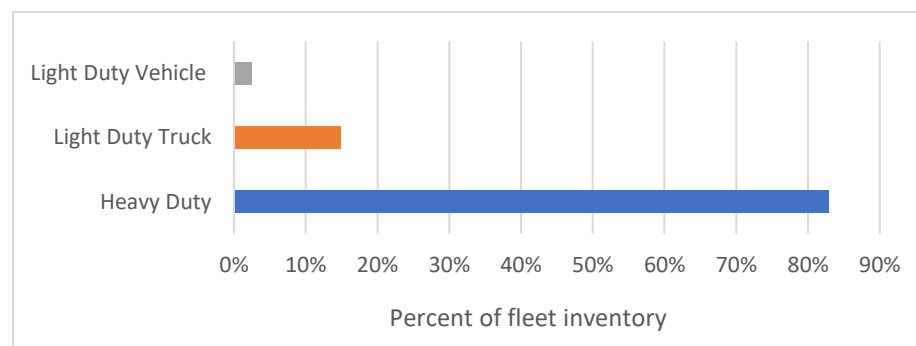


Figure 17: Inventory of Fleet Vehicles by Mode (2017)

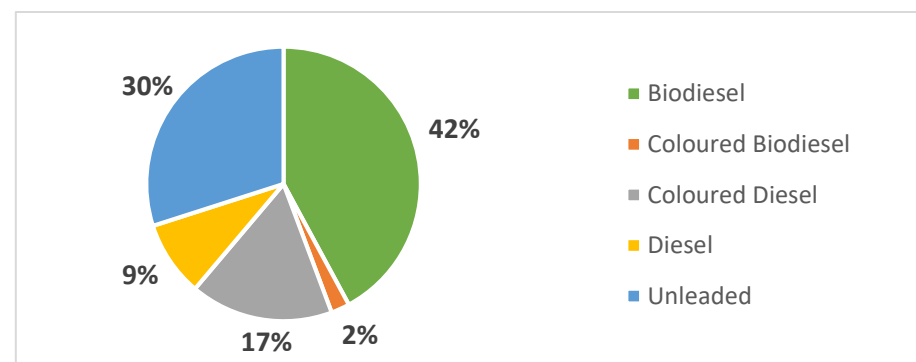


Figure 18: Fuel Types Consumed by Fleet (2017)

Fleet Data Management, Analysis & Reporting

This section provides strategies to better track and analyze the Town's fleet data and vehicle inventory.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tool	Key Performance Indicator	Co-Benefits
Explore opportunities for the Town's Automatic Vehicle Location (AVL) system to track fuel consumption and identify opportunities for route optimization	<ul style="list-style-type: none"> Monitor fuel consumption on an annual basis Explore potential of inputting consumption data into RETScreen Expert Explore opportunities to provide fuel benchmarking reports to Fleet staff Evaluate idling within fleet operations Consider route optimization software to inform the potential to eliminate trips 	<ul style="list-style-type: none"> Roads & Fleet Energy & Environment 	Immediate	<ul style="list-style-type: none"> RETScreen Expert Fleet Transaction Reports AVL Data Idling Bylaw 	Tracking fuel (y/n) AVL data reviewed (y/n) # of opportunities identified # of routes optimized	<ul style="list-style-type: none"> Improved monitoring and understanding of corporate fuel consumption and associated GHGs Enable ability to conduct analyses of year-over-year fuel consumption and trends Reduce vehicle kilometres traveled Reduced fuel consumed through excessive idling Extended vehicle life and optimized use of fleet
Centralize and maintain inventory of all vehicles and equipment	<ul style="list-style-type: none"> Build upon existing vehicle list to include all fuel-based and non-fuel based equipment and vehicles. 	<ul style="list-style-type: none"> Energy & Environment Roads & Fleet Asset Management 	Medium – Long-term	<ul style="list-style-type: none"> Asset Management Program (2019) 	Inventory expanded to include all vehicles and equipment (y/n) Align with fuel reduction strategy (y/n) % of fuel consumed by vehicles and by equipment	<ul style="list-style-type: none"> More organized and coordinated approach to fleet asset management approach to identifying and prioritizing vehicle and equipment retrofit and/or replacement opportunities

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tool	Key Performance Indicator	Co-Benefits
Track employee travel for Town business	<ul style="list-style-type: none"> Track employee work travel fuel use to establish baseline Evaluate data to inform and assess program potential (i.e. low-carbon carshare vehicle) 	<ul style="list-style-type: none"> Energy & Environment Roads & Fleet 	Medium	<ul style="list-style-type: none"> Operating budget lines Expense claims 	Fuel consumption (L)	<ul style="list-style-type: none"> Informed employee fuel use reduction targets and ongoing tracking

Fleet Retrofit, Replacement & GHG Reduction

This section provides strategies to explore green fleet renewal criteria, fleet fuel conversion to determine the best low emission solutions for current fleet, parks and facility maintenance equipment and opportunities to expand the Town's electric vehicle charging station network.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Develop a Green Fleet and Fuel Reduction Strategy	<ul style="list-style-type: none"> Develop and adopt a Green Fleet Strategy, including purchasing criteria, life cycle analysis of fleet, right-sizing vehicles and low-carbon options. Hold a collaborative stakeholder consultation process prior to Fleet Standardization report to consider purchasing, operational, training, and maintenance implications in a Green Fleet Strategy 	<ul style="list-style-type: none"> Energy & Environment Roads & Fleet Fire & Emergency Services Recreation Bylaw Parks Purchasing & Risk Management Region of Peel Enbridge Gas 	Immediate	<ul style="list-style-type: none"> Fleet Standardization Report Region of Peel's Green Fleet Strategy FCM Green Municipal Fund (potential) Clean Air Partnership Resources Findings from Life Cycle Analysis (2019) 	<p>Green Fleet Purchasing criteria developed and implemented in Fleet Standardization Report (y/n)</p> <p>Green Fleet stakeholder consultation process (y/n)</p>	<ul style="list-style-type: none"> Consistent consideration given to green vehicle options and life cycle analysis of fleet Consistent approach to reducing high emissions fossil fuel use Avoid duplication and learn from ROP research. Take advantage of group purchasing and partnership opportunities

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Review current fleet and equipment fuel use and identify low-carbon fleet fuel conversion options	<ul style="list-style-type: none"> Review fuel mixes and conversion options and determine viable low-carbon options for current fleet vehicles Identify fuel-using equipment and identify viable electric or low-carbon fuel options. Identify potential for aftermarket technologies Identify required user maintenance training and investments required for alternative fuel types. 	<ul style="list-style-type: none"> Energy & Environment Superintendent, Roads & Fleet Facility staff Parks Local utilities Enbridge Gas Region of Peel 	Medium	<ul style="list-style-type: none"> Green Fleet Strategy (upcoming) Fleet Transaction Reports FCM Green Municipal Fund (potential) 	<ul style="list-style-type: none"> # of converted vehicles to low-carbon options # of low-carbon or electric equipment 	<ul style="list-style-type: none"> Reduced fuel consumption and GHGs Reduced load on HVAC equipment for fleet or equipment used indoors Partnership with the Region to explore technologies (anti-idle, hybrid conversions, etc.)
Continue to expand electric vehicle (EV) charging station network at Town-owned facilities	<ul style="list-style-type: none"> Continue to pursue the installation of more EV charging stations at Town-owned facilities Add inventory of EV charging stations in Asset Management Program 	<ul style="list-style-type: none"> Energy & Environment Roads & Fleet Facility staff Asset Management 	Ongoing	<ul style="list-style-type: none"> Peel Climate Change Strategy- Low Emissions Vehicle Strategy Third-party funding opportunities 	<ul style="list-style-type: none"> # of EV charging stations # of facilities with EV charging stations 	<ul style="list-style-type: none"> Increased access to EV charging infrastructure for Town vehicles and the community Supported transition to EV adoption Expanded EV network and closing gaps of EV infrastructure Maintain EV Charging station inventory and tracking repairs and maintenance in Asset Management program

Fleet Operations & Maintenance

This section provides strategies to optimize the fuel used in vehicles through improved maintenance procedures and operator driving behaviours.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Fleet Preventative Maintenance Program	Identify opportunities to enhance scheduled vehicle maintenance to optimize vehicle fuel usage (i.e. tires inflated, etc.)	<ul style="list-style-type: none"> Roads & Fleet Asset Management Energy & Environment 	Long-term	<ul style="list-style-type: none"> Asset Management Program (2019) 	% of fuel-based and non-fuel based vehicles and equipment undergoing maintenance and replacements every year % of types of fuel-based and non-fuel based vehicles undergoing maintenance and repairs each year	<ul style="list-style-type: none"> Ensure vehicle safety efficient vehicle performance Better understanding of the performance of the Town's fleet and informed investment decisions Forecasted maintenance and rehabilitation timeline through the Asset Management program Risk-based decisions when replacing vehicles or equipment
Green Fleet Driver Training Program	Update green fleet driver training program with Fleet staff periodically	<ul style="list-style-type: none"> Energy & Environment Fleet staff 	Medium	<ul style="list-style-type: none"> Existing fleet driver training Potential third party partner/trainer 	Green fleet driver training program implemented (y/n) Reduction of fuel consumption	<ul style="list-style-type: none"> Reduced fuel consumption Improved asset lifespan Reduced maintenance and/or repair costs Renewed and up-to-date fleet driver training program

Water

Scope

This section highlights opportunities for the Town to conserve the use of water in parks (irrigation and outdoor splash pads), vehicle washing and indoor use in Town-owned facilities. The Region of Peel provides water and wastewater services for the Town of Caledon.

Climate Change Impact

The connection between energy and water is referred to as the water-energy nexus. According to the former Environmental Commissioner of Ontario's Report *Every Drop Counts*, municipal water and wastewater systems account for 32% of reported municipal GHG emissions (see Figure 19)²². Water can also be viewed as a liquid form of energy, providing services such as hydronic heating.

The Region's largest electricity consumers are its water and wastewater facilities²³. Conserving water in Town facilities will reduce the energy demands of Regional water and wastewater facilities and contribute to the reduction of GHG emissions.

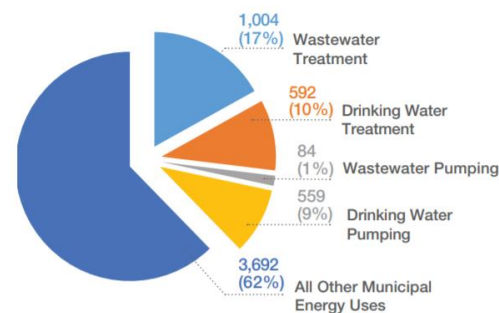
According to the Town's corporate GHG inventory for 2017, the consumption of water in facilities accounts for 4.4 tCO₂e of the Town's downstream emissions. The downstream emissions quantified for water includes facilities only due to data availability.

^{22,3} Environmental Commissioner of Ontario (ECO). *Every Drop Counts: Reducing the Energy and Climate Footprint of Ontario's Water Use*, Environmental Commissioner of Ontario Annual Energy Conservation Progress Report 2016/2017. <http://docs.assets.eco.on.ca/reports/energy/2016-2017/Every-Drop-Counts.pdf>

²³ Region of Peel. *Energy Conservation and Demand Management Plan*. 2014, p. 3. http://www.peelregion.ca/climate-energy/pdf/Energy-Conservation-and-Demand-Management_Plan.pdf

Staff will update the emissions inventory for water with a complete dataset once available.

Figure 19: Ontario municipal energy consumption by facility type (eGWh)²⁴



Strategic Alignment

The Town is aligning with the Region's Water Efficiency Strategy²⁵ and will continue to participate in water conservation and incentive program offerings. Through this Strategy, the Region seeks to reduce GHG emissions and energy consumption by treating and pumping less water and wastewater. As a result, the Region has implemented several water efficiency measures and programs such as indoor water audits and incentives for efficient water equipment replacement.

Target

The Town is adopting a target to conserve 6% or 6,224,640 litres of total water use in facilities and parks by 2024. This has the potential

²⁵ Region of Peel. *Water Efficiency Strategy Update*. 2012. <http://www.peelregion.ca/watersmartpeel/pdfs/2012-Water-Efficiency-Strategy.pdf>

to reduce 264 kg of CO₂e of downstream emissions in facilities and estimated cost savings of \$16,246.31. Staff will continue to conserve water in parks and will quantify emissions savings once data is available.

Vision (desired state)

The Town is seeking to consume water more efficiently in its facilities and parks over the next five years. To achieve this, the Town will strive to monitor and track water use in all facilities and parks, identify high water savings potential opportunities, standardize water-efficient equipment and fixtures and enhance water maintenance and operations procedures.

Evaluation of 2014-2019 Practices

Currently, the Town's Finance division receives and stores water bills from the Region of Peel where costs are monitored against annual operating budgets. There is currently no formal policy in place requiring that equipment replacement decisions consider water conservation, although this is taking place informally. Within Parks, there are some smart controllers in place to monitor water and control water consumed in parks and recreational fields. However, as identified in 2017 irrigation audits, some opportunities exist to improve their efficiency.

Water consumption in facilities have been analyzed as part of energy audits conducted at 11 facilities between 2016 – 2017.

The Town's corporate water efficiency practices have been assessed at a Level 1 (standard level of practice), as the Town does not currently have a formal water conservation strategy.

Baseline Numbers

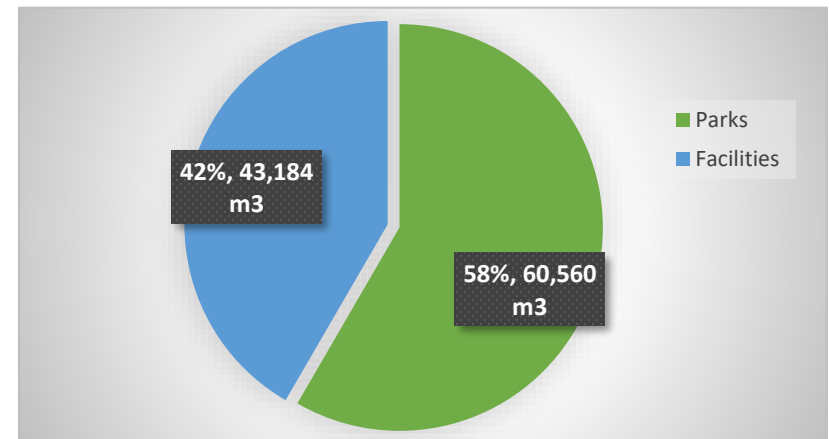


Figure 20: Total Corporate Water Consumption (2017)

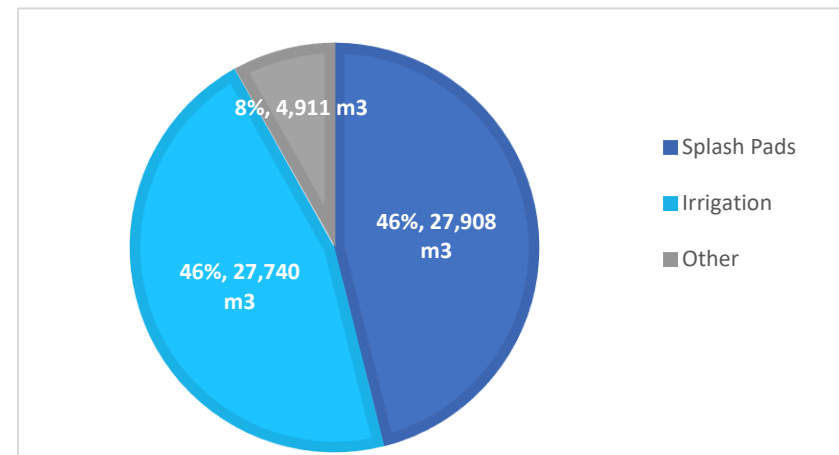


Figure 21: Parks Water Consumption (2017)

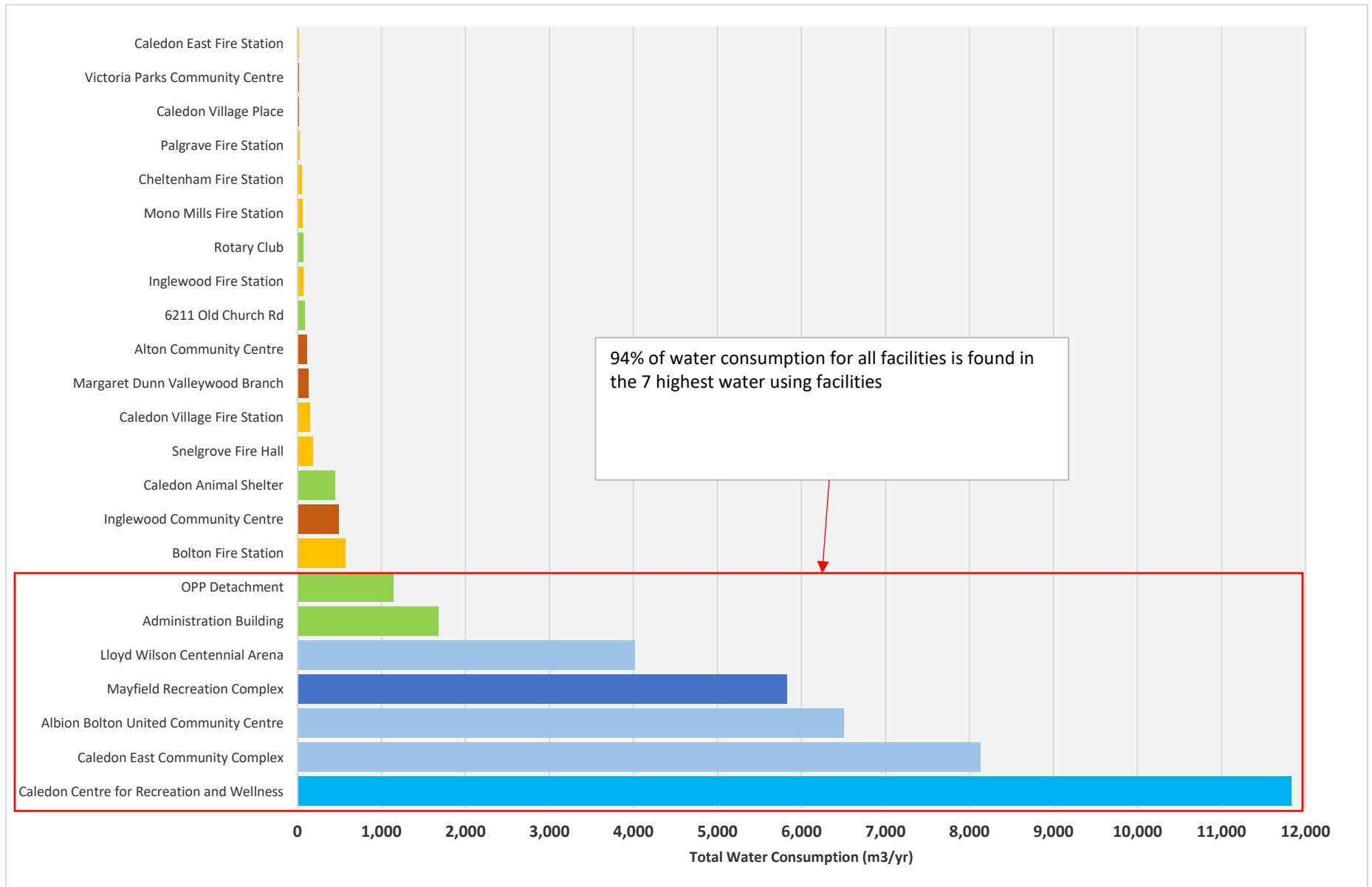


Figure 22: Facilities Total Water Consumption (2017)

Water Data Management, Reporting & Performance Tracking

This section provides strategies to better analyze, monitor and benchmark water consumption data for Town assets.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Water data tracking, benchmarking and reporting	<ul style="list-style-type: none"> Assess opportunities to track water data in the Town's energy management software or RETScreen. Include water consumption in facility Energy Performance Reports distributed to Corporate Energy Team members annually. Investigate opportunities to expand reporting to Parks staff for outdoor water consumption Monitor progress towards water targets and conservation potential 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks Finance Region of Peel 	Immediate	<ul style="list-style-type: none"> Energy management software RETScreen Expert Region of Peel water data 	Tracking water data (y/n) Water added to current reporting structure (y/n)	<ul style="list-style-type: none"> More effective and efficient management of water within facilities and parks Improved tracking of water utility budgets Better understanding of facility water use compared to other facilities of the same type Improved response time to water leaks and maintenance
Establish inventory of all water-using equipment and fixtures	<ul style="list-style-type: none"> Build upon existing equipment list to establish detailed inventory of all water-using equipment and fixtures in both indoor facilities and Parks 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks Asset Management 	Medium	<ul style="list-style-type: none"> Asset Management program Building Condition Assessments 	Inventory established (y/n) Aligned with water-efficient replacement policy (y/n)	<ul style="list-style-type: none"> More organized and coordinated approach to identifying and prioritizing the replacement of Town water equipment and fixtures Improved understanding and accuracy of the state of Town assets
Monitoring & Verification strategy for water retrofits	<ul style="list-style-type: none"> Determine the effectiveness of water saving projects after implementation using water savings at the meter (data provided by the Region of Peel) 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks Region of Peel 	Immediate	<ul style="list-style-type: none"> Region of Peel water data, indoor water assessments and WSIP 	M&V process established (y/n)	<ul style="list-style-type: none"> Improved understanding of the impact of water conservation investments Ability to measure and report on the results of water conservation projects

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
				<ul style="list-style-type: none"> RETScreen Expert 		
Install Smart/Advanced Water Metering	<ul style="list-style-type: none"> Install additional metering, where applicable, to major equipment at facilities and parks (i.e. ice rinks, pools and splash pads) to better understand water consumption trends and ensure that equipment is operating at optimal efficiency 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks 	Long-term	<ul style="list-style-type: none"> ROP water data ROP water audits and WSIP Corporate Green Building Standard Update 	Smart meters installed (y/n) # of leaks fixed	<ul style="list-style-type: none"> Improved understanding of equipment water use Improved monitoring of water use and trends Better identification of equipment in need of maintenance or repairs Expanded staff engagement and knowledge in water conservation efforts Improved ability to detect and respond to leaks
Conduct water audits of high water savings potential facilities and park splash pads	<ul style="list-style-type: none"> Conduct water audits beginning with the Lloyd Wilson Centennial Arena, Inglewood Community Centre and OPP Detachment and other Town facilities Conduct water audits of splash pads Include the following scope: <ul style="list-style-type: none"> Cooling towers Greywater harvesting opportunities Water reuse opportunities 	<ul style="list-style-type: none"> Energy & Environment Region of Peel Facility staff Parks 	Immediate (facilities) Long-term (splash pads)	<ul style="list-style-type: none"> Water Smart Peel Indoor Water Assessments Region of Peel outdoor irrigation audits 	# of water audits conducted Additional conservation opportunities included in the scope of audits (y/n)	<ul style="list-style-type: none"> Improved understanding and direction of water savings opportunities Reduction in water use and operating costs Understanding of greywater harvesting and reuse opportunities

Water Equipment Optimization, Maintenance and Re-Use

This section provides strategies for better controls of water using equipment, and exploring opportunities to recycle and reuse water and strategies to improve building operations and encourage proactive maintenance of equipment to detect leaks and maintain performance

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Install 'Smart Controllers' on irrigation systems	<ul style="list-style-type: none"> Install and/or upgrade 'Smart Controllers' on irrigation systems starting at Caledon East soccer fields and Edelweiss Park 	<ul style="list-style-type: none"> Energy & Environment Parks 	Immediate	<ul style="list-style-type: none"> Region of Peel WSIP program Parks capital budget 	# of smart controllers installed	<ul style="list-style-type: none"> Reduced water consumption and cost Improved staff efficiency of maintaining irrigated fields
Water re-use technologies/practices in facilities	<ul style="list-style-type: none"> Evaluate the feasibility of water re-use for ice resurfacing machines, heat recovery from pool drainage water and using recycled water for making ice, 	<ul style="list-style-type: none"> Energy & Environment Facility staff 	Long-term	<ul style="list-style-type: none"> Corporate Energy Team Region of Peel WSIP program Energy Revolving Fund 	Feasibility study conducted (y/n)	<ul style="list-style-type: none"> Understanding of water re-use opportunities Innovation in facilities Water conservation and associated operating budget savings
Implement efficient water-using equipment practices	<ul style="list-style-type: none"> Implement a regular boiler maintenance schedule, including checking for/repairing leaks Implement efficient cooling tower practices: check water flow rates; check VSD operation and cycle water use 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks Asset Management Purchasing & Risk Management 	Medium	<ul style="list-style-type: none"> Corporate Energy Team Asset Management program 	Practices established (y/n) Volume of water saved (m3)	<ul style="list-style-type: none"> Reduced water use and cost Improved equipment lifespan Inform asset management maintenance tracking that will help manage and direct funds accordingly
Explore opportunities for rainwater harvesting for vehicle washing	<ul style="list-style-type: none"> Document existing schedule for vehicle washing (starting at Fire Halls and Works Yards) Document underlying requirements for vehicle washing if applicable 	<ul style="list-style-type: none"> Energy & Environment Facility staff Fire & Emergency Services Roads & Fleet 	Long-term		Operating practice established (y/n)	Reduced water use and cost

Water Equipment Purchasing

This section provides strategies for establishing minimum water efficiency standards in equipment replacement and renewal.

Strategy	Task	Implementation Team	Priority	Implementation Tools	Key Performance Indicator	Co-Benefits
Water Equipment Replacement with low consumption fixtures (i.e. 'WaterSense')	<ul style="list-style-type: none"> Explore potential to develop a water efficiency equipment replacement policy Develop a purchasing guideline for staff to consider water efficient equipment when replacing equipment Provide education and awareness to staff about water efficient equipment 	<ul style="list-style-type: none"> Energy & Environment Asset Management Purchasing & Risk Management Facility staff Parks 	Medium	<ul style="list-style-type: none"> Green Procurement Policy Asset Management program Corporate Energy Team 	<p>Water efficiency replacement policy developed (y/n)</p> <p># of equipment replaced under policy</p>	<ul style="list-style-type: none"> Coordinated approach to replacing equipment Water use and associated cost savings Standards to be followed by all future equipment replacement Improved tracking in asset management program such as costs associated with replacement, install and maintenance, and equipment lifespan

Water Education & Communications

This section contains strategies to expand staff and public knowledge of water conservation practices and behaviours.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Explore staff training opportunities	<ul style="list-style-type: none"> Identify facility-specific training opportunities to reduce water waste Explore Town certification programs and encourage the use of Vendors that have water efficiency certifications 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks 	Long-term	<ul style="list-style-type: none"> Corporate Energy Team 	# of facility training workshops delivered	<ul style="list-style-type: none"> Reduced water use and associated operating costs Improved knowledge and literacy amongst staff

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Explore devices and educational mechanisms that will help encourage facility and parks users to conserve water	<ul style="list-style-type: none"> ▪ Pilot the installation of shower timers in high savings potential recreational facilities ▪ Explore targeted water conservation signage in facilities and parks 	<ul style="list-style-type: none"> ▪ Energy & Environment ▪ Facility staff ▪ Parks ▪ Communications 	Long-term	<ul style="list-style-type: none"> ▪ Corporate Energy Team ▪ ROP Water Efficiency Staff 	# of facilities with timers installed # of facilities/parks with water conservation signage Volume of water saved (m3)	<ul style="list-style-type: none"> ▪ Reduced water use and associated operating costs ▪ Improved public water conservation behaviours

Waste

Scope

This section highlights opportunities for the Town to improve corporate waste data collection and analysis; reduce the generation of waste through purchasing practices; improve diversion rates; and, expand staff training, education and communication.

Climate Change Impact

Landfills produce 90% of all GHG emissions from Ontario's waste sector²⁶. Decomposing waste in landfills produces methane, a potent GHG that has a global warming potential 25 times greater than carbon dioxide, which significantly contributes to climate change²⁷.

Energy is consumed in the waste sector through the collection and transportation of waste, operation of waste disposal, recycling and composting facilities, and the treatment of hazardous waste. Since the Region of Peel provides waste management services for the Town of Caledon, the Town's GHG emissions associated with waste is limited to other third-party services that collect, transport and dispose of corporate waste, and through its ability to improve landfill diversion of waste generated by staff and corporate operations.

Strategic Alignment

The circular economy is a waste management approach where waste is seen as a resource that can be recovered, reused and reintegrated into the production of products. The Provincial Waste-Free Ontario

Act²⁸ promotes a circular economy by encouraging producers to turn their waste into new products further reducing GHG emissions by reusing, recycling or composting materials that would otherwise go to landfill. The Province of Ontario has a waste reduction target of 30% by 2020 and 50% by 2030.

The Region of Peel's Roadmap to a Circular Economy includes objectives to minimize waste generation and maximize resource recovery to meet the Region's target of 75% diversion rate by 2034²⁹.

Target

Aligning closely with the Province, the Town has adopted a target to divert 30% of waste by 2024.

Based on the Town's 2017 volume of waste, a 30% diversion rate would translate to 81,421 kg of recycling and compost collected. This will reduce emissions associated with the generation of waste by 7 tCO₂e.

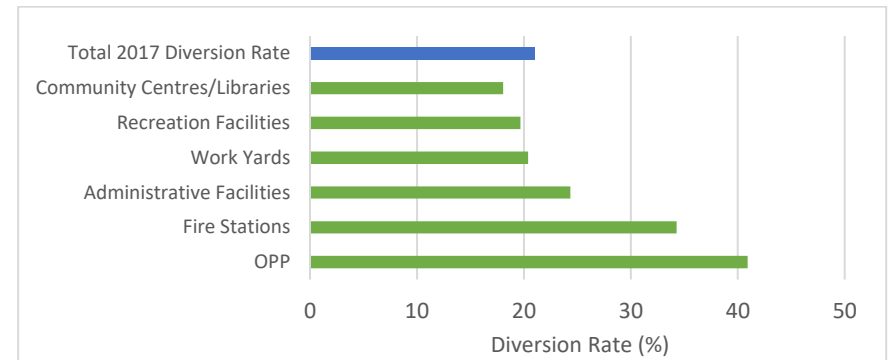


Figure 23: Average diversion rate by facility type (2017)

²⁶ Environmental Commissioner of Ontario, Beyond the Blue Box: Ontario's Fresh Start on Waste Diversion and the Circular Economy, p.8.

²⁷ ECO, Beyond the Blue Box, p.16.

²⁸ Province of Ontario, Waste-Free Ontario Act, 2016, S.O. 2016, c.12, - Bill 151.

²⁹ Region of Peel, Roadmap to a Circular Economy in the Region of Peel, <https://www.peelregion.ca/staticfiles/Peel%20Region/Waste%20Management/roadmap-circular-economy.pdf>

Vision (desired state)

The Town is seeking to reduce waste-to-landfill by measuring and tracking the waste generated in facilities and parks, conducting waste audits to identify opportunities, and purchasing materials with reduced packaging that are acceptable in the Region of Peel's waste diversion programs.

Evaluation of 2014-2019 Practices

In 2017, the Town undertook a waste retrofit pilot project at Town Hall and Mayfield Recreation Complex (MRC), to understand current waste behaviours and improve overall diversion through education and improved infrastructure. The waste retrofit pilot project involved undertaking a pre and post-project facility waste audit, and development of facility-specific waste stream signage and retrofit waste bins. The waste retrofit pilot project was successful, resulting in an increased diversion rate in both facilities as a result of this project (see Table 6 below).

Table 6: Waste Retrofit Pilot Project diversion rate results			
	Pre-Project Diversion Rate	Post-project Diversion Rate	% change
Town Hall	82.1%	92.4%	+10.3
MRC	20.2%	47.6%	+27.4



Figure 24: Mayfield Recreation Complex pre-project waste bins



Figure 25: Mayfield Recreation Complex retrofit waste bins

The Town's Parks Division recovers the waste generated from maintaining trees on Town property and utilizes wood chips as landscape mulch.

In addition, the Town also embeds waste management considerations through its Green Procurement Policy, that is responsible for 10% of a vendor's score and includes considerations for waste reduction strategy (i.e. product packaging) and recycling programs. The Town however lacks an overall corporate waste management strategy. As a result, the Town's corporate waste management practices have been assessed at a Level 2 (good level of practice).

Baseline Numbers

Figure 26 demonstrates the quantity and type of waste being collected from Town facilities by the Region of Peel. Figure 27 shows the quantity of waste being collected by facility type. It is important to note that only two Town facilities have an organics collection program, and the Town's parks waste, (which currently do not have a waste diversion program), is included in the Work Yards.

In 2017, 56,267kg of recycling and composting was collected from Town facilities and 271,403kg of waste went to the landfill, resulting in 57 tCO₂e (see Figure 28).

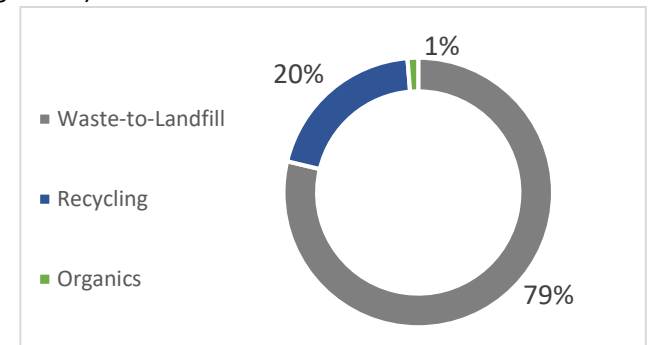


Figure 26: Percentage of waste collected by the Region of Peel (2017)

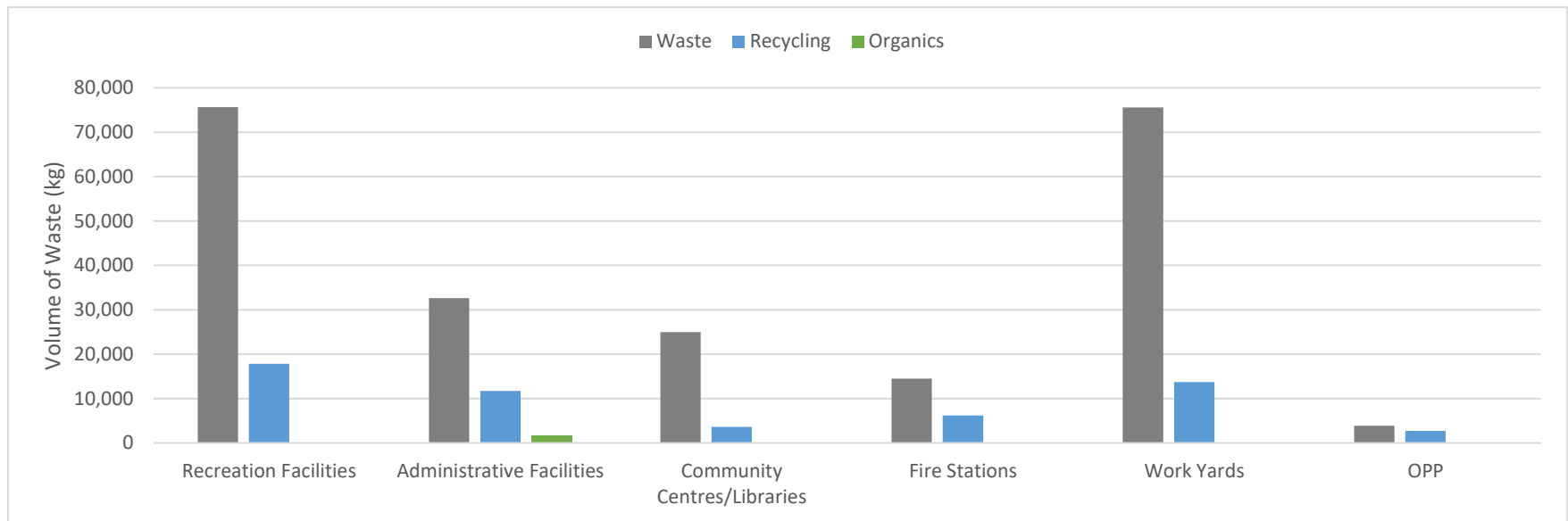


Figure 27: Waste collection by facility type (2017)

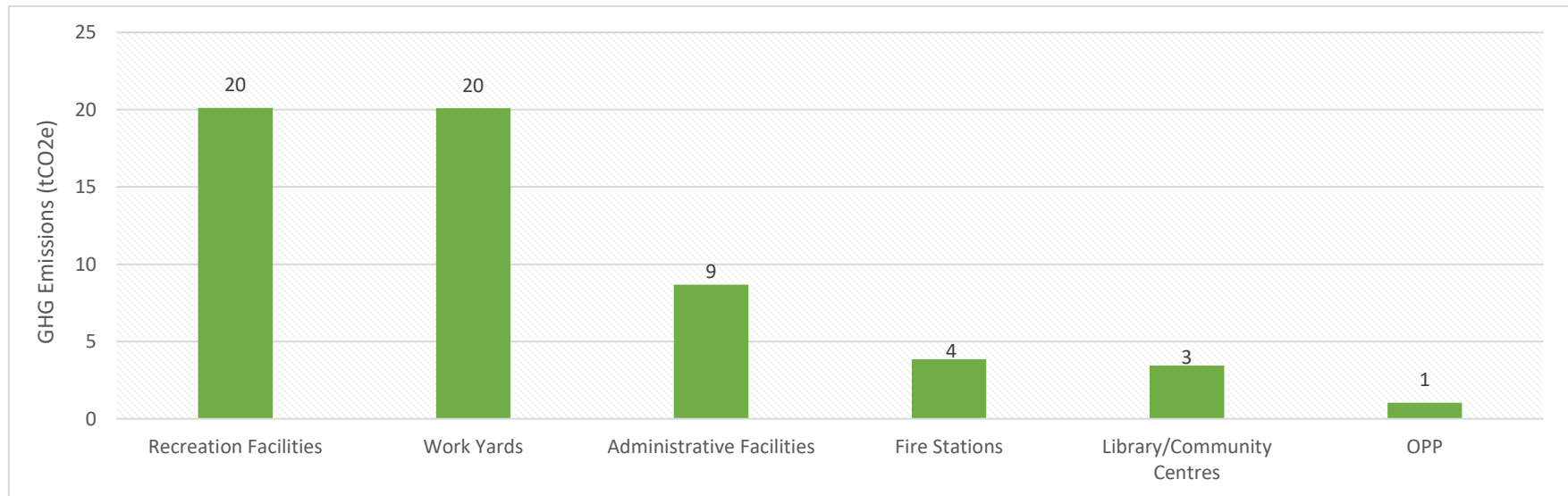


Figure 28: Town of Caledon Corporate Waste GHG emissions by facility type (2017)

Waste Data, Reporting and Performance Analysis

This section provides strategies to better analyze, monitor and benchmark waste consumption data for Town facilities and parks.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Waste data analysis, benchmarking and reporting	<ul style="list-style-type: none"> Measure and track total waste collected for all Town facilities and parks on a quarterly basis Determine a methodology for tracking and reporting on corporate-wide waste performance 	<ul style="list-style-type: none"> Energy & Environment Facility staff Finance Region of Peel 	Medium	<ul style="list-style-type: none"> Region radio frequency identification tags (RFID) Waste audit data RETScreen Expert 	<p>Tracking waste data in all facilities (y/n)</p> <p>Tracking waste data in Parks (y/n)</p> <p>Methodology developed for tracking corporate wide waste performance (y/n)</p>	<ul style="list-style-type: none"> Better understanding of waste generated in parks and facilities More effective and efficient management of waste within facilities and parks Improved correspondence with staff, Region of Peel and third-party companies Better understanding of facility waste generation rates compared to other facilities of the same type
Continue to conduct waste audits at Town-owned facilities	<ul style="list-style-type: none"> Conduct waste audits in facilities and consider using a representative sample for each building type Prioritize waste audits at facilities with low diversion rates and large percentage of total waste generated (Fire Station #303, Work Yard 1, Caledon East CC and the Caledon Animal Shelter) 	<ul style="list-style-type: none"> Energy & Environment Facility staff Region of Peel 	Ongoing	<ul style="list-style-type: none"> Region RFID tags Waste audit data 	# of waste audits conducted	<ul style="list-style-type: none"> Understanding of waste reduction opportunities in multiple building types Identify opportunities to expand waste collection programs Identify opportunities for operational improvements

Waste Purchasing & Policies

This section provides strategies to embed waste considerations into existing purchasing policies that align with acceptable materials in the Region of Peel's diversion programs.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Identify opportunities to align product purchasing with acceptable materials in the Region's diversion programs	<ul style="list-style-type: none"> Explore policies and guidelines to increase the amount of recyclable and compostable materials purchased by the Town Provide guidelines for Town staff purchasing products that take the entire product lifecycle into account (including products with recycled content and minimal packaging) Explore potential to pre-select office supplies available for Town staff purchases that align with this strategy 	<ul style="list-style-type: none"> Energy & Environment Purchasing & Risk Management Broader staff engagement 	Medium	<ul style="list-style-type: none"> Green Procurement Policy Region of Peel Special Events Policy 	<p>Waste policy developed (y/n)</p> <p>Products purchased align with the Region of Peel (y/n)</p>	<ul style="list-style-type: none"> Coordinated approach to purchasing materials Reduced waste to landfill Reduced use of single-use plastics Support of the circular economy
Reduce waste generated during the process of construction	<ul style="list-style-type: none"> Develop and implement policy for reducing and diverting construction waste from landfill. Explore the inclusion of packaging of construction goods for Town construction projects 	<ul style="list-style-type: none"> Energy & Environment Facility staff Project management staff Purchasing & Risk Management 	Long-term	<ul style="list-style-type: none"> Corporate Green Building Standard Update 	<p>Policy developed (y/n)</p>	<ul style="list-style-type: none"> Reduced construction waste to landfill Increased recycling rates Reduced packaging of construction goods

Waste Reduction and Diversion

This section provides strategies to reduce the amount of waste that is generated in Town facilities and parks and enhancing waste diversion efforts.

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Paper reduction strategy	<ul style="list-style-type: none"> Install hand-dryers in washrooms and remove paper towel dispensers or provide organics bins in washrooms at additional facilities (subject to approval by the Region of Peel) Explore potential to reduce paper use in Recreation and Parks where there are electronic alternatives (i.e. timesheets, report cards, etc.) 	<ul style="list-style-type: none"> Energy & Environment Facility staff Parks Asset Management Recreation Region of Peel 	Medium	<ul style="list-style-type: none"> Waste audits Asset Management program Recreation program software 	# of hand dryers installed # of facilities with an organics program # of programs moved from paper to electronic	<ul style="list-style-type: none"> Reduced use of paper Reduced waste to landfill Reduced materials for recycling Reduced weight of organics
Increase collection of organics	<ul style="list-style-type: none"> Expand organics collection to Town facilities, subject to approval by the Region of Peel Explore feasibility for an in-house solution to expand organics collection across Town-owned facilities (i.e. shared organics program across facilities in close proximity) 	<ul style="list-style-type: none"> Energy & Environment Facility staff Town Health & Safety coordinator Region of Peel 	Long-term	<ul style="list-style-type: none"> Waste audits Region of Peel organics collection program Existing on-site equipment 	# of facilities with an organics program Diversion rates (%)	<ul style="list-style-type: none"> Increased organics collection Reduced waste to landfill Reduced contamination rates Improved diversion rates Reduced GHG emissions
Expand battery collection	<ul style="list-style-type: none"> Expand battery collection across Town facilities 	<ul style="list-style-type: none"> Energy & Environment Facility staff Region of Peel 	Medium	<ul style="list-style-type: none"> Raw Materials Company battery collection program 	# facilities with battery recycling kg of batteries collected	<ul style="list-style-type: none"> Reduced hazardous waste from the landfill Diversion rate (%) increase

Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Reduce use of single-use plastics	<ul style="list-style-type: none"> Develop a strategy to reduce the quantity of single-use plastics purchased by the Town Explore the potential to expand the plastic water bottle ban to facilities that have water refill stations 	<ul style="list-style-type: none"> Energy & Environment Facility staff Purchasing & Risk Management 	Medium to Long-term	<ul style="list-style-type: none"> Waste audits Region of Peel Waste Working Group Vending machine contracts (2019) 	# of facilities with plastic water bottle ban	<ul style="list-style-type: none"> Reduction in single-use plastics Reduced weight of recycling collection Reduced contamination Potential to influence community waste knowledge and behaviours
Design diversion program for Parks	<ul style="list-style-type: none"> Consider opportunities to expand waste material collection streams in Parks such as animal waste bins 	<ul style="list-style-type: none"> Parks Energy & Environment Purchasing & Risk Management 	Long-term	<ul style="list-style-type: none"> Region of Peel Waste Working Group 	# of Parks with diversion program # of waste streams in parks	<ul style="list-style-type: none"> Reduced waste to landfill Reduced contamination Improved public waste education and behaviours

Facility Operations, Education & Communications

This section provides strategies to enhance operations and maintenance practices to ensure proper waste disposal; improving staff education regarding acceptable and unacceptable waste materials consistent with the Region of Peel; and, ensuring adequate signage across Town facilities and parks.

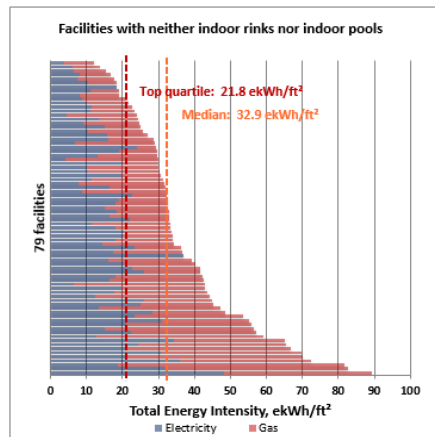
Strategy	Task	Implementation Team	Implementation Timeline	Implementation Tools	Key Performance Indicator	Co-Benefits
Waste stream signage	<ul style="list-style-type: none"> Place appropriate and consistent waste signage for all waste bins in facilities and in parks 	<ul style="list-style-type: none"> Energy & Environment Communications Facility staff Parks 	Ongoing	<ul style="list-style-type: none"> Town waste signage Waste audits 	# of facilities with new signage	<ul style="list-style-type: none"> Reduced contamination rates Improved staff and public waste education
Facility operations staff training	<ul style="list-style-type: none"> Provide ongoing education to facility staff to ensure waste is managed in the correct stream (i.e. organics) Explore potential to develop a waste disposal procedure that outlines specifications for waste collection bags and waste bin infrastructure and signage 	<ul style="list-style-type: none"> Energy & Environment Facility staff Region of Peel 	Immediate	<ul style="list-style-type: none"> Waste audit communication materials Region of Peel waste education materials 	# of facilities and staff engaged # of facilities with consistent signage and bags	<ul style="list-style-type: none"> Improved waste diversion Reduced waste contamination in Regional waste collection bins
Broader staff education and engagement	<ul style="list-style-type: none"> Organize annual staff education workshops and communication campaigns to provide training on how to properly dispose of waste Participate in textile and electronics collection events 	<ul style="list-style-type: none"> Energy & Environment Region of Peel Town staff Guest speakers 	Ongoing	<ul style="list-style-type: none"> Waste Reduction Week Waste audit communication materials Region of Peel waste education materials 	# of annual communication campaigns # of staff engaged in events kg of textiles and electronics collected	<ul style="list-style-type: none"> Consistent messaging and waste disposal across facilities Reduced waste to landfill Improved staff and public education

Appendix A Target Setting Methodology

Targets were developed for all sectors included in the scope of this Framework. The target development process involved the collection of data including: energy and fuel consumption, Town asset inventories, and water and waste volume. Fleet and waste targets were determined by aligning with the Region of Peel's targets. A more detailed methodology is provided below to describe the approach for determining the facility energy and water targets.

Facility Energy Savings Potential and Reduction Target

Building energy models were developed using the principles of performance-based conservation. This data-driven approach relies on benchmarking large data sets of comparable buildings to identify the most energy efficient buildings of each type. The energy intensity of the top energy performers establishes evidence-based performance standards, which are used to set facility-specific energy targets and determine the savings potential for each of the facilities.



A top-quartile (top 25th) energy performance standard (i.e. target) was adopted for each of the facility types (recreation, administration, fire halls, etc.), from a 2012 dataset of 79 recreational facilities in the Greater Toronto Area (GTA). Larger and/or less energy efficient buildings have the greatest potential for savings and are the initial focus of attention.

The total energy target is sub-divided into five components: base electricity (year-round); cooling electricity (additional electricity used in the summer); heating electricity (additional electricity used for heating in the winter); base thermal (year-round); heating thermal (additional gas used for heating in the winter).

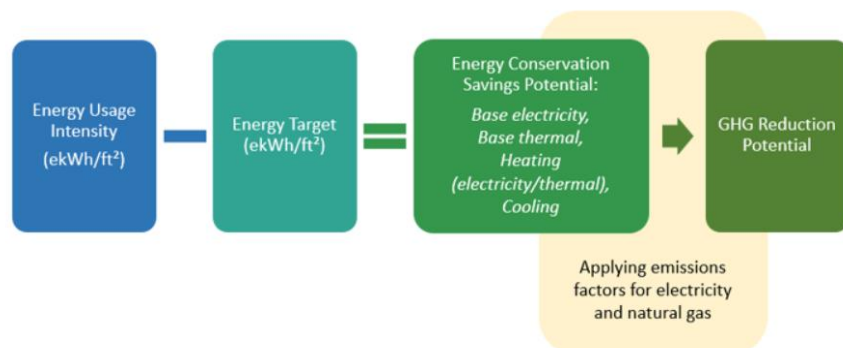
The top quartile component energy targets for each facility type are provided in the table below:

Table 7: Top quartile component energy targets by facility type					
Base Targets	Rec. Centres	Fire Halls	Admin.	Work Yards	Library
Energy use component	(e)kWh/ft ²	(e)kWh/ft ²	(e)kWh/ft ²	(e)kWh/ft ²	(e)kWh/ft ²
Electric Baseload	9.21	7.40	10.92	12.60	9.97
Electric Cooling	0.77	0.50	0.69	0.50	1.02
Electric Heating	0.25	0.60	0.34	2.30	0.51
Gas Baseload	1.83	1.70	1.01	2.10	0.15
Gas Heating	9.71	14.70	7.15	31.30	7.14
Total Energy	21.77	24.90	20.12	48.80	18.78

These standard component energy targets for each individual facility for a given year are normalized for its amenities, usage profile, current year weather conditions and energy sources. Thus, the target for each facility is different, depending on use of spaces (indoor ice rinks, indoor pools etc.) and variances in climate and heating systems. Normalization is limited to material factors which are determined to account for 5% or more of electricity use, or more than 10% of thermal energy use.

Town facilities' energy (ekWh) savings potential is the difference between its 2017 actual energy use intensity (baseline year) and target energy use. Each energy component relates to specific energy systems, pointing to where savings are to be found (see Figure XX below).

Figure 29: Performance-based conservation approach



Water Targets

To determine water targets, water consumption data in Town facilities in 2017 was obtained. This included 23 facilities that are serviced by the Region of Peel, as other facilities in the Town's building portfolio's water supply is from groundwater sources.

Similar to the approach described above for energy, the water savings potential for facilities was calculated by determining the water-use intensity (litres per square foot) for each facility.

A dataset of water consumed in facilities of similar characteristics across the GTA was used as the benchmark to determine a water-use intensity target.

Fire Halls	Admin.	Community Centre	Library	Arena	Arena & Pool	Pool
8.5	34.0	6.8	17.6	89.3	93.0	129.0

Town facilities' water savings potential is the difference between its 2017 actual water use intensity (baseline year) and target water use.

Outcomes

Seven of the Town's 28 facilities account for 85.1% of total GHG savings potential and 70% total cost savings potential.

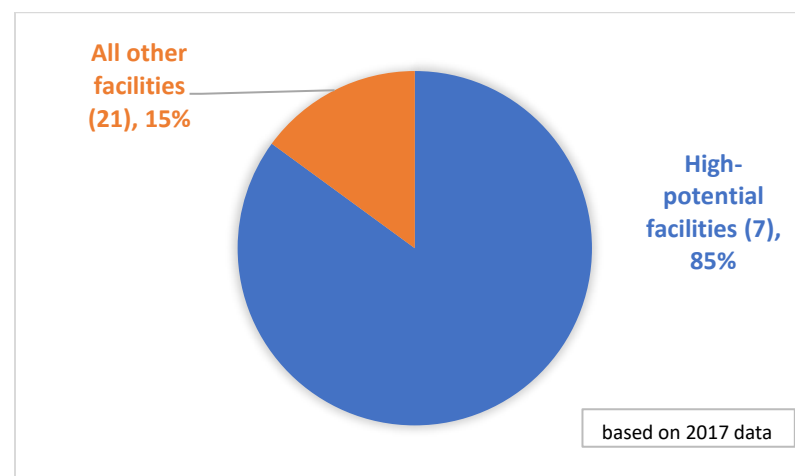
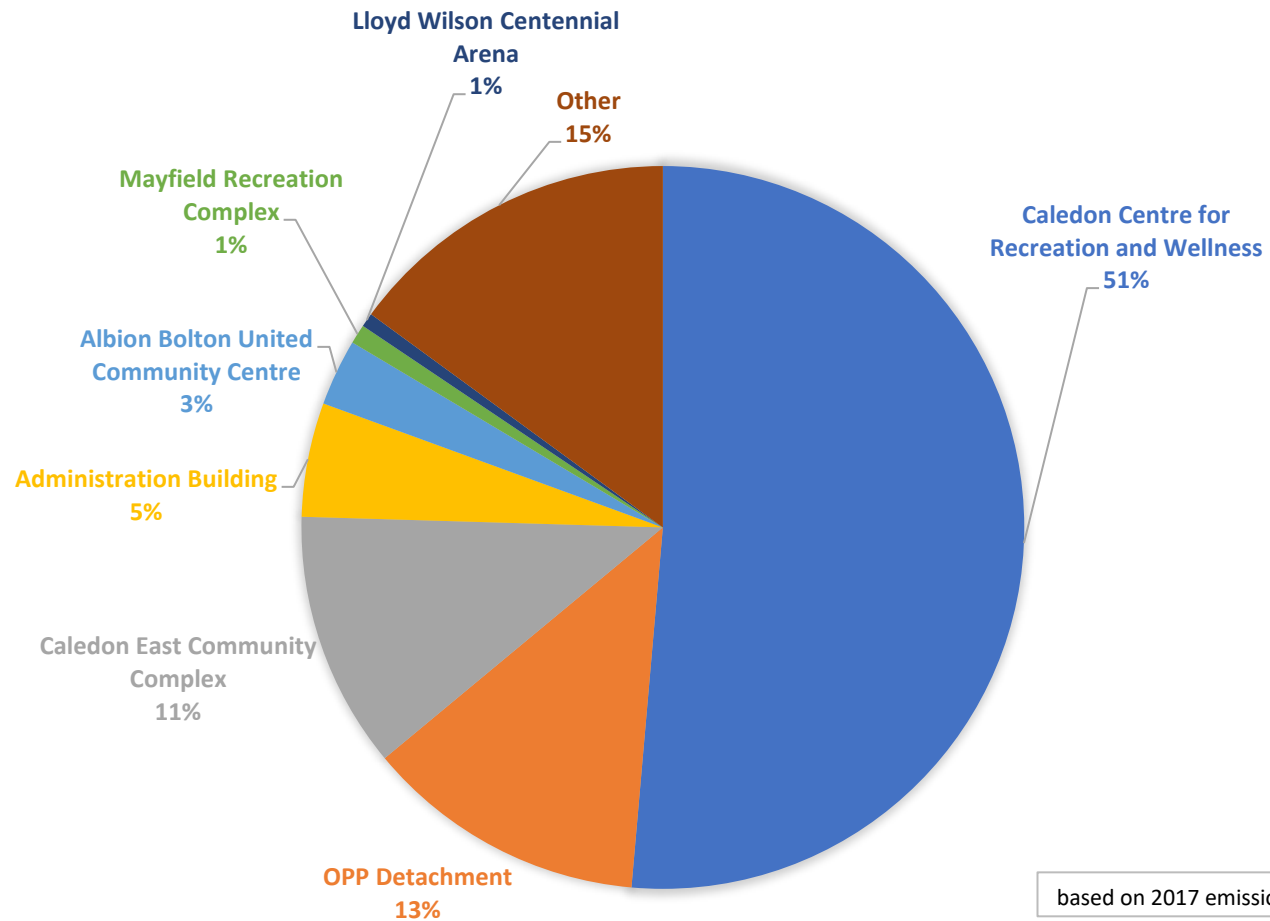


Figure 30: Avoidable GHG Emissions: High-Potential Facilities

Facility	Electricity Intensity (kWh/ft²)	Thermal Intensity (ekWh/ft²)	Total Energy Intensity (ekWh/ft²)	Total Energy Savings Potential (%)	GHG Reduction Potential (%)	% of total savings
CCRW	15.88	30.19	46.07	31%	42%	51.4%
OPP	16.95	15.34	32.29	49%	71%	12.6%
CECC	18.38	18.94	37.31	9%	14%	11.5%
Town Hall	15.40	8.80	24.21	10%	19%	5.1%
ABUCC	15.93	9.82	25.75	5%	8%	3%
MRC	21.61	18.47	40.08	1%	2%	0.9%
LWA	21.99	10.69	32.67	9%	4%	0.6%
Total						85.1%

AVOIDABLE GHG EMISSIONS: 7 HIGH-POTENTIAL FACILITIES



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Site	Energy Conservation Measure				
	2014	2015	2016	2017	2018
Town Hall	<ul style="list-style-type: none">• Parking lot lights LED retrofit• Insulated the north-end wall• Added an additional budget line to complete energy efficiency projects• Electric vehicle charging stations installed• Continued implementation of recommended measures from 2013 recommissioning exercise	<ul style="list-style-type: none">• BAS installed• Initiated HVAC re-design and study• LEED feasibility study complete	<ul style="list-style-type: none">•	<ul style="list-style-type: none">• HVAC retrofit complete• LED bulb replacement in basement hallway and reduced number of fixtures• Gradual bulb replacement with LEDs in staircase• Solar feasibility study complete• Energy audit complete• Electricity baseload assessment complete• High-efficiency domestic hot water retrofit• EV stations being added	<ul style="list-style-type: none">• Kitchen, cafeteria and North Stairwell LED retrofit and controls complete• Atrium window shading• Optimize cleaning schedules for energy savings• Demand Control kitchen ventilation complete• CBIZ room retrofit to LEDs with sensors• Insulated Finance staff area wall
Caledon Centre for Recreation & Wellness	<ul style="list-style-type: none">• Completed recommissioning exercise to optimize BAS scheduling• LED retrofit of lighting in pool area• installation of Acu-Tab system for the Pool area• Added manual lighting controls• Installed new hot water tank	<ul style="list-style-type: none">• Corrected placement of 2 thermostats• Optimized control of HVAC system through BAS• LED retrofit in Fieldhouse area	<ul style="list-style-type: none">• Replaced pot lights with LED fixtures• Auditorium toilets converted to low flush• Parking lot lights and wall packs converted to LED	<ul style="list-style-type: none">• Energy audit completed• LED retrofit and reduced fixtures in Youth Centre, rockwall and pool waiting area• LED retrofit and de-lamping in both Squash Courts and viewing area• Replaced fluorescent lights in the changerooms with LED strip lighting	<ul style="list-style-type: none">• LED conversion in Customer Service area• Vapour-sealed LEDs in Pool Storage area• Gradually upgrading to LEDs in the washrooms
Albion Bolton Community Centre	<ul style="list-style-type: none">• Parking lot lights and wallpacks retrofitted to LEDs• Installed air curtains		<ul style="list-style-type: none">• T12 lights retrofit to T8s in the electrical room• Energy audit complete	<ul style="list-style-type: none">• Ice plant controls and floating head pressure installation• Humicon replacement• Retrofit lights in the pro-shop offices, washroom and hallway to LEDs• Energy-efficient windows (child parent centre and southside of building) and door replacement complete• Level 3 electric vehicle charging station installed	<ul style="list-style-type: none">• Ventilation system upgrade to improve air flow
Mayfield Recreation Complex	<ul style="list-style-type: none">• HVAC and roof upgrade in pool• Retrofitted lobby lights to T8s• Installed air curtains• New exterior LED lights• Installed Acu-Tab system for pool• Installed new water heater mixing valve in pool change room showers	<ul style="list-style-type: none">• Compressor control panel replacement, equipped with a VFD for better controls• ASHRAE level 2 energy audit completed in partnership with Humber College• Lighting retrofit in meeting room	<ul style="list-style-type: none">• Ice plant controls and floating head pressure controls installed• Energy audit completed	<ul style="list-style-type: none">• Installation of new pool boiler• Wall insulation and sealing of wall joints in pool area• LED retrofit and de-lamping in arena viewing area, lunch room, storage and meeting rooms• Water temperature for Zamboni reduced	<ul style="list-style-type: none">• LED retrofit in the Arena Changerooms and Hallway areas
Caledon East Community Complex	<ul style="list-style-type: none">• Exterior LED lights installed	<ul style="list-style-type: none">• Exterior wallpack LED retrofit• Optimized ice plant operations• New condenser installed• Sub meters installed on ice plants	<ul style="list-style-type: none">• Energy audit completed	<ul style="list-style-type: none">• Lower level window replacement	<ul style="list-style-type: none">• Adjusted humidity levels by 10%• Purged non-condensable air out of condensers• Adjusted arena heating• CIMCO 6000E ice plant controls system installed
Lloyd Wilson Centennial Arena			<ul style="list-style-type: none">• Humicon installed	<ul style="list-style-type: none">• Energy audit complete• Ice pad LED retrofit• Interior and exterior LED retrofit• Installation of new compressor room panel, brine pump and water tank• Reduced flood water temperature	
OPP Detachment		<ul style="list-style-type: none">• BAS installed with heat pumps tied into system	<ul style="list-style-type: none">• Energy audit complete• LED retrofit in changeroom	<ul style="list-style-type: none">• Increased controls of heat pumps through BAS optimization	<ul style="list-style-type: none">• Lowered temperature in hot water tank• Heat-wheel replaced on RHU• Whole facility on scheduling in BAS• Light sensors have been adjusted in some areas• Sensors installed on garage bay doors to shut off heat when open
Fire Stations (Alton, Bolton, Caledon East, Caledon Village, Cheltenham, Inglewood, Mono Mills, Palgrave, Snelgrove)	<ul style="list-style-type: none">• Interior lighting retrofit at Caledon East and Caledon Village Fire Halls	<ul style="list-style-type: none">• Furnace replacement at Snelgrove Fire Hall• Interior LED retrofit at Snelgrove Fire Hall• Window replacement at Caledon East Fire Hall	<ul style="list-style-type: none">• Exterior LED retrofit at Caledon Village Fire Hall• Bay area LED retrofit at Cheltenham Fire Station	<ul style="list-style-type: none">• Mono Mills Fire Hall #308 interior LED lighting retrofit• Energy audit completed at Snelgrove Fire Hall	<ul style="list-style-type: none">• Cheltenham Fire Station LED retrofit in Bay and Lunchrooms• Alton Fire Station #301 LED retrofit• EcoBee thermostats installed at: Alton (#301), Caledon East (#303), Cheltenham (#304), Inglewood (#305), Palgrave (#306), Snelgrove (#307), Mono Mills (#308), Charleston (#309)

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Site	Energy Conservation Measure				
	2014	2015	2016	2017	2018
Community Centres (Belfountain, Inglewood, Alton, Victoria Parks, and Rotary Club)	<ul style="list-style-type: none">Installed Ecobee thermostat at Inglewood Community CentreReplacement of hot water tanks at the Rotary ClubInstallation of 34 efficient lighting fixtures in Rotary Club	<ul style="list-style-type: none">Upgraded HVAC at Inglewood Community Centre	<ul style="list-style-type: none">Added insulation at Belfountain Community CentreOil furnace upgraded to propane and added air-conditioning at Belfountain Community CentreInterior LED strip lighting and new electrical panel at Inglewood Community CentreInterior LED lighting replacement at Rotary ClubParking lot and wallpack LED lighting replacement at Rotary Club	<ul style="list-style-type: none">Pending design and installation of new metal roof at Inglewood Community CentreEnergy audit complete at Rotary Club	<ul style="list-style-type: none">
Libraries (Margaret Dunn and Caledon Village Place)	<ul style="list-style-type: none">Wallpacks converted to LED at Caledon Village PlaceInstalled ecobee thermostat at Margaret Dunn Library		<ul style="list-style-type: none">Replaced 2 exterior lights with LEDs at Caledon Village PlaceElectric vehicle charging station installed at Margaret Dun Library	<ul style="list-style-type: none">Pending design and installation of new metal roof at Margaret Dunn Library	<ul style="list-style-type: none">
Work Yards (Work Yard 1, 2 and 3)	<ul style="list-style-type: none">Wallpack LED retrofit at Work Yard 1 and 2Pole lights converted to LED at Work Yard 3	<ul style="list-style-type: none">LED retrofit of parking lot lights and wallpacks at Work Yard 1 and 3	<ul style="list-style-type: none">Obtained a quote for insulation, added natural gas and optimized furnace at Work Yard 1Removed 2 overhead natural gas meters and added a new heater in the Bay at Work Yard 2LED retrofit completed in the Bay at Work Yard 3	<ul style="list-style-type: none">LED upgrades in the equipment rooms, bathroom and chainsaw room at Work Yard 2	<ul style="list-style-type: none">Work Yard 1 expansion completeLED Retrofit in Garage Bay areas at Work Yard 2Work Yard 1 water cistern installed during expansionInstalled 9 Ecobee smart thermostats at Work Yard 2
6211 Fire Administration		<ul style="list-style-type: none">BAS system installed	<ul style="list-style-type: none">Installed AircosaverThermostat optimized	<ul style="list-style-type: none">Optimized BAS controls for HVAC system and garage bayOutdoor incandescent lights replaced with LEDEnergy audit complete	<ul style="list-style-type: none">Sensors installed on garage door to turn heat off when doors open
Caledon Animal Shelter	<ul style="list-style-type: none">LED wallpack conversion	<ul style="list-style-type: none">ASHRAE Level 1 energy audit complete		<ul style="list-style-type: none">Interior LED retrofit completeEnergy audit complete	<ul style="list-style-type: none">Ecobee smart thermostat installation
Streetlights		<ul style="list-style-type: none">Retrofitted 1500 cobrahead style streetlights to LED		<ul style="list-style-type: none">Retrofit additional 500 cobrahead style streetlights to LED on Regional Roads complete	

Project Description						Annual Projected Savings					
Facility	Proposed Strategy	Description	Estimated Project Start	Simple Payback	Estimated Project Cost (\$)*	Electricity (kWh)	Natural Gas (m3)	Total Energy Savings (ekWh)	GHG (tonnes CO2e)	Total Estimated Savings (\$)**	Total Estimated Incentives (\$)
Caledon OPP Detachment	OPP HVAC	Costs associated with testing and calibrating the HVAC system	2019	0.3	\$1,656	20,982	11,984	148,345	23.2	\$6,053	\$4,495
Caledon OPP Detachment	OPP BAS	BAS reprogramming, fault detection diagnostics (FDD)	2019	0.7	\$2,838	7,086	11,433	128,593	21.9	\$3,965	\$2,995
Caledon OPP Detachment	OPP Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2021	0.2	\$473	6,495	5,854	68,710	11.2	\$2,431	\$1,820
Town Hall	Town Hall Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2020	1.0	\$1,108	3,098	2,447	29,104	4.7	\$1,070	\$799
Town Hall	Town Hall HVAC	Costs associated with recomissioning the HVAC system and testing, rebalancing	2022	7.9	\$15,044	4,131	5,055	57,854	9.7	\$1,893	\$1,424
MRC	MRC HVAC	Costs associated with commissioning, testing, and balancing air handling units (AHU) and HVAC retrofit equipment	2020	56.3	\$9,292		634	6,738	1.2	\$165	\$127
MRC	MRC BAS	Costs associated with installing a small-scale BAS	2020	88.6	\$14,625		634	6,738	1.2	\$165	\$127
MRC	MRC Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2020	11.4	\$1,253		423	4,496	0.8	\$110	\$85
CCRW	CCRW HVAC	High-efficiency boiler retrofit project. These are the costs associated with commissioning and testing the boiler to ensure that it's operating at its stated efficiency	2019	1.0	\$13,600		50,159	533,079	95.3	\$13,041	\$10,032
CCRW	CCRW BAS	Costs associated with upgrading/reprogramming CCRW's BAS with retrofit boiler	2020	9.2	\$56,843		23,720	252,091	45.0	\$6,167	\$4,744
CCRW	CCRW Process	Costs related to equipment retrofit/replacement, controls upgrades	2020	1.1	\$10,000		35,253	374,661	66.9	\$9,166	\$7,051
CCRW	CCRW Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2022	0.4	\$1,834		16,266	172,871	30.9	\$4,229	\$3,253
CECC	CECC HVAC	Costs associated with testing and rebalancing of HVAC system and retrofit hot water system serving the Arena	2020	3.7	\$13,716	5,822	11,098	123,769	21.2	\$3,701	\$2,802
CECC	CECC Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2021	0.6	\$1,849	7,277	8,324	95,743	16.0	\$3,183	\$2,392
CECC	CECC BAS	Cost for upgrading BAS or other controls; fault detection diagnostics	2023	4.7	\$11,096	1,455	8,324	89,921	15.8	\$2,368	\$1,810
ABUCC	ABUCC BAS	Cost associated with BAS installation	2023	39.9	\$46,376	3,433	2,620	31,278	5.0	\$1,162	\$867
ABUCC	ABUCC Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2021	0.5	\$1,496	17,163	1,310	31,085	2.8	\$2,743	\$1,978
LWCA	LWCA HVAC	Costs associated with testing, right-sizing, rebalancing HVAC equipment replacements	2020	3.5	\$3,623	7,331		7,331	0.1	\$1,026	\$733
LWCA	LWCA Process	(related to pools and rinks) heat recovery, equipment retrofit/replacement, controls upgrades	2023	9.7	\$10,000	21,993		21,993	0.4	\$1,026	\$733
LWCA	LWCA Operations	Scheduling, equipment repair and refurbishment, set-point adjustment	2019	0.1	\$488	36,654		36,654	0.7	\$5,132	\$3,665
TOTAL				3.2	\$217,210	142,920	195,538	2,221,054	374	\$68,796	\$51,932

**The project costs are estimated based on Enerlife Consulting Inc.'s database and past experience on similar projects, most are determined on high level scope and based on \$/ft2 values.*

**The estimated costs are not the capital retrofit costs (i.e. retrofitting HVAC equipment), but they are the costs associated with stringent energy efficiency processes/operations such as commissioning and testing the retrofit HVAC equipment.*

*** To determine total estimated savings average utility unit costs were used (\$0.14 for electricity, and \$0.26 for natural gas)*

Acronyms	
ABUCC	Albion Bolton Union Community Centre
BAS	Building Automation System
CCRW	Caledon Centre for Recreation & Wellness
CECC	Caledon East Community Complex
FDD	Fault detection diagnosis
HVAC	Heating, ventilation and air conditioning
LWCA	Lloyd Wilson Centennial Arena
MRC	Mayfield Recreation Complex
OPP	Ontario Provincial Police

Staff Report 2019-104

Meeting Date: June 18, 2019

Subject: Proposed Animal Care and Control By-law

Submitted By: Laura Hall, Manager, Regulatory Services, Corporate Services

RECOMMENDATION

That Animal Control By-law 2013-130, as amended and Leash Free Park By-law 2006-128, as amended, be repealed and replaced with the proposed Animal Care and Control By-law attached as Schedule A to Staff Report 2019-104 to take effect September 1, 2019.

REPORT HIGHLIGHTS

- As part of the review, staff hosted an Open House, consulted with applicable stakeholders and agencies and researched best practices approached used by other Ontario municipalities.
- Staff also considered recent changes to the OSPCA service level to ensure animal welfare matters are addressed.
- Key areas raised through the public engagement sessions included provisions for the care and keeping of animals (specifically dogs), keeping of cats, dangerous dogs and the keeping of pigeons for sporting purposes.
- The proposed By-law represents a compilation of the best practices which, in consultation with the public and internal Staff, have been adapted to meet the specific needs of the Town.
- Key changes to the new proposed by-law include establishing limits to the number of cats per property, new provisions for the keeping of animals, adjustments to the timelines and conditions imposed on an owner when a dog is deemed as dangerous, specific keeping requirements for pigeons and clear enforcement powers and authority when Officers investigate animal related matters.
- Staff will conduct a public education and awareness campaign once the by-law is enacted to continue to address responsible pet ownership principles.

DISCUSSION

Background

In February 2018, Council directed staff to investigate options to regulate the keeping of pigeons and to complete a fulsome review of the Animal Control By-law. The purpose of this report is to provide for Council's consideration the proposed new Animal Care and Control By-law attached as Schedule A. In place of continuing to regularly amend the current By-law as needed, the new proposed By-law includes updated best practices from other municipalities to proactively meet the changing needs of the community and better protect both animals and the public.

Review Process

Assessment of other Municipalities

Research undertaken to update the current Animal Control By-law demonstrated that the by-law lacks many common regulations that have become modern best practices. Therefore, to complete a fulsome review, By-laws from eight (8) local municipalities were primarily used as examples for benchmarking. Brampton and Mississauga were each included to provide comparisons within Peel Region while other municipalities such as Clarington, Oshawa, Waterloo, Oakville, Kitchener and Toronto were also reviewed. Recently updated By-laws were selected to assess current trends and, while By-laws were found to be similar across jurisdictions, Clarington's By-law was specifically included to consider regulations within a rural environment. The proposed By-law represents a compilation of the best practices which, in consultation with the public and internal Staff, have been adapted to meet the specific needs of the Town.

Stakeholder Engagement

Staff recognize that animals are kept for diverse reasons including as residential pets, for recreation or sport, as service animals and on farms to support agricultural livelihoods. Therefore, public consultation was a crucial part of the review process to gain input from the community.

A draft of the new Animal Care and Control By-law was presented to the public at an Open House held on March 26, 2019. In advance of the open house, notice including the By-law was posted on the Town's website. The open house was further advertised through a social media campaign, on information screens at Town facilities and in local. Advertisements highlighted key proposed changes and invited the public to review the draft By-law. While many residents attended to learn more about the changes, others provided opinions on specific topics including feral cats, feeding of wild animals, leashing of dogs and dangerous dogs. Several residents who were unable to attend the meeting provided comments by e-mail.

To further assess public opinion and provide residents an opportunity to give feedback, Staff developed an online survey which was available for a total of thirty days and completed by 161 participants. The survey was available to those in attendance at the Open House and remained open for several days after. Questions were posed on diverse topics including the types and numbers of animals kept, feral cats, pigeons, the role of Municipal Law Enforcement Officers regarding animal welfare and the keeping of livestock animals. Key findings of the survey include significant support for strengthening standards of care in the By-law and enforcement at the local rather than provincial level. Further, 85% of respondents agreed that homeless cats should be trapped, neutered and returned to their environment to humanely control their population. Finally, while a very small number of respondents expressed interest in keeping pigeons, a small majority of 54% did think pigeons should be permitted on residential properties. The full results of the survey are attached as Schedule B.

To ensure the efficient administration and enforcement of the proposed By-law, Municipal Law Enforcement Staff and the Animal Shelter were consulted. In addition, staff engaged the OSPCA and the Caledon OPP on current enforcement of animal welfare matters within the Town. Staff recognize that some residents currently keep pigeons for sport racing. Therefore, careful consultation was completed with local and national pigeon organizations including the Central Peel Racing Pigeon Club, Dufferin County Flyers, the Canadian Racing Pigeon Union and the Canadian Pigeon Fanciers Association. Key members of these organizations were interviewed to gain feedback on proposed By-law regulations to carefully balance the keeping of pigeons with the need to mitigate any negative impacts to nearby property owners.

Feedback received from both the public and Staff through the stakeholder engagement process was carefully analyzed and several updates were included in the By-law as a result.

OSPCA Service Level Changes

The animal cruelty framework in Ontario falls under the OSPCA Act. The OSPCA, which has been in place for over a 100 years is not a government agency but instead a private charity that has been given quasi law enforcement powers and responsibilities that are not normally afforded to such organizations. Such powers were challenged in court and found to be unconstitutional because the agency is not subject to the same oversight as other government organizations with similar powers. The OSPCA has indicated that they intend to step away from enforcement as of June 28, 2019. The Ontario government is working on a new model to ensure animal welfare matters are protected. Police services continue to have the authority to enforce the laws that protect animals and we anticipate that such powers may be expanded to include local municipalities.

In discussions with the OSPCA they have indicated that on average they respond annually to approximately 30 complaints in Caledon – 19 related to care, with a handful of cases being more serious in nature and subsequently leading to seizure of animals in unfavourable conditions.

Key Proposed Changes

Standards of Care

Prescribing standards of care and keeping of animals and including provisions in By-laws has become a common best practice for many municipalities. While the Town's current Animal Control By-law mostly lacks such regulations, the new proposed version introduces general standards that require animals to be kept in a manner and provided with adequate food and water, a sanitary environment, appropriate shelter and veterinary care if necessary. Requirements are set out for the construction and maintenance of animal enclosures and several Sections are included to address specific issues such as animals being left in a hot or unventilated vehicle or outside in unsafe weather such as extreme cold. While the new provisions will apply to animals broadly,

an exception is included to permit active agricultural operations to keep farm animals in accordance with normal farm practices.

Dogs

While some common provisions regarding dogs that are within the current by-law remain in the proposed by-law, several new Sections have been included to better protect dogs and mitigate nuisances to surrounding neighbours. In addition to leashing, tethering has been regulated to ensure dogs remain safe by prohibiting the use of choke chains or pronged collars and limiting the amount of time a dog can be tethered to four consecutive hours. Further it is proposed that dogs must be adequately supervised to prevent nuisance barking. Regulations for doghouses and dog runs are outlined to ensure that they are adequately constructed, maintained and set back from lot lines to avoid nuisances to neighbours.

Significant improvements are being suggested to the regulations concerning dangerous dogs. The current By-law requires that any dog that has bitten or caused injury to a person or domestic animal is automatically deemed dangerous. In contrast, By-laws from other municipalities provide flexibility by making the designation contingent on whether there are any mitigating factors such as where a dog is acting in defence, being provoked or reacting to a person trespassing. The proposed By-law follows this best practice by defining mitigating factor to ensure that the punitive designation of dangerous dog is only applied where appropriate. Further, in addition to existing conditions in the By-law being clarified, new conditions have been incorporated to provide additional tools for managing dangerous dogs such as the following:

- a dangerous dog identification tag may be required to be worn at all times to ensure that any person handling the dog is aware of the designation;
- the owner may be asked to provide a photograph or other identifying information for the dog to improve tracking; and
- the dangerous dog may be required to complete behavioural training.

Clear timelines for each condition have been specified so that the owner of a dangerous dog fully understands their obligations and when compliance is required. Finally, the Leash Free Park By-law has been consolidated into the new proposed By-law making it comprehensive and simpler for residents as only one By-law will need to be consulted for rules concerning dogs.

Cats

Significant input regarding cats was received from the public at the Open House meeting, resulting in several updates to the draft By-law. In contrast to the current By-law that does not limit the number of cats which can be kept, the proposed version sets a maximum of 5. This number provides a balance between the survey results which proposed 4 and best practices of other municipalities that permit up to 6. At the request of the public, exceptions to the permitted number were included for rescue organizations that foster cats for adoption or keep cats in connection with a trap, neuter and return (TNR) program that manages feral cat populations.

While survey respondents were often undecided about whether feral cats are a problem in the Town, approximately 85% percent agreed that they should be humanely trapped, neutered and returned to their environment to better control their population. Therefore, a provision was added to provide the Town with clear oversight over such a program should it choose to establish one. Finally, at the request of the public feral cats were also removed from the definition of wild animal to permit their feeding.

Pigeons

As a result of the direction from Council to investigate options to regulate the keeping of pigeons, an in-depth review was conducted to determine if this is feasible for the Town. In addition to the regulations for backyard hens that remain largely unchanged in the new draft By-law, it is proposed that pigeons be permitted to be kept on residential and agricultural lots. Many municipalities including Waterloo, Oakville, Mississauga and Brampton do permit the keeping of pigeons with careful regulation. Among the municipalities reviewed, a range of 40-60 pigeons are commonly permitted to be kept while the Pigeon Clubs we consulted with indicated the average is 60. Therefore, the draft By-law proposes that an owner may only keep a maximum of 60 pigeons on a lot.

Due to the increased number of pigeons which may be kept as compared to backyard hens, the proposed placement requirements are stricter. Pigeons will only be permitted on residential or agricultural lots that are at least 1 acre in size. Further, to minimize potential nuisances, any pigeon loft will be required to be located in a rear yard, set back six metres from any lot line and fifteen metres from any dwelling on an adjacent lot. The height and maximum size of a pigeon loft are also limited.

In addition to the above requirements, provisions are further set out to carefully mitigate impacts on adjacent residents. For example, maintenance standards are prescribed to ensure that lofts are regularly cleaned and pigeons are prohibited from perching, nesting or straying onto any property in the vicinity of the lot on which they are kept. Pigeons would be permitted to be released from a loft for training flights as they may be kept for racing. However, consistent with Mississauga and Brampton, flights are carefully regulated so that they may only take place twice a day within specific times and only half of the total number of pigeons may be released at a time. This would result in a total of 10 being released at once if the maximum permitted number are kept. Finally, to ensure that animal welfare is protected, the owner must reside on the lot where the pigeons are kept.

General Updates

Several additional Sections of the By-law have been updated to improve administration and enforcement. For example, the provisions concerning the Animal Shelter were re-drafted to clarify the rights and obligations of Staff and residents when an animal is impounded, redeemed, adopted, surrendered or placed into protective care.

The prohibited animals schedule was significantly updated to be consistent with those in other local By-laws. Numerous types of animals were added to the schedule so that it is

comprehensive and exceptions are set out making it clearer which animals are permitted.

The enforcement powers available to the Town's Municipal Law Enforcement Officers and the processes for administering them have been carefully set out in the By-law. This will improve the efficiency of enforcement and increase transparency to the public regarding how enforcement powers and penalties may be exercised. The enforcement provisions for active matters regarding the care and keeping of animals will continue to be addressed by the current by-law provisions or other by-laws, as applicable. The new By-law will be applied to concerns brought forward as per the enactment date.

Next Steps

Should Council approve the recommendations presented in this report, Staff will bring forward the new Animal Care and Control By-law, attached as Schedule A for consideration to take effect September 1, 2019. Further, set fines will be developed to support enforcement and the adoption of the new By-law will be communicated, as deemed appropriate. Officers will continue to enforce concerns brought forward related to the new provisions and continue to monitor parks to address concerns regarding dogs off-leash.

Finally, the Town's website will be updated to reflect the changes, and additional communication to residents on the new provisions within the by-law and expectations regarding responsible pet ownership will be released.

FINANCIAL IMPLICATIONS

There are no immediate financial implications associated with this report.

ATTACHMENTS

Schedule A – Proposed Animal Care and Control By-law
Schedule B – Online Survey Results

Schedule A to Staff Report 2019-104

THE CORPORATION OF THE TOWN OF CALEDON

BY-LAW NO. 2019-XX

A By-law to regulate the care and control of animals within the Town of Caledon and to repeal By-law 2013-130, as amended and By-law 2006-128, as amended

WHEREAS Section 8 of the *Municipal Act, 2001*, provides that the powers of a municipality shall be interpreted broadly to enable a municipality to govern its affairs as it considers appropriate and enhance its ability to respond to municipal issues;

AND WHEREAS Sections 8, 11(2) and 11(3) of the *Municipal Act, 2001*, confer the powers for a municipality to pass By-laws to regulate, prohibit and require persons to do things respecting animals and in relation to the health, safety and well-being of persons, the social well-being of the municipality and the protection of persons;

AND WHEREAS Section 391 of the *Municipal Act, 2001*, enables a municipality to pass By-laws imposing fees or charges on persons;

AND WHEREAS PART XIV of the *Municipal Act, 2001*, authorizes a municipality to enforce its By-laws;

AND WHEREAS the Council of The Corporation of the Town of Caledon considers it necessary and desirable to provide for the care and control of animals within the Town of Caledon;

NOW THEREFORE the Council of The Corporation of the Town of Caledon ENACTS AS FOLLOWS:

Short Title

This By-law shall be known as the “Animal Care and Control By-law”.

Part 1 – Definitions

1.1 In this By-law:

“*Animal*” means any member of the animal kingdom, other than a human;

“*Animal product*” means meat, fibre, fur, milk, eggs, or other products derived from an *animal*;

“*Animal Shelter*” means a facility operated by the *Town* for the care, keeping and impounding of *animals* and may include any *Town* Staff thereof where the context permits;

“*At large*” means where an *animal* is in any place other than its *owner’s lot* and is not physically restrained by a capable *person* by means of a *leash* or otherwise;

“*Attractants*” means any food or similar substance which could reasonably be expected to attract or be consumed by a *wild animal* but does not include materials used for landscaping purposes, compost or food being grown for human consumption such as a vegetable garden;

“*Cat*” means any felidae which is commonly domesticated including those which are or appear to have become feral;

“*Dangerous dog*” means any *dog* that, in the absence of a *mitigating factor*, has demonstrated the propensity to act in a significantly menacing or aggressive fashion or displayed an apparent attitude of attack towards any *person* or an *owner’s animal* or has bitten, attacked or caused injury to any *person* or an *owner’s animal*;

“*Designate*” means an employee of the *Town* who has been selected by the *Director* to administer or enforce all or part of this By-law on their behalf;

“*Director*” means the Manager, Regulatory Services for the *Town*, a *designate* or, in the event of any organizational changes, a successor or equivalent position;

“*Dog*” means a canidae which is commonly domesticated;

“*Doghouse*” means an exterior building or structure that is used, or designed to be used, to provide shelter to one or more *dogs*;

“*Dog run*” means a pen that is exclusively used, or designed to be used, to provide one or more *dogs* access to an outside area while remaining within;

“*Feed*” or “*feeding*” means to intentionally furnish or make food available;

“*Feeding device*” means any device that may be used to attract or is intended to attract *wild animals* for the purposes of *feeding*;

“*Hen*” means a domesticated female chicken;

“*Hen coop*” means a fully enclosed, locking and weatherproof structure in which *hens* are kept;

“*Hen run*” means a fully enclosed pen that permits *hens* access to an outside area while remaining within;

“*Landowner*” means a *person* holding registered title to a *lot* and includes a lessee, tenant, occupant or a mortgagee in possession thereof;

“*Leash*” means a strap, cord or similar device designed to restrain an *animal* but shall not include any device where used for tethering;

“*Leash free park*” means a park, designated pursuant to this By-law, in which *dogs* are permitted to run freely;

“*Lot*” means a parcel of land, or contiguous parcels of land in one ownership, which is capable of being legally conveyed in accordance with the *Planning Act*, R.S.O. 1990, c. P.13, as amended, or is described in accordance with a registered plan of condominium;

“*Lot line*” means any boundary of a *lot* or the vertical projection thereof;

“*Lot line, exterior side*” means any *lot line* other than a *front lot line* which also abuts a *street*; in the case where a *lot line* abuts a 0.3 metre reserve block, which in turn abuts a *street*, such *lot line* shall be considered an *exterior side lot line*;

“*Lot line, front*” means, in the case of an interior *lot*, the *lot line* dividing the *lot* from the *street*; in the case of a corner *lot*, the shorter *lot line* abutting a *street* shall be deemed to be the *front lot line* except, where the *lot lines* abutting a *street* are the same length, the *lot line* used for the principal entrance to the *lot* shall be deemed to be the *front lot line*;

“*Lot line, interior side*” means, except for corner *lots*, a *lot line* which intersects a *front lot line*; for corner *lots*, *interior side lot line* means a *lot line*, other than an *exterior side lot line*, which intersects the *front lot line*;

“*Lot line, rear*” means any *lot line* which is not a *front lot line*, an *exterior side lot line* or an *interior side lot line*;

“*Microchip*” means a standard identification device implanted into an *animal*, which contains a unique code that permits or facilitates access to *owner* information, including the name and address of an *owner* of the *animal*;

“*Mitigating factor*” means a circumstance which excuses the aggressive behavior of an *animal* and, without limiting the generality of the foregoing, may include circumstances where such *animal* was, at the time of the aggressive behavior, acting in defence of an attack by a *person* or other *animal*, acting in defence of its young, reacting to a *person* or *animal* trespassing on the *lot* of its *owner* or being teased, tormented or similarly provoked;

“*Municipal Act, 2001*” means the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended;

“*Municipal boundary*” means the geographic boundary encompassing the Town of Caledon;

“*Muzzle*” means a humane fastening or covering device that is of sufficient strength and design to prevent any *dog* wearing it over its mouth from biting and which shall not be able to be removed by the *dog* but which does not interfere with the breathing, panting or vision of the *dog*;

“*Normal farm practice*” means a practice that is conducted in a manner consistent with proper and acceptable customs and standards as established and followed by similar agricultural operations under similar circumstances;

“*Owner*” means any *person* who keeps, possesses, harbours or has custody, guardianship or control of an *animal* and, where the *owner* is a minor, any *person* responsible for the custody of the minor shall be deemed to be the *owner* of the *animal*;

“*Person*” means an individual, association, firm, partnership, corporation, trust, incorporated company, organization and includes the directors and officers of a corporation, a corporation created under the Condominium Act, 1998, S.O. 1998, c. 19, as amended, and the trustees, agents, heirs, executors or other legal representatives of a *person* to whom the context can apply according to law;

“*Pigeon loft*” means a fully enclosed, locking and weatherproof structure in which pigeons are kept and which shall have a fully enclosed pen attached thereto that allows pigeons access to an outdoor area while remaining within;

“*Police dog*” means a *dog* trained for and actively engaged in law enforcement activities on behalf of a police force;

“*Protective care*” means the temporary keeping of an *animal* by the *Animal Shelter* for the purposes of protecting its health and safety;

“*Public authority*” means any department or appointed agency of the Government of Canada, Province of Ontario, Region of Peel, the *Town*, conservation authority or other governmental body;

“*Recognized pigeon club*” means a club, association or organization which, at the discretion of the *Town*, has as its main purpose the exhibition or racing of pigeons;

“*Service dog*” means a *dog* trained by a recognized organization to provide service to the visually-impaired, hearing-impaired or to *persons* with other disabilities;

“*Street*” means a public thoroughfare under the jurisdiction of either the *Town*, the Region of Peel or the Province of Ontario, but does not include a private lane, a private right-of-way or a private road;

“*Town*” means The Corporation of the Town of Caledon;

“*Town designate*” means an individual that is an employee of the *Town* who has been appointed pursuant to a *Town* By-law as a Municipal By-law Enforcement Officer and shall include the *Director*;

“*Trap, Neuter and Return program*” means any operation where feral *cats* are trapped in order to be sterilized and then returned to the outdoors;

“*Unsafe weather*” means weather conditions including but not limited to extreme heat and cold, snow storms, freezing or heavy rain and strong winds;

“*Wild animal*” means any *animals* which are not domesticated and which live outside in their natural habitat;

“*Yard*” means an open, uncovered space on a *lot*, appurtenant to a building and unoccupied by buildings except as specifically permitted under the *Zoning By-law*;

“*Yard, exterior side*” means the *yard* extending from the *exterior side lot line* to the nearest wall of the main building on the *lot*; an *exterior side yard* does not include any portion of the *front yard* but shall extend to the *rear lot line* and incorporate any portion of the *rear yard* between the *exterior side lot line* and where the two *yards* initially intersect;

“*Yard, front*” means a *yard* extending across the full width of the *lot* between the *front lot line* and the nearest front wall of the main building located on the *lot*;

“*Yard, interior side*” means a *yard* extending from the *interior side lot line* to the nearest side wall of the main building on the *lot* but does not include any portion of the *front yard* or *rear yard*;

“*Yard, rear*” means a *yard* extending across the full width of the *lot* between the *rear lot line* and the nearest rear wall of the main building located on the *lot*;

“*Zone*” or “*zoned*” means a designated area of land use in accordance with the *Zoning By-law*;

“*Zoning By-law*” means the *Town’s* Zoning By-law, as amended.

Part 2 – Application

- 2.1 Except where specified otherwise in this By-law, the provisions contained herein shall apply within the entirety of the *municipal boundary*.
- 2.2 The provisions of this By-law shall be without effect in the event of a conflict with the appropriate practices, as deemed by the *Town*, of the following:
- (1) any *public authority*;
 - (2) a branch of the Ontario Society for the Prevention of Cruelty to Animals;
 - (3) the Ontario Provincial Police, a municipal or other Canadian police force;
 - (4) an *animal* hospital, clinic or facility that is lawfully operated or supervised under the direction of a veterinarian licensed by the College of Veterinarians of Ontario;
 - (5) a registered research facility pursuant to the *Animals for Research Act*, R.S.O. 1990, c. A.22, as amended; and
 - (6) an educational facility where *animals* are being kept for study, research or teaching purposes as permitted by a school board or the Ministry of Education.
- 2.3 In the event of a conflict between this By-law and any other *Town* By-law in effect, the provisions that establish the higher standard to protect the health, safety and well-being of the public and *animals*, in such order, shall prevail.
- 2.4 Nothing in this By-law shall constitute an exemption from the requirements of any other By-law in effect, applicable legislation or regulations thereto, including but not limited to the *Ontario Society for the Prevention of Cruelty to Animals Act*, R.S.O. 1990, c. O. 36, as amended, the *Dog Owners' Liability Act*, R.S.O. 1990, c. D. 16, as amended, or the *Animals for Research Act*, R.S.O. 1990, c. A.22, as amended.

Part 3 – General Animal Provisions

Standards of Care

- 3.1 Every *owner* of an *animal* shall ensure that such *animal* is kept in a humane manner free of abuse and neglect and is provided with the necessities and conditions to maintain and protect the *animal's* well-being including but not limited to the following:
- (1) adequate food and water;
 - (2) an environment which is maintained in a sanitary condition and not overcrowded by other *animals*;
 - (3) appropriate shelter for the *animal* which provides adequate space to move and protection from exposure to the elements such as *unsafe weather*; and
 - (4) if required, veterinary care to prevent and relieve any distress to the *animal* caused by injury, disease or otherwise.
- 3.2 No *owner* shall cause or permit their *animal* to remain outside during *unsafe weather* which may pose a risk to the *animal* with the exception of where such *animal* is outside for a short period of time and supervised by its *owner* or has access to a shelter which provides adequate protection.
- 3.3 No *person* shall cause or permit an *animal* to be left unattended in a vehicle in a manner that may pose a risk to its health or safety from lack of proper ventilation, temperature, *unsafe weather* or otherwise.
- 3.4 No *person* shall cause or permit an *animal* to be transported outside the passenger compartment of a vehicle unless the *animal* is contained in an enclosed trailer or cage which provides adequate ventilation, space and shelter from the elements and is secured or fastened in a manner to protect the *animal* from any sudden changes in the vehicle's movement.
- 3.5 Without limiting any other Section within this By-law, every *owner* shall ensure that any enclosure provided for their *animal* is:
- (1) adequately ventilated;
 - (2) constructed and located to permit access to light;
 - (3) maintained in a clean and sanitary condition and free of offensive odours;

- (4) of a size to permit all *animals* therein to comfortably extend their bodies to their full natural extent, stand, sit, turn around, lie down and if appropriate for such *animal* perch; and
- (5) kept in good repair and maintained to ensure that it does not create any danger to the health of any *animal* contained therein for any reason.

Animals at Large

- 3.6 No *owner* shall cause or permit their *animal* to be *at large* at any time.
- 3.7 For the purposes of Section 3.6, an *animal* shall not be considered to be *at large* in the following circumstances:
 - (1) where a *landowner* permits the *animal* to be on their *lot*, unless such *lot* is commonly accessed by the general public;
 - (2) if a *dog* is appropriately supervised by its *owner* and is within a *leash free park*;
 - (3) where a *service dog* or *police dog* is actively engaged in carrying out the work for which it was trained;
 - (4) if a *cat* is released outside as part of the normal operation of a *Trap, Neuter and Return program* authorized by the *Town*; or
 - (5) where pigeons are released from a *pigeon loft* in accordance with Subsection 6.3 (6).
- 3.8 A *Town designate* may seize any *animal* which is suspected of being *at large*.
- 3.9 Where any *person* captures an *animal*, or a *Town designate* suspects that an *animal* was captured by a *person*, as a result of it being *at large*, such *person* shall deliver the *animal* to a *Town designate* or the *Animal Shelter*.
- 3.10 Where any *animal* is seized by or delivered to a *Town designate* as a result of it being *at large*, at the discretion of the *Town designate*, the *animal* may be delivered to the *Animal Shelter* to be impounded or released to its *owner*.

Animal Excrement

- 3.11 Every *owner* shall ensure that any excrement left by their *animal* is immediately removed and disposed of in a sanitary manner with the exception of where:
 - (1) the *owner* of the *animal* is a *landowner* of the *lot* on which the excrement was left; or
 - (2) due to a physical disability, the handler of a *service dog* is unable to remove excrement left by such *animal*.
- 3.12 Every *landowner* shall ensure that any *animal* excrement is removed from their *lot* so as to ensure that it does not create a nuisance by reason of odour, sight or otherwise.

Feeding Wild Animals

- 3.13 No *person* shall *feed* or permit the *feeding* of a *wild animal* anywhere within the *municipal boundary*.
- 3.14 No *person* shall cause or permit a *feeding device* or any *attractants* to be left outside on any *lot*, including but not limited to land owned by a *public authority*.
- 3.15 Notwithstanding Sections 3.13 and 3.14, a *landowner* may *feed* birds that are *wild animals* on their *lot* in accordance with the following requirements:
 - (1) seed shall be placed in a *feeding device* designed for birds;
 - (2) no excrement from the birds shall be permitted to accumulate;
 - (3) seed within the *feeding device* shall be sufficiently above grade and reasonably inaccessible to any *wild animals* with the exception of birds;
 - (4) all seed spilled from the *feeding device* shall be promptly disposed of;
 - (5) the *feeding device* shall be maintained in a sanitary condition at all times;
 - (6) no *feeding device* shall be kept in a manner which may attract *wild animals* other than birds; and
 - (7) the *feeding* shall not create a nuisance by reason of odour, sight or otherwise.

- 3.16 Sections 3.13 and 3.14 shall not apply where, in the performance of their work, a *feeding device* or *attractants* are left as bait by a licensed trapper or employee of a licensed wildlife or pest control agency.

Prohibited Animals

- 3.17 No *person* shall keep or permit to be kept anywhere within the *municipal boundary* any *animal* prohibited in accordance with Schedule A attached to and forming part of this By-law.
- 3.18 Notwithstanding any other Section of this By-law, on a *lot* within an extractive industrial zone or agricultural or rural zone that is actively used for agricultural or equestrian purposes, *animals* such as cattle, horses, ponies, mules, donkeys, goats, swine, sheep, mink, chickens, ducks, turkeys, fox, nutria, bees or other *animals* from which *animal products* are commonly harvested may be kept and managed in accordance with a *normal farm practice*.
- 3.19 Except for Section 3.18, the provisions of this By-law do not apply to *animals* kept and managed in accordance with a *normal farm practice*.

Part 4 – Dogs

- 4.1 No *owner* shall keep or permit to be kept in excess of 3 *dogs* on a *lot*.
- 4.2 For the purposes of Section 4.1, a *dog* shall not count towards the total permitted number if kept in a kennel authorized in accordance with applicable *Town* By-laws, a facility actively used for keeping or training *service dogs* or within a pet store.
- 4.3 Every *owner* of a *dog* shall ensure that it has a *microchip*, identification tag or similar means of identification affixed to it at all times which shall include the current contact information for an *owner* of such *dog*.

Leashing and Tethering

- 4.4 No *person* shall cause or permit a *leash* to be used that has a maximum length in excess of 3 metres and which is not of sufficient strength and design to restrain any *dog* for which it is used.
- 4.5 Every *owner* shall ensure that their *dog* is kept on a *leash* at all times when in circumstances where it would otherwise be *at large*.
- 4.6 No *person* shall at any one time physically attempt to restrain in excess of 4 *dogs* using one or more *leashes*.
- 4.7 No *person* shall cause or permit any rope, chain or similar restraining device to be used to tether a *dog* unless such item is:
- (1) securely attached to a permanently affixed object to ensure that the *dog* is restrained when tethered;
 - (2) situated to permit the *dog* to move safely and unrestricted within the length of the tethering device so the *dog* does not suffer any injury resulting from the tether; and
 - (3) where used on the *owner's lot* for a *dog* which primarily lives outside, such item shall be a minimum of 3 metres in length and shall permit the *dog* access to an adequate source of food, water and shelter.
- 4.8 No *person* shall cause or permit a *dog* to be tethered unless it is adequately supervised so as to prevent any nuisances, including but not limited to barking, and to ensure that the *dog* remains free of any potential harm.
- 4.9 No *person* shall cause or permit a *dog* to be tethered using a choke chain, choke collar, pronged collar or similar device which may potentially cause harm to the *dog*.
- 4.10 No *person* shall cause or permit a *dog* to be tethered for more than 4 consecutive hours or for more than 6 hours in a 24 hour period.

Dog Enclosures

- 4.11 Every *owner* shall ensure that, in addition to the requirements outlined in Section 3.5, any *doghouse* which is provided for their *dog* shall:
- (1) be soundly constructed and made of a hard, durable material so as to be weatherproof and impervious to water;
 - (2) have a maximum height of no more than 2 metres as measured from the highest point of the *doghouse* and the ground directly below such point;
 - (3) include clean and dry bedding sufficient for all *dogs* therein; and
 - (4) where the *doghouse* is used by a *dog* in cold weather, it shall have:
 - (a) an elevated floor to prevent direct contact with the surface of the ground;
 - (b) a flap affixed over the door to provide protection from the elements; and
 - (c) adequate insulation of the walls, floor and roof to retain heat and sufficiently protect any *dog* therein against cold weather.
- 4.12 Every *owner* shall ensure that, in addition to the requirements in Section 3.5, any *dog run* which is provided for their *dog* shall:
- (1) be fully enclosed and constructed to prevent the escape of any *dog* therein;
 - (2) not have any individual side which is less than 1 metre in length;
 - (3) have a minimum area of 9.5 square metres to be increased by 3 square metres for each additional *dog* therein over the number of one;
 - (4) have a height of no less than 1 metre above the tallest *dog* in a standing position kept therein; and
 - (5) include a section maintained in a dry condition and of sufficient size to permit a *dog* within to lie down.
- 4.13 Every *owner* shall ensure that any *doghouse* or *dog run* provided for their *dog* is:
- (1) only located in a *rear yard* or *interior side yard*;
 - (2) set back at least 2 metres from any *lot line*; and
 - (3) maintained in good repair and in a clean and sanitary condition free of obnoxious odours.
- 4.14 No *person* shall cause or permit a *dog* to be kept in a *dog run* for more than 20 hours within a 24 hour period and, during such time as the *dog* is required to be released, it shall not be tethered.

Dangerous Dogs

- 4.15 Every *owner* shall ensure that, in the absence of a *mitigating factor*, their *dog* does not:
- (1) bite, attack or cause injury to any *person* or an *owner's animal*; or
 - (2) behave in an aggressive or menacing manner to any *person* or an *owner's animal*.
- 4.16 Where a *Town designate* has reason to believe that a *dog* is a *dangerous dog*, an order declaring the *dog* as a *dangerous dog* may be issued to any *owner* of such *dog* and, without limiting any other Section of this By-law, such order may include any or all of the following conditions:
- (1) where a *dangerous dog* is on its *owner's lot*, it shall be kept in accordance with the following methods in a manner to ensure that it is safely restrained and incapable of causing injury to any *person* or an *owner's animal* entering on the *lot*:
 - (a) secured in a dwelling on the *lot*;
 - (b) when outdoors:
 - (i) enclosed in a fully fenced *rear yard*, *interior side yard* and/or *exterior side yard* where such fence, and any gate that is part thereof, is of sufficient height, design and condition to prevent the *dog* from escaping the *yard* under any circumstances; or
 - (ii) kept in a *dog run* in a *rear yard* or *interior side yard* and such *dog run* shall be of sufficient height, design and condition to prevent the *dog* from escaping or causing harm to any other *animal* therein under any circumstances;

- (2) where a *dangerous dog* is in any place other than its *owner's lot*, such *dog* shall:
 - (a) be equipped with a *muzzle* fitted over its mouth; and
 - (b) restrained by a *leash* under the direct physical control of a capable *person* over 18 years of age;
 - (3) the *dangerous dog* is prohibited from entering and using any *leash free park*;
 - (4) the *dangerous dog* shall be implanted with a *microchip* and proof, in a form satisfactory to a *Town designate*, shall be provided to the *Town*;
 - (5) a Dangerous Dog Identification Tag shall be purchased from the *Animal Shelter* which shall be worn by the *dangerous dog* at all times;
 - (6) a photograph of the *dangerous dog*, and any other identifying information deemed necessary by a *Town designate*, shall be provided to the *Town*;
 - (7) the *Town* shall be provided with copies, satisfactory to a *Town designate*, of the most updated records for the *dangerous dog* to provide proof of rabies vaccination;
 - (8) a warning sign, in a form approved by the *Town*, shall be conspicuously displayed at all entrances to the *owner's lot* where the *dangerous dog* is kept and such signs shall clearly indicate the *dog's* presence to any approaching *person*;
 - (9) the *dangerous dog* shall be required to complete training in the form required by the *Director*;
 - (10) any other condition as deemed necessary by a *Town designate* to protect the health and safety of any *person* or *animal* including the *dangerous dog* and its *owner*.
- 4.17 An order declaring a *dog* as a *dangerous dog* shall take effect at the time that service of the order is deemed effective in accordance with Section 9.10.
- 4.18 The *owner* of a *dangerous dog* shall upon request provide a status update to the satisfaction of the *Town* in respect of the *dangerous dog* and shall provide notification to the *Town* within 48 hours of:
- (1) any change to the residency or ownership of the *dangerous dog*; or
 - (2) the death of the *dog*.
- 4.19 An order declaring a *dog* to be a *dangerous dog* shall expire upon the death of such *dog*.
- 4.20 Where any *dog* was declared a *dangerous dog* in accordance with a previous *Town By-law*, even where repealed, such *dog* shall be deemed to be a *dangerous dog* pursuant to this By-law and shall continue to be subject to the terms of any applicable order in effect at the time of the enactment of this By-law.

Appeal of Dangerous Dog Order

- 4.21 A *person* to whom an order was issued under Section 4.16 may apply to appeal the order through a hearing by the *Town's* Appeal Board and the Appeal Board may:
- (1) confirm the order; or
 - (2) exempt the *person* in whole or in part from compliance with the order.
- 4.22 Any application or request to appeal an order declaring a *dog* as a *dangerous dog* shall not act as a stay of the order including any condition or requirement imposed therein.

Leash Free Parks

- 4.23 The subject lands delineated in Schedule B, attached to and forming part of this By-law, shall be designated as a *leash free park*.
- 4.24 No *person* shall use a *leash free park* except during the permitted hours as displayed on the sign posted at such park.
- 4.25 An *owner* shall accompany their *dog* at all times while it is within a *leash free park* to ensure that it remains under control and such *owner* shall be a minimum of 18 years of age and capable of physically restraining the *dog*.
- 4.26 No *person* shall have or attempt to have in excess of 3 *dogs* under their care and control in a *leash free park* at any one time.

- 4.27 Every child within a *leash free park* shall be supervised and accompanied by their parent or a legal guardian at all times.
- 4.28 No *owner* shall cause or permit their *dog* to enter or use a *leash free park* if the:
- (1) *dog* poses any danger to, or frightens, other *persons* or *dogs*;
 - (2) *dog* displays, or has in the past displayed, aggressive behavior;
 - (3) *owner* has been advised by a police officer, *Town designate*, *Town Staff* or authorized agent on behalf thereof that the *dog* is prohibited from using a *leash free park*; or
 - (4) *owner* has been convicted of an offence related to the conduct of the *dog* under any Federal or Provincial legislation or a municipal By-law.
- 4.29 No *owner* shall cause or permit their *dog* to enter or use a *leash free park* unless such *dog* is:
- (1) neutered or spayed;
 - (2) in good health and appropriately vaccinated;
 - (3) older than six months; and
 - (4) adequately identified as required by Section 4.3.
- 4.30 Every *owner* who permits their *dog* to enter or use a *leash free park* shall:
- (1) immediately remove the *dog* from the *leash free park* if:
 - (a) it shows any aggressive behavior toward a *person* or other *dog*; or
 - (b) a police officer, *Town designate*, *Town Staff* or authorized agent on behalf thereof requests the removal of the *dog* for any reason;
 - (2) ensure that such *dog* is under voice control and within their sight at all times; and
 - (3) immediately remove any excrement left by such *dog*.
- 4.31 Every *owner* shall ensure that their *dog* is controlled by *leash* when entering and leaving a *leash free park*.
- 4.32 No *person* shall cause or permit any *animal* other than a *dog* to enter or remain within a *leash free park*.

Part 5 – Cats

- 5.1 No *owner* shall keep or permit to be kept in excess of 5 *cats* on a *lot*.
- 5.2 For the purposes of Section 5.1, a *cat* shall not count towards the total permitted number if kept in accordance with the following:
- (1) within a pet store;
 - (2) temporarily kept by a rescue organization, recognized by the *Town*, for the purposes of being fostered and subsequently adopted or in connection with a *Trap, Neuter and Return program*; or
 - (3) on a *lot* within an agricultural or rural *zone* for the purposes of providing outdoor pest control to support an active agricultural operation.
- 5.3 Every *owner* of a *cat* shall ensure that it has a *microchip*, identification tag or similar means of identification affixed to it at all times which shall include the current contact information for an *owner* of such *cat*.
- 5.4 No *owner* shall cause or permit their *cats* to create an adverse impact to any adjacent or nearby *lot* as a result of odour, noise, roaming of *cats* or otherwise.

Trap, Neuter and Return Programs

- 5.5 Every *person* who participates in a *Trap, Neuter and Return program*, or similar campaign, operated by the *Town* shall comply with all conditions of such program as imposed by the *Director* and approval for a *person* to participate may be rescinded at any time where, in the opinion of the *Director*, such conditions are not complied with.

Part 6 – Hens and Pigeons

- 6.1 Notwithstanding Section 3.17 and provided they are kept in accordance with all applicable provision contained within Part 6, *hens* shall be permitted to be kept on residentially *zoned lots* and pigeons shall be permitted to be kept on residentially, agriculturally or rural *zoned lots*.

Keeping of Hens and Pigeons

- 6.2 No *owner* of *hens* shall keep them other than in accordance with the following requirements:
- (1) a maximum of 4 *hens* shall be permitted to be kept per *lot*;
 - (2) all *hens* shall be a minimum of 4 months old;
 - (3) *hens* shall be kept in a *hen coop* or *hen run* at all times; and
 - (4) subject to the exception that *hens* shall be kept in a locked *hen coop* from 9:00 p.m. to 6:00 a.m., *hens* shall have access to a *hen run* at all times.
- 6.3 No *owner* shall keep pigeons other than in accordance with the following requirements:
- (1) a maximum of 60 pigeons shall be permitted to be kept per *lot*;
 - (2) pigeons shall only be kept for the purposes of racing, exhibition or breeding related thereto;
 - (3) pigeons shall not be kept for consumption as food;
 - (4) every *owner* of pigeons shall be a member in good standing of a *recognized pigeon club*;
 - (5) pigeons shall have affixed at all times a leg band which is issued by and identifies a *recognized pigeon club*;
 - (6) pigeons shall be kept in a *pigeon loft* at all times with the exception of where such *animals* are released for:
 - (a) training flights in accordance with Section 6.7; or
 - (b) a race or exhibition organized by a *recognized pigeon club*;
 - (7) pigeons shall not be permitted to perch, nest or stray on any property in the vicinity of the *lot* on which such pigeons are kept;
 - (8) pigeons shall not be fed outside of a *pigeon loft* or in any manner which may attract other *animals*, pests or vermin.
- 6.4 Every *owner* who keeps both *hens* and pigeons on a single *lot* shall ensure that they are kept in separate enclosures and no other type of *animal* shall be permitted to be kept within a *pigeon loft*, *hen coop* or *hen run*.
- 6.5 Every *owner* shall ensure that their *hens* and pigeons shall be:
- (1) provided with adequate access to food and clean water;
 - (2) kept in a clean and healthy condition free from disease and, where necessary, shall be provided with veterinary care; and
 - (3) provided with appropriate space and environmental conditions conducive to good health, including but not limited to, the opportunity to socialize and engage in fundamental behaviours such as scratching, roosting and dust bathing.
- 6.6 Every *hen* and pigeon *owner* shall:
- (1) reside on the *lot* where such *animals* are kept; and
 - (2) ensure that their *hens* and pigeons are kept in a manner so as to not cause a nuisance to any adjacent neighbour.

Training Flights

- 6.7 An *owner* shall only release their pigeons for training flights in accordance with the following conditions:
- (1) a pigeon may only be released for a maximum of 2 flights per day;
 - (2) only half of the total number of pigeons kept by an *owner* may be free from their *pigeon loft* at any one time;
 - (3) pigeons shall only be permitted to fly at the following times:
 - (a) before 9 a.m. or after 5 p.m. during the months of April to September; or
 - (b) before 10 a.m. or after 3 p.m. during the months of October to March; and
 - (4) the *owner* shall supervise their pigeons at all times when flying in the vicinity of the *lot* on which they are kept.

Hen Coop, Hen Run and Pigeon Loft Requirements

- 6.8 No *person* shall permit in excess of 1 *hen coop*, 1 *hen run* and 1 *pigeon loft* per *lot*.
- 6.9 Every *owner* shall ensure that any *hen coop*, *hen run* or *pigeon loft* provided for their *animals* shall comply with the following size requirements as applicable:
- (1) every *pigeon loft* or combination of *hen coop* and *hen run* shall be less than 10 square metres in size;
 - (2) a minimum of 0.37 square metres per *hen* is required for the floor area of a *hen coop* along with a minimum of 0.93 square metres ground area per *hen* for a *hen run*;
 - (3) a *pigeon loft* shall require a minimum floor area of 0.2 square metres per pigeon; and
 - (4) no *hen coop*, *hen run* or *pigeon loft* shall exceed 2 metres in height as measured from the highest point of the structure and the ground directly below such point.
- 6.10 Every *owner* shall ensure that any *hen coop*, *hen run* and all associated feed and manure storage in respect of their *hens* shall be:
- (1) located in a *rear yard* only;
 - (2) set back at least 2 metres from any *lot line*;
 - (3) a minimum distance of 3 metres from any dwelling on an adjacent *lot*; and
 - (4) at least 15 metres from any *lot* on which a church, business or school is located.
- 6.11 Every *owner* shall ensure that any *pigeon loft* and all associated feed or manure storage in respect of their pigeons shall be:
- (1) located in a *rear yard* only;
 - (2) set back at least 6 metres from any *lot line*;
 - (3) a minimum distance of 15 metres from any dwelling on an adjacent *lot*;
 - (4) at least 15 metres from any *lot* on which a church, business or school is located; and
 - (5) located on a *lot* which is a minimum of 1 acre in size.
- 6.12 Every *owner* shall ensure that any *hen coop*, *hen run* or *pigeon loft* provided for their *animals* shall be constructed to:
- (1) be completely enclosed so as to prevent the escape of any *hen* or pigeon therein;
 - (2) have adequate ventilation, provide protection from weather, exclude rodents and include a lock to be secured against the entry of predators; and
 - (3) include food and water containers.
- 6.13 Every *owner* shall ensure that any *hen coop* provided for their *hen* shall include at least 1 nest box for egg laying, 1 perch providing 20 centimetres of space per *hen* and every *hen run* shall have a floor comprised of any combination of vegetated or bare earth.

- 6.14 Every *hen* or pigeon *owner* shall ensure appropriate maintenance in accordance with the subsequent provisions:
- (1) food and water containers shall be cleaned regularly and disinfected;
 - (2) *hen coops* and *pigeon lofts*, including perches and nest boxes as applicable, shall be cleaned regularly and disinfected a minimum of 2 times annually;
 - (3) food shall be stored in rodent proof containers and secured at all times to prevent rodents or other *animals* from accessing it and leftover food shall be removed in a timely manner;
 - (4) manure and droppings shall be removed in a timely manner, stored manure shall be kept in an enclosed structure that prevents any odour and no more than .085 cubic metres shall be stored at any time; and
 - (5) *hen coops*, *hen runs* and *pigeon lofts* shall be maintained in good repair and in a clean and sanitary condition, being kept free of obnoxious odours or substances and vermin.

Prohibitions

- 6.15 Notwithstanding Section 6.1, no *person* shall cause or permit the keeping of *hens* or pigeons on a multiple residential *zoned lot*.
- 6.16 No *person* shall cause or permit the keeping of any rooster on a residentially *zoned lot*.
- 6.17 No *person* shall cause or permit the sale of eggs, manure or any other products derived from the keeping of *hens* on a residentially *zoned lot* or pigeons on a residentially, agriculturally or rurally *zoned lot*.
- 6.18 No *person* shall cause or permit the slaughter or euthanizing of a *hen* on any residentially *zoned lot* and, in the case of a pigeon, on a residentially, agriculturally or rurally *zoned lot*, and any deceased *hen* or pigeon shall be disposed of through the services of a veterinarian or a licensed deadstock operator.

Part 7 – Animal Shelter

Impounded Animals

- 7.1 At the discretion of the *Animal Shelter*, any *animal* that is delivered as a result of it being *at large* may be impounded.
- 7.2 Every *animal* that is impounded shall be held by the *Animal Shelter* for a minimum redemption period of 3 days exclusive of the day on which the *animal* was impounded, statutory holidays and any day which the *Animal Shelter* is closed.
- 7.3 The *Animal Shelter* shall keep a record of each *animal* that is impounded including but not limited to the date of impoundment, a description of the *animal*, any identification or contact information found on the *animal* and the date and manner of disposition.
- 7.4 Where an *animal* is not redeemed by its previous *owner* within the period established pursuant to Section 7.2, such *animal* shall become the sole property of the *Town* and may be made available for adoption, sold, transferred to a new *owner*, humanely euthanized or otherwise.

Redemption

- 7.5 During the period established pursuant to Section 7.2, an *animal* may be redeemed by its previous *owner* and released from the *Animal Shelter* if such *person* provides satisfactory identification of the *animal* and upon:
- (1) payment of all applicable fees as outlined in the *Town's Fees By-law*, as amended;
 - (2) reimbursement of the *Town* for any costs incurred as a result of veterinary or other care deemed necessary for the wellbeing of the *animal* while it was impounded; and
 - (3) in the case of a *dog* or *cat*, unless a means of identification already exists to satisfy the requirements of this By-law, such *animal* shall have an identification tag affixed to it which includes the previous *owner's* current contact information.

Adoption

- 7.6 A *person* may only be eligible to adopt an *animal* from the *Town* if they are, to the satisfaction of the *Animal Shelter*, capable of providing proper care to such *animal* and may be reasonably expected to meet the requirements of this By-law.
- 7.7 Every *person* who intends to adopt an *animal* from the *Animal Shelter* shall:
- (1) complete an application in a form prescribed by the *Town*;
 - (2) where the *animal* being adopted is a *cat* or *dog*, obtain an identification tag for or have a *microchip* implanted in the *animal*, both of which shall require the current contact information of the adopting *person*; and
 - (3) pay all applicable fees in accordance with the *Town's Fees By-law*, as amended.
- 7.8 The *Town* may refuse the adoption of an *animal* for any reason.

Surrender

- 7.9 An *animal* may only be surrendered to the *Animal Shelter* where the *owner* of such *animal* provides:
- (1) all information requested by the *Animal Shelter* which may include but is not limited to the *animal's* prior health and behavioural history;
 - (2) on a form prescribed by the *Town*, written consent to the surrender acknowledging that all previous *owners* of the *animal* relinquish possession and ownership which are irrevocably transferred to the *Town*; and
 - (3) payment of all applicable fees in accordance with the *Town's Fees By-law*, as amended.
- 7.10 An *animal* may be required to pass an assessment conducted by the *Animal Shelter* prior to it being approved for surrender.
- 7.11 Where an *animal* is surrendered to the *Animal Shelter*, all previous *owners* are deemed to have relinquished ownership and possession of the *animal* which shall become the sole property of the *Town* and may be made available for adoption, sold, transferred to a new *owner*, humanely euthanized or otherwise.
- 7.12 The *Town* may refuse the surrender of an *animal* for any reason including but not limited to where, in the opinion of the *Animal Shelter*, such *animal* is not suitable for subsequent adoption.

Protective Care

- 7.13 The *Animal Shelter* or a *Town designate* may receive an *animal* for the purpose of providing *protective care* in any circumstance that the *Director* deems appropriate which may include but is not limited to where *protective care* is required a result of an eviction, incarceration, medical or fire emergency or at the request of the Ontario Provincial Police or other police service.
- 7.14 Where any *animal* is received into *protective care* by the *Town*, it shall only be kept on a temporary basis for a maximum period of 5 days unless extended by the *Director*, exclusive of the day on which the *animal* was received, statutory holidays and any day which the *Animal Shelter* is closed.
- 7.15 During the period outlined in Section 7.14, an *animal* may be retrieved by its former *owner*, or an agent on behalf thereof, upon:
- (1) payment of all applicable fees as outlined in the *Town's Fees By-law*, as amended; and
 - (2) reimbursement of the *Town* for any costs incurred as a result of veterinary or other care deemed necessary for the wellbeing of the *animal* while it was in *protective care*.
- 7.16 Any *animal* receiving *protective care* that has not been retrieved pursuant to Section 7.15 by the expiry of the period outlined in Section 7.14, shall be impounded by the *Animal Shelter* in accordance with Sections 7.2 through 7.4.

- 7.17 Where an *animal* that was receiving *protective care* is impounded as a result of it not being retrieved, in addition to complying fully with Section 7.5, in order to redeem such *animal* the previous owner shall pay all fees required in accordance with Section 7.15.
- 7.18 The *Town* may refuse to receive an *animal* into *protective care* for any reason.

Humane Care

- 7.19 Any *animal* that is kept by the *Animal Shelter* as a result of impounding, surrender, *protective care* or otherwise may be provided with any medical interventions or other care deemed necessary by the *Animal Shelter* to protect such *animal*.
- 7.20 Nothing in this By-law shall prevent the *Animal Shelter* from humanely euthanizing an *animal* in its care at any time if, in conjunction with a veterinarian, the *Animal Shelter* determines that such *animal* is ill or injured and is incapable of being so cured or healed as to live thereafter without suffering.

Part 8 – Administration

- 8.1 The *Director*, *Town designates* and *Animal Shelter* shall be responsible for the administration of this By-law.
- 8.2 A *Town designate* may, in the most humane manner possible permitted by the circumstances, destroy an *animal* suspected of being *at large* if, in the opinion of the *Town designate*, such *animal* should be destroyed without delay for humane reasons due to severe injury or illness from which the *animal* would not likely recover and sustain life and where it would be inhumane to remove the *animal* to a veterinary hospital or the *Animal Shelter* for care.
- 8.3 Neither the *Town* nor its employees or agents shall be liable for damages or compensation for any act, or omission thereof, related to an *animal* that is impounded, seized, surrendered, received into *protective care*, euthanized, destroyed or otherwise in accordance with the provisions of this By-law and every *person* shall use a *leash free park* at their own risk and hold the *Town* harmless; for greater clarity, no damages or compensation shall be paid to any *person* under any circumstances.

Part 9 – Enforcement

- 9.1 The *Director* and *Town designates* shall be responsible for the enforcement of this By-law.
- 9.2 Where a *Town designate* considers an *animal* to be in immediate distress, such *Town designate* may:
- (1) issue an order pursuant to this By-law requiring work to be immediately completed to correct the contravention which may include having the *animal* examined and treated as necessary by a veterinarian; and
 - (2) where such order is not immediately complied with, remedial action may be initiated in accordance with Section 9.16.

Powers of Entry and Inspection

- 9.3 Any *Town designate* or agent on behalf of the *Town* may at any reasonable time enter upon any land or *lot* for the purpose of carrying out an inspection to determine whether the following are being complied with:
- (1) this By-law;
 - (2) any direction or order pursuant to this By-law; or
 - (3) an order issued pursuant to Section 431 of the *Municipal Act, 2001*.
- 9.4 Where an inspection is conducted in accordance with Part 9 of this By-law, any *Town designate* may:
- (1) require the production of documents and things for review that may be relevant to the inspection;
 - (2) inspect and remove documents or things which may be relevant to the inspection for the purpose of making copies;

- (3) require any information from any *person* concerning a matter related to the inspection, including but not limited to names, addresses, contact information, and proof of identity or other identification; and
 - (4) alone or in conjunction with a *person* possessing special or expert knowledge, make examinations or take tests, samples or photographs necessary for the purposes of the inspection.
- 9.5 Any *Town designate* or agent on behalf of the *Town* may, for any circumstance set out within this By-law, undertake an inspection in accordance with an order issued pursuant to Section 438 of the *Municipal Act, 2001*.
- 9.6 No *person* shall hinder or obstruct, or attempt to hinder or obstruct, any *Town designate* who is exercising any power or authority, or performing a duty as permitted pursuant to this By-law and, without limiting the generality of the foregoing, the following shall constitute hindering or obstructing:
- (1) declining, neglecting or failing to give, produce or deliver to a *Town designate* any access, information, document or other thing that may be related or relevant to an inspection; or
 - (2) providing any false or misleading information, document or other thing to a *Town designate* concerning a matter that may be related or relevant to an inspection including but not limited to a *person's* identity or status as the *owner* of an *animal*.

Orders

- 9.7 Where a *Town designate* is satisfied that a contravention of this By-law has occurred, the *Town designate* may make an order requiring the *person* who caused or permitted such contravention, or the *landowner* of the land or *lot* upon which the contravention occurred, to discontinue the contravening activity.
- 9.8 Where a *Town designate* is satisfied that a contravention of this By-law has occurred, the *Town designate* may make an order requiring the *person* who caused or permitted such contravention, or the *landowner* of the land or *lot* upon which the contravention occurred, to do work to correct the contravention.
- 9.9 An order made pursuant to this By-law shall set out the following:
- (1) the municipal address and/or the legal description of the land or *lot* on which the contravention occurred;
 - (2) reasonable particulars of the contravention;
 - (3) the contravening activity which shall be discontinued or the work to be done to bring the contravention into compliance;
 - (4) the date by which there must be compliance with the order; and
 - (5) where applicable, notice that if compliance is not achieved by the prescribed date, the *Town* may complete the work at the expense of any *person* to whom the order is issued.
- 9.10 An order may be delivered:
- (1) personally, with service deemed effective on the date the order is given;
 - (2) by providing it to any suspected adult *person* on the land or *lot* where the contravention occurred or at the last known address of any *person* named in the order, with service deemed effective on the date the order is given;
 - (3) by ordinary mail to the address where the contravention occurred or the last known address of any *person* named in the order, with service deemed effective on the 5th day after mailing;
 - (4) by registered mail to the address where the contravention occurred or the last known address of any *person* named in the order, with service deemed effective on the 5th day after mailing; or
 - (5) by posting the order in a conspicuous location on the land or *lot* where the contravention occurred or at the last known address of any *person* named in the order, with service deemed effective on the day after posting; or

- (6) by e-mail transmission only if the order is also delivered by registered mail and such e-mail transmission may be delivered to the last known e-mail address of any *person* named in the order, with service deemed effective on the 5th day after transmission.
- 9.11 A *Town designate* may enter upon any land for the purpose of delivering an order pursuant to Section 9.10.
- 9.12 Every *person* to whom an order is issued shall comply with the order.
- 9.13 Any order issued pursuant to this By-law may be rescinded by the *Director* at any time.
- 9.14 The *Director* and *Town designates* may extend the time for compliance with an order made pursuant to this By-law.
- 9.15 No order issued under this By-law shall be appealed to any board, tribunal or similar body established by the *Town* with the exception of an order in respect of a *dangerous dog* pursuant to Section 4.16 and, unless otherwise specified within the order, the final date to request an appeal shall be 20 days after the date that service of such order was deemed effective in accordance with Section 9.10 exclusive of any statutory holidays and any day where the Town Hall is closed.

Remedial Action and Cost Recovery

- 9.16 Wherever an order issued pursuant to this By-law, directs or requires any matter or thing to be done by any *person* within a specified time period, in default of it being done by the specified time period, remedial action may be initiated by the *Director* or a *Town designate* and the *Town* may recover, from any *person* directed or required to do the matter or thing, the costs incurred through a legal action or by adding the costs to the tax roll and collecting them in the same manner as property taxes.
- 9.17 For the purposes of taking remedial action under Section 9.16, the *Town*, its Staff and/or its agents may enter, at any reasonable time, upon any lands or *lot* on which a default to carry out a required thing or matter occurred.
- 9.18 For the purposes of recovering costs in accordance with Section 9.16, such costs shall include interest calculated at a rate of 15 per cent or lesser for the period commencing on the day the municipality incurs the costs and ending on the day the costs, including the interest, are paid in full.

Infractions and Penalties

- 9.19 Every *person* who contravenes any provision of this By-law is guilty of an offence.
- 9.20 Every *person* who is charged with an offence under this By-law by the filing of a certificate of offence under Part I of the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended, upon conviction is liable to a fine as provided for by the aforesaid act.
- 9.21 Every *person* who is charged with an offence under this By-law by the laying of an information under Part III of the *Provincial Offences Act*, R.S.O. 1990, c. P.33, as amended, upon conviction is liable, pursuant to the fine provisions of the *Municipal Act*, 2001, to a fine as follows:
- (1) to a minimum fine of \$500 and to a maximum fine of \$100,000;
 - (2) for each day or part of a day that the offence continues, to a minimum fine of \$500 and a maximum fine of \$10,000, and the total of all daily fines for the offence is not limited to \$100,000; and
 - (3) in the case of multiple offences, for each offence included in the multiple offence, to a minimum fine of \$500 and a maximum fine of \$10,000, and the total of all fines for each included offence is not limited to \$100,000.
- 9.22 If any provision of this By-law is contravened and a conviction entered, in addition to any other remedy and to any penalty imposed by this By-law, the court in which the conviction has been entered and any court of competent jurisdiction thereafter may make an order prohibiting the continuation or repetition of the offence by the *person* convicted.

Part 10 – Severability

10.1 Should any provision of this By-law be declared by a court of competent jurisdiction to be invalid, the same shall not affect the validity of the remaining provisions of this By-law.

Part 11 – Transition

11.1 By-law 2013-130, By-law 2006-128 and all amendments to each shall be repealed upon this By-law coming into effect.

11.2 This By-law shall come into full force and effect on _____, 2019.

Enacted by the Town of Caledon Council this _____ day of _____, 2019.

Allan Thompson, Mayor

Carey Herd, Town Clerk

Proposed

Schedule A – Prohibited Animals

1. With the exception of those *animals* which meet the requirements of the Permitted Exceptions column, all *animals* in accordance with the Type column are prohibited within the *municipal boundary* and the Common Names of *animals* listed in the table below are provided as examples only and do not limit the generality of the Type.

Class	Type	Common Names	Permitted Exceptions
Arachnida	Araneae	Spiders	
	Scorpiones	Scorpions	
Aves	Accipitriformes	Hawks and eagles	
	Anseriformes	Ducks, geese and swans	
	Apterygiformes	Kiwis	
	Casuariiformes	Emus and cassowaries	
	Columbiformes	Pigeons and doves	
	Falconiformes	Falcons	
	Galliformes	Pheasants, grouse, guineafowls, turkeys, chickens and peafowls	
	Gruiformes	Cranes	
	Phoenicopteriformes	Flamingoes	
	Rheiformes	Rheas	
	Sphenisciformes	Penguins	
	Strigiformes	Owls	
	Struthioniformes	Ostriches	
Mammalia	Artiodactyla	Cattle, goats, sheep, swine, deer, elk, camels, llamas, alpacas and reindeer (caribou)	
	Carnivora	Wolves, coyotes, foxes, fox hybrids, wolf hybrids, hyenas, tigers, leopards, jaguars, cougars, lions, lynx, cheetahs, hybrid bengal, savannah and chausie cats and similar hybrids, minks, skunks, weasels, otters, badgers, mongoose, civets, genets, cacomistles, raccoons, kinkajous, bears, seals and walruses	Domesticated dogs Domesticated cats Domesticated ferrets
	Chiroptera	Bats, myotis and fruit bats	
	Eulipotyphla	Shrews	African pygmy hedgehogs
	Lagomorpha	Hares and pikas	Domesticated rabbits
	Marsupialia	Koalas, kangaroos, possums, opossums, wombats and wallabies	Sugar gliders derived from a self-sustaining captive population
	Perissodactyla	Horses, donkeys, mules, zebras and ponies	
	Primates	Gorillas, monkeys, chimpanzees, lemurs, orangutans and bush babies	
	Proboscidea	Elephants	
	Rodentia	Porcupines, prairie dogs and nutria	Rodents such as hamsters, gerbils, chinchillas and guinea pigs which do not exceed 1,500 grams and are derived from a self-sustaining captive population
	Scandentia	Treeshrews	
	Xenarthra	Anteaters, armadillos and sloths	
Reptilia	Crocodylia	Alligators, crocodiles, gavials and caimans	
	Squamata	Iguanas, savannah monitors, pythons and boas (including anacondas)	Non-venomous or poisonous lizards which have a maximum length of less than 70 centimetres and are not commonly expected to exceed that length Non-venomous or poisonous snakes which have a maximum length of less than 3 metres and are not commonly expected to exceed that length
	Testudines	Terrapins, tortoises and turtles	Turtles derived from a self-sustaining captive population
Other	All venomous or poisonous <i>animals</i> .		

Schedule B – Leash Free Parks

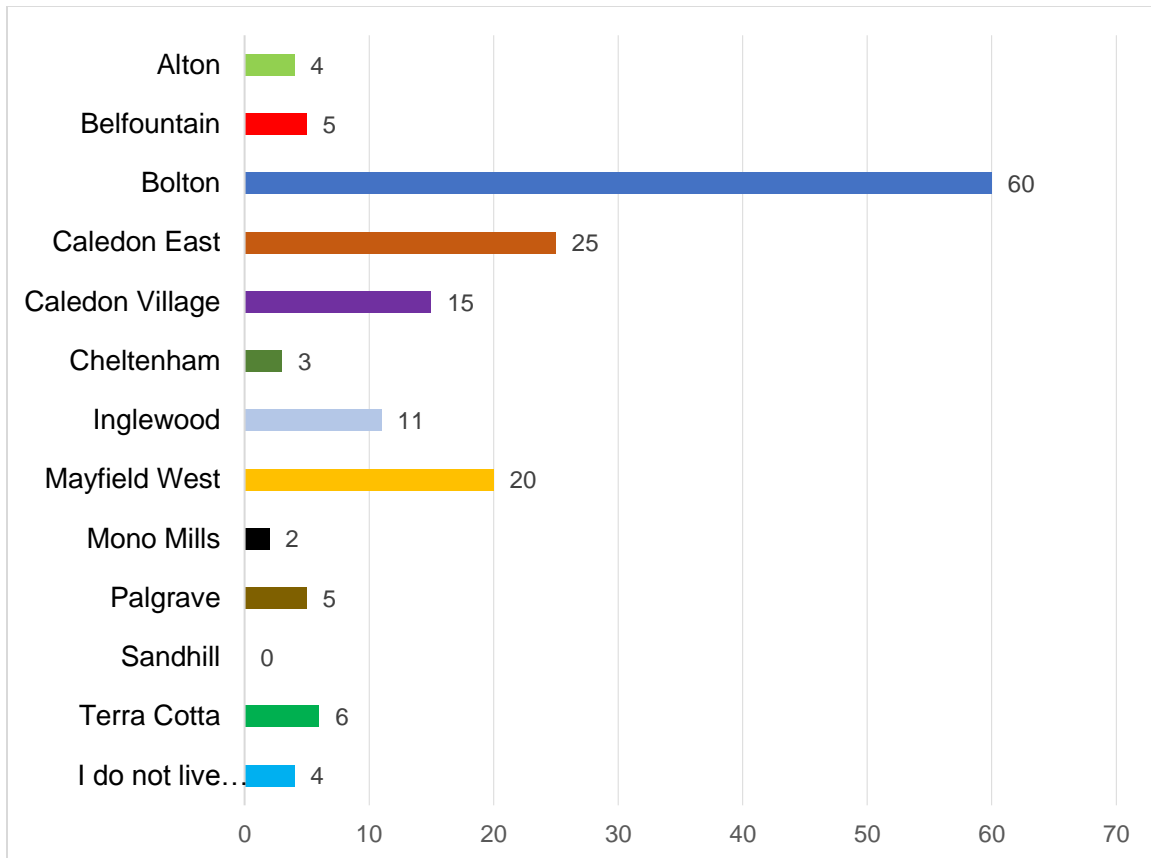
12889 Coleraine Drive



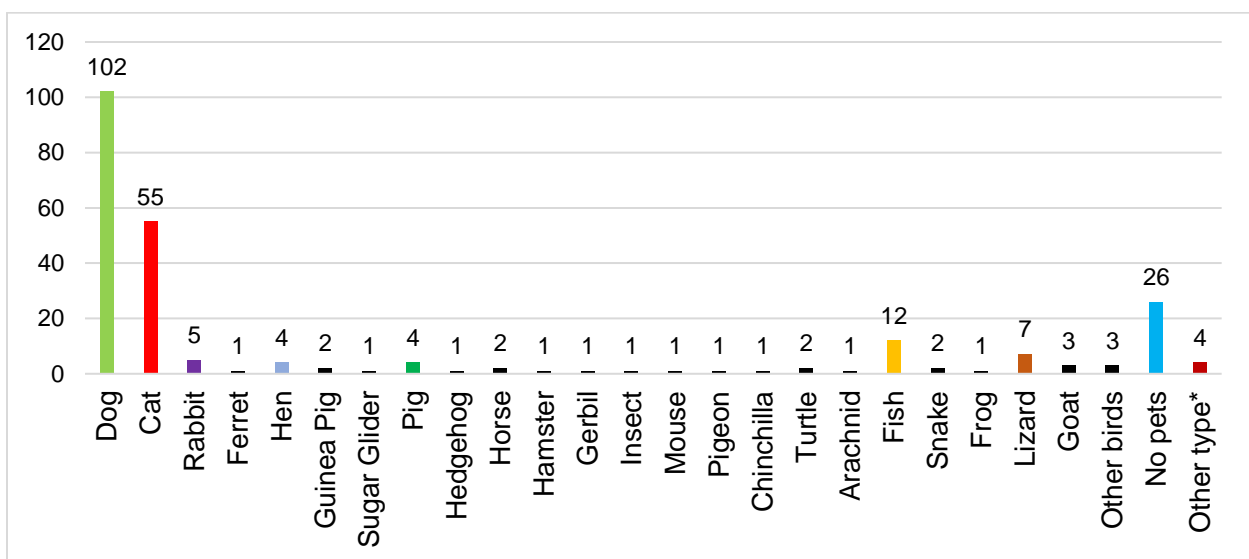
Schedule B to Staff Report 2019-104

Proposed Animal Care and Control By-law Survey Results

1. If you live within Caledon, please select the village which is closest to your residence.

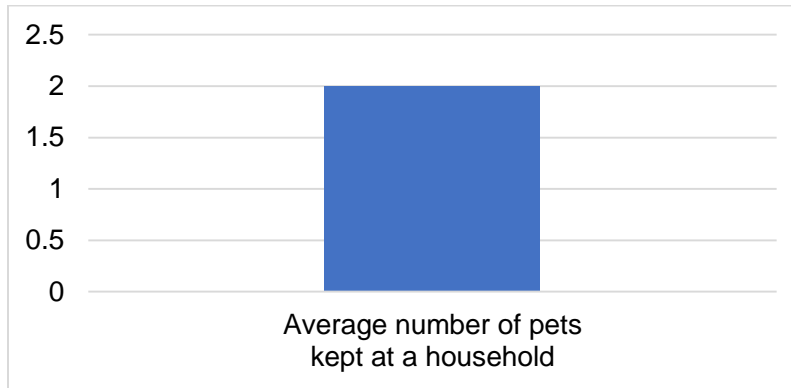


2. Please identify the types of pets kept at your household.

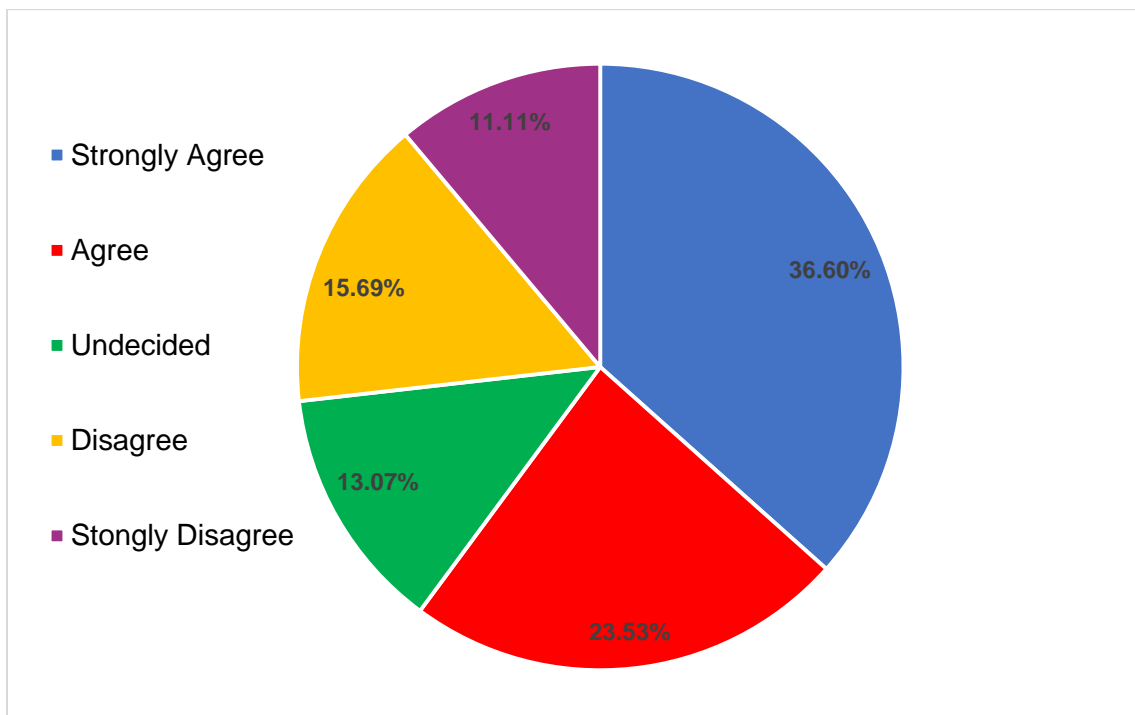


*4 responses to "Other type" were received and are available upon request.

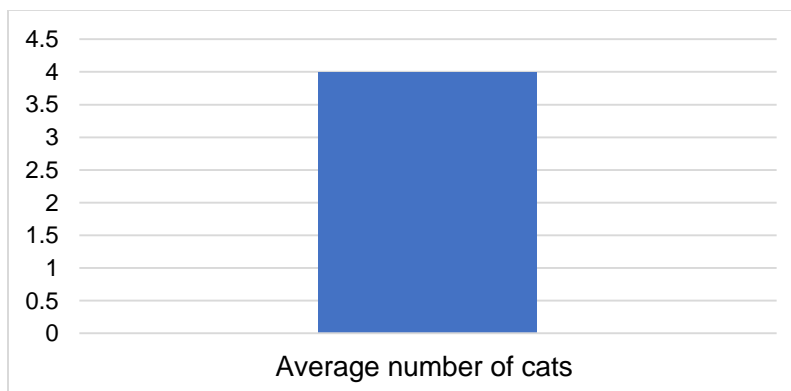
3. How many pets are normally kept at your household?



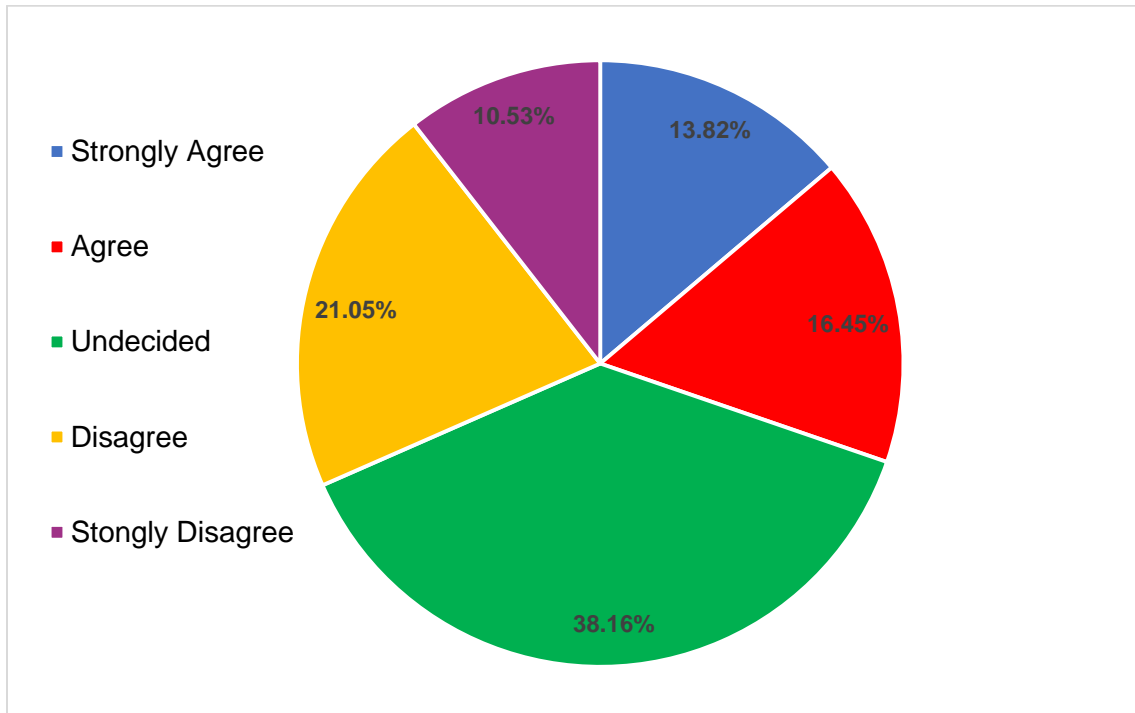
4. The number of dogs regularly kept on a lot should be limited to three (3).



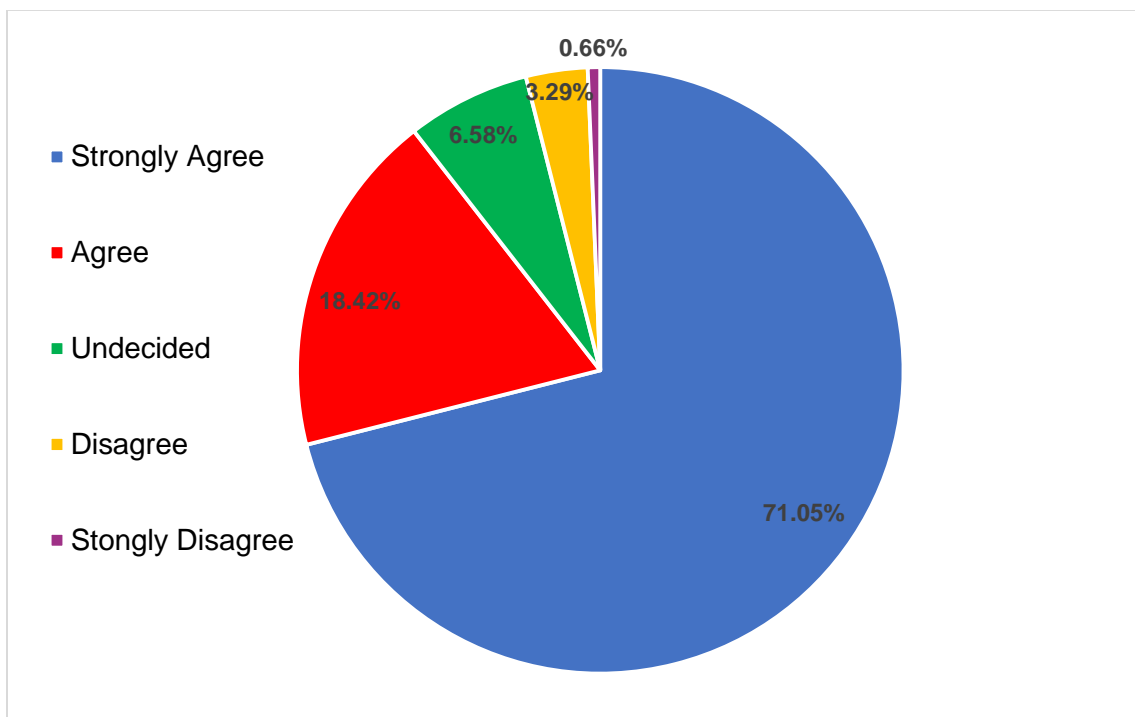
5. How many cats should be permitted to be kept on a lot at one time?



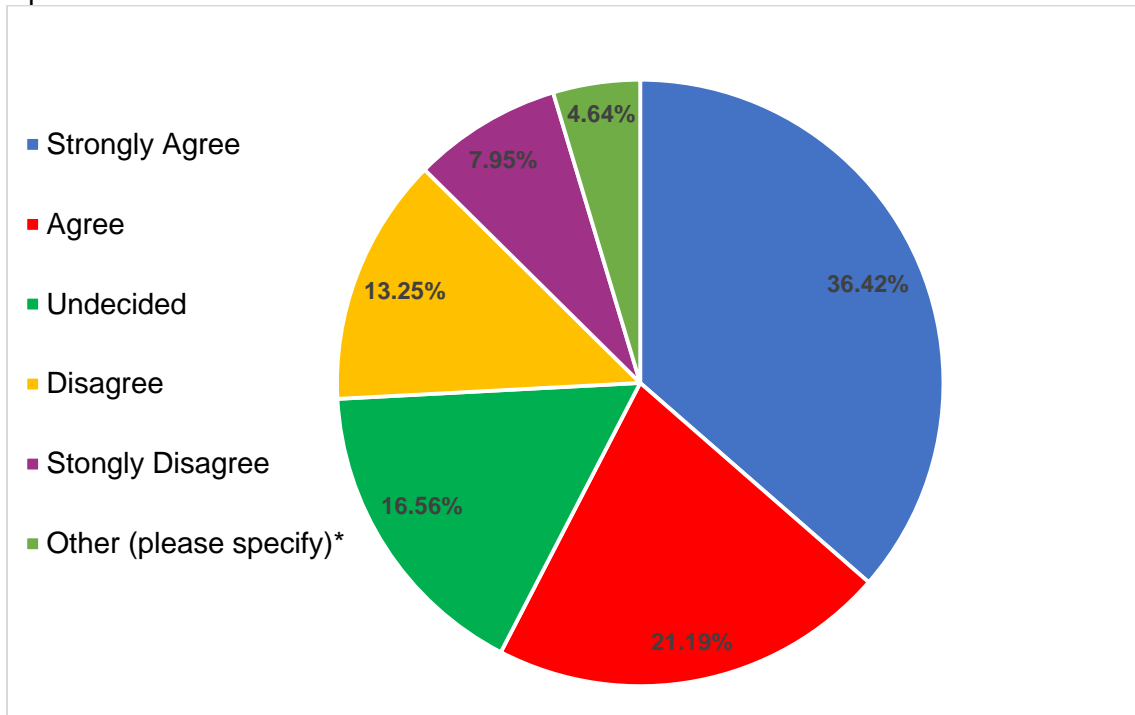
6. In my opinion, feral cats are a problem within the Town.



7. Standards should be strengthened in the Animal Control By-law to ensure that animals receive appropriate care from their owners.

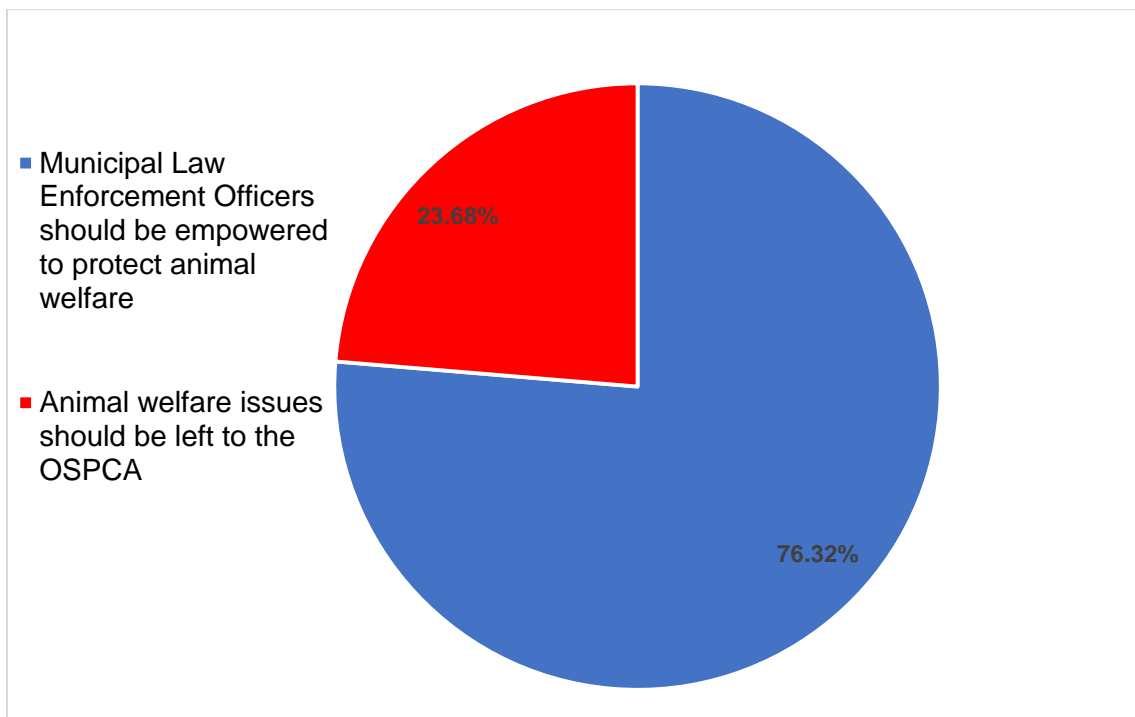


8. Animals normally considered as livestock such as goats and small pigs should not be permitted as pets in residential areas.

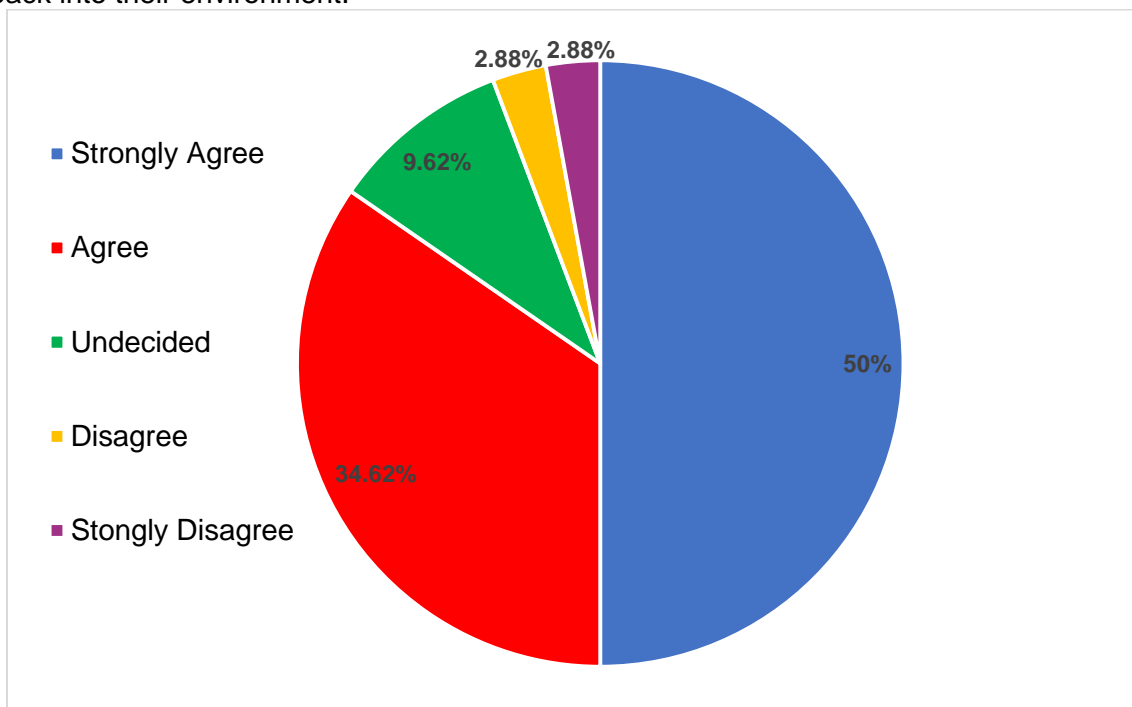


*7 responses to "Other (please specify)" were received and are available upon request.

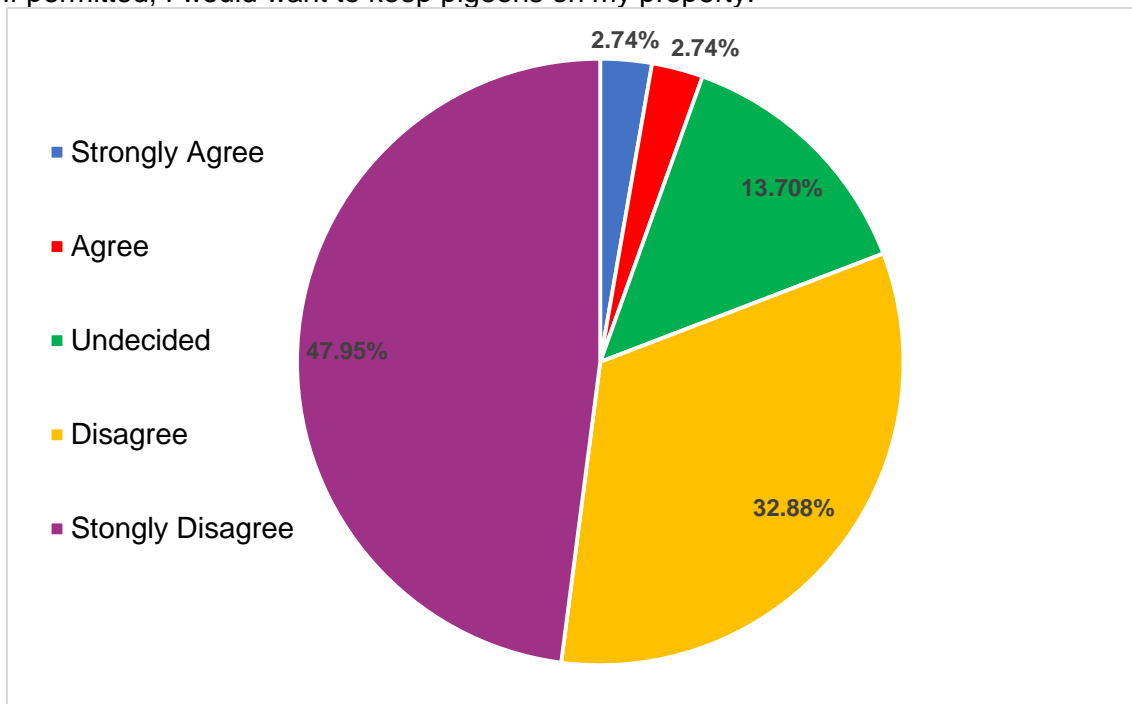
9. Should animal welfare issues be left to the OSPCA or should Municipal Law Enforcement Officers be empowered to better protect animals?



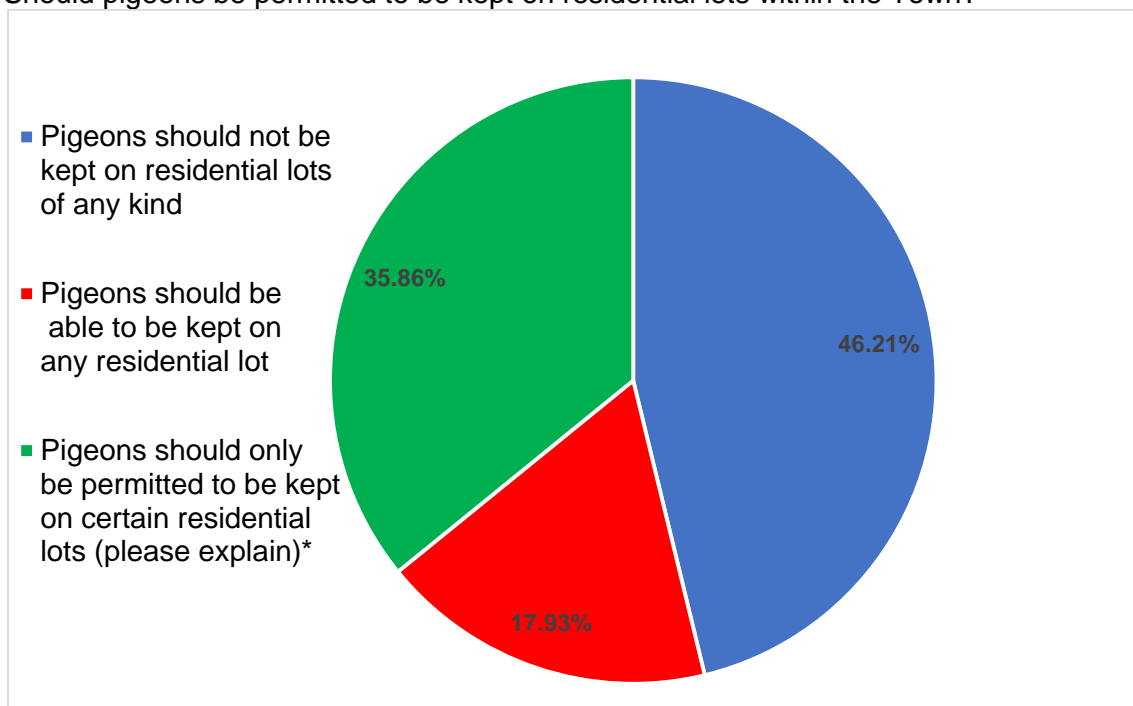
10. To help control their population, feral cats should be humanely trapped, neutered and released back into their environment.



11. If permitted, I would want to keep pigeons on my property.



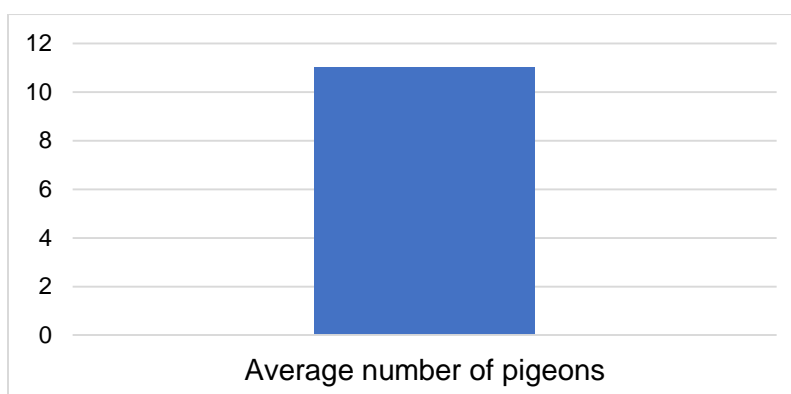
12. Should pigeons be permitted to be kept on residential lots within the Town?



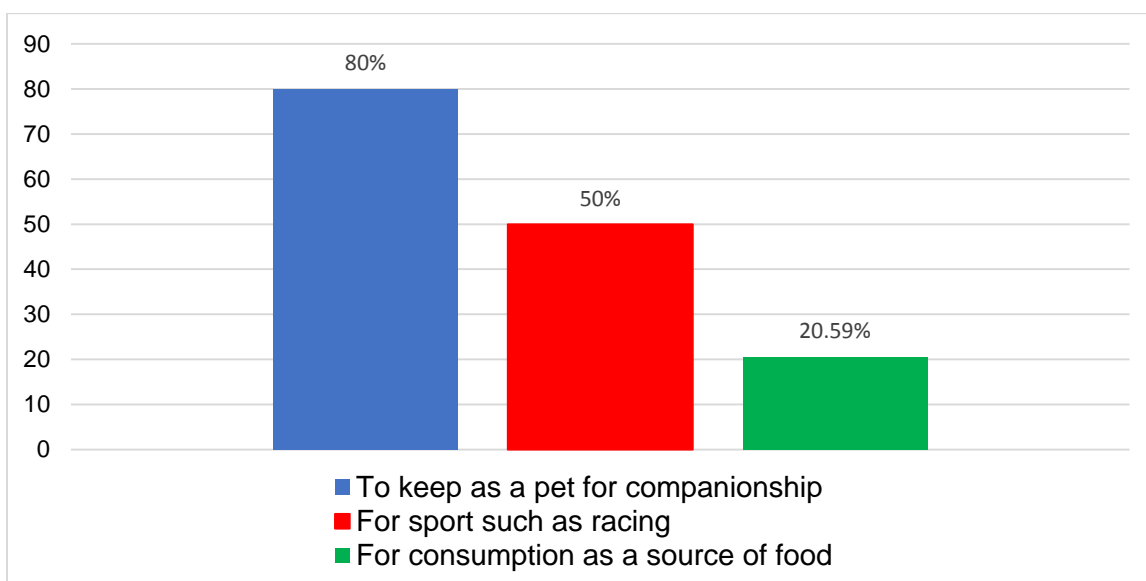
*52 responses to the third choice were received and are available upon request.

13. With respect to the keeping of pigeons on residential lots, please rank the following items to indicate your level of concern with each (with 1 representing the item most important to you and 5 the least).

14. How many pigeons should be permitted to be kept on a residential lot?



15. Please indicate the reasons you think pigeons should be permitted on residential lots by checking the corresponding boxes.



16. Is there any other aspect of animal care and control that you consider important which was not covered in this survey? Please provide any additional comment or feedback which you feel is important.

74 responses were collected while 87 of the survey respondents chose to skip this question. All responses are available upon request.

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

Applicant Information

Last Name:

Daub, President & CEO, Headwaters Health Care Centre

First Name:

Stacey

Street Number:

100

Street Name:

Rolling Hills Drive

Town/City:

Orangeville

Postal Code:

L9W 4X9

Email Address:

sdaub@headwatershealth.ca
jhamilton@headwatershealth.ca

Contact Number:

519 941 2410 ext. 2200

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

Stacey Daub, President & CEO would like to provide council and the public with an overview of Headwaters Health Care Centre's new three-year strategic plan and an update on integrated health care in the region.

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.

National **BLUE DOT** Campaign

"All Canadians deserve the right to a healthy environment." This is the key take-away of the Blue Dot Movement, a jointly sponsored partnership of the David Suzuki Foundation and Ecojustice. The national campaign is designed to advance the legal recognition of every Canadian's right to live in a healthy environment.

As Canadians, we should be able to turn on the tap for clean drinking water (currently, on any given day in Canada over 1000 boil water advisories are in place); go for a walk without worrying about the quality of the air we breath, and eat food free from harmful pesticides that should have been banned years ago.

110 nations around the world have recognized the rights of their citizens to live in a healthy environment. **Canada has not.**

Municipalities all around us (173 communities in total in Canada) have endorsed the movement. **But Caledon has not.**

Some of the municipalities that have signed the declaration include our closest neighbours, for instance:

Brampton, Mississauga, Orangeville, Toronto, Halton Hills, Newmarket, Durham Region, Shelburne, Erin, Ajax, and 163 more across Canada.

Where is Caledon?

How long can we continue to call ourselves "the greenest community" without getting on board with this declaration?

This must be an oversight.

GAIL GRANT [REDACTED]

BERNIE ROCHON [REDACTED]

PAT DWYER [REDACTED]

JANICE PARTINGTON [REDACTED]

Model Municipal Declaration The Right To A Healthy Environment

Updated September 2015

Whereas CALEDON understands that people are part of the environment, and that a healthy environment is inextricably linked to the well-being of our community;

Whereas CALEDON recognizes the mutual importance and interconnectedness of a healthy environment, a strong economy and a healthy society as we move toward sustainability;

Whereas CALEDON recognizes that environmental protection is a fundamental value held by its citizens;

Whereas CALEDON recognizes that our world and all of its inhabitants are faced with the growing and increasingly urgent impacts of climate change, air and water pollution, and loss of biodiversity;

Whereas CALEDON recognizes the importance of protecting citizens' health from environmental hazards such as air pollution, contaminated food and water, and toxic chemicals;

Whereas CALEDON has a structured sphere of influence and a defined jurisdiction;

Whereas in proclaiming this declaration, Council is articulating public policy principles, but not creating or guaranteeing any legal rights or obligations;

Whereas CALEDON supports the recognition of the right to a healthy environment in the Canadian Charter of Rights and Freedoms;

Whereas CALEDON through the Official Community Plan and its policies, reflects the values of its citizens and demonstrates a commitment to protecting the environment and moving toward a more sustainable future;

Now therefore the Council of [municipality] declares that:

1. All people have the right to live in a healthy environment, including the right to:
 - breathe clean air;
 - drink and access clean water;
 - eat safe and healthy food;
 - access nature;
 - know about pollutants and contaminants released into the local environment; and
 - participate in decision-making that will affect the environment.
2. Within its jurisdiction, CALEDON has certain authority to respect, protect, fulfill and promote these rights and commits to encouraging the respect, protection, fulfillment and promotion of these rights.

3. CALEDON shall apply the precautionary principle by taking measures to prevent the degradation of the environment and protect the health of its citizens where threats of serious or irreversible damage to human health or the environment exist.
4. CALEDON will consider costs to human health and the environment when evaluating reasonably foreseeable costs of proposed actions and alternatives.
5. CALEDON will specify objectives, targets and timelines and actions the [municipality] will take, within its jurisdiction, to address the residents' right to a healthy environment under section 1, including priority actions to:
 - a. distribute environmental benefits and burdens within the municipality, preventing the cumulative health impacts of exposure to environmental contaminants;
 - b. ensure infrastructure and development projects protect the environment, including air quality;
 - c. address climate change by reducing greenhouse gas emissions and implementing adaptation measures;
 - d. responsibly increase density;
 - e. prioritize walking, cycling and public transit as healthy and economical modes of transportation;
 - f. prioritize infrastructure and protected water sources for the provision of safe and accessible drinking water;
 - g. promote the availability of safe, local foods;
 - h. reduce solid waste and promote recycling, re-use and composting;
 - i. establish and maintain accessible green spaces in residential neighbourhoods, and protect and conserve nature in public open spaces;
 - j. attract and invest in green businesses, green energy, clean tech and jobs of tomorrow.

CALEDON will review the objectives, targets, timelines and actions every five (5) years, and measure progress towards fulfilling this declaration; and

CALEDON will consult with residents as part of this process.

6. CALEDON will send letters to the provincial government and to the federal government calling for the development of provincial and federal legislation that recognizes the right to live in a healthy environment.

Ottawa

Room 711, Justice Building
Ottawa, Ontario K1A 0A6
Tel.: 613-995-7813
Fax.: 613-992-9789
Email: david.tilson@parl.gc.ca

RECEIVED

JUN 12 2019

**TOWN OF CALEDON
MAYOR/COUNCIL**

June 03, 2019

Mayor Allan Thompson & Members of Council
Town of Caledon
6311 Old Church Road
Caledon, ON
L7C 1J6



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

David Tilson

Member of Parliament
Dufferin—Caledon

Orangeville

Unit 2, 229 Broadway
Orangeville, Ontario, L9W 1K4
Tel.: 519-941-1832
Fax.: 519-941-8660
Toll-free: 1-866-941-1832
Email: david.tilson.c1@parl.gc.ca

Bolton

Royal Courtyards
Upper Level, Unit #E2
18 King Street East
Bolton, Ontario, L7E 1E8
Tel.: 905-857-6080
Fax.: 905-857-5570
Email: david.tilson.c1a@parl.gc.ca

**Re: May 31, 2019 Correspondence
(Notice of Motion Regarding Access to Cannabis for Medical Purposes)**

Dear Mayor Thompson and Members of Council,

I would like to take this opportunity to thank you for forwarding a copy of your May 31, 2019 correspondence to Mr. Simon Kennedy, Deputy Minister of Health Canada, regarding Council's May 28, 2019 motion regarding Access to Cannabis for Medical Purposes. I sincerely appreciate your office keeping me informed on important issues like this one.

I also appreciated Ward 1 Area Councillor, Ms. Lynn Kiernan, and Ms. Laura Hall, Manager of Regulatory Services, taking the time to meet with me on May 03, 2019, to share the concerns the Town has with respect to the negative impacts the growth and production of medical cannabis for personal use is having on local property owners.

You've taken the appropriate step of forwarding Council's motion to Mr. Kennedy. It is my hope he will seriously consider the motion and that Health Canada will take the necessary steps to ensure that all cannabis producers, regardless of size and scope, be required to follow the same regulations and oversight, as established in the Access to Cannabis for Medical Purposes Regulations, to minimize the impacts such production has on property owners and the community.

Thank you again for keeping me informed.

Sincerely,


David Tilson, Q.C., M.P.
Dufferin-Caledon

c.c. Ms. Marilyn Gladu, M.P. (Sarnia-Lambton) & Shadow Cabinet Minister of Health
Mr. Ben Lobb, M.P. (Huron-Bruce)

Sent via Email and Regular Mail

May 31, 2019

Mr. Simon Kennedy, Deputy Minister of Health Canada
70 Colombine Driveway
15th Floor, Brooke Claxton Building
Tunny's Pasture, Address Locator no. 0915B
Ottawa, ON K1A 0K9

Emailed to: simon.kennedy@canada.ca

Dear Mr. Kennedy:

Re: Notice of Motion Regarding Access to Cannabis for Medical Purposes

I am writing to bring your attention to an important matter that is creating significant impacts on not only our local community but communities across Canada. Though the Town understands the use of cannabis is an important medical treatment for many citizens, the growing and production of medical cannabis for personal use, as managed by Health Canada, is causing real negative impacts on area property owners. From what we understand about the regulation, licensed producers are required to notify the local municipality of their site and take measures to mitigate impacts on local property owners. Such requirements are not applied to those that produce cannabis for their own medical purposes. We have seen several operations (properties) that have multiple registrations which result in impacts that are similar to a large-scale production site. To ensure the production and right to access cannabis for medical treatment does not infringe on a property owners' rights, we are requesting that Health Canada apply the same requirements and oversight as licensed producers to those that register and are designated to grow cannabis for their own medical purposes. We strongly feel that such oversight will balance the negative impacts currently experienced by such circumstances.

Further to the above concerns, at a Town Council meeting held on May 28, 2019, the following motion was adopted regarding Access to Cannabis for Medical Purposes:

Whereas the production of cannabis is known to create such nuisances related to, but not limited to odour, security, etc.;

Whereas pursuant to the Access to Cannabis for Medical Purposes Regulations, cannabis producers are subject to a license by the Federal Government through Health Canada with the exception of the following:

- an individual who produces cannabis products in Canada for personal use in accordance with the proposed Cannabis Act,

- an individual who under the Controlled Drugs and Substances Act or the proposed Cannabis Act, as applicable, produces cannabis products in Canada for their own medical purposes,
- an individual who produces cannabis products in Canada and who under the Controlled Drugs and Substances Act or the proposed Cannabis Act, as applicable, is a designated person who is authorized to produce cannabis products in Canada for the medical purposes of another individual

Whereas cannabis producers that are subject to a license by Health Canada are required to ensure the premises is secured, the facilities are ventilated, and other measures are in place to limit impacts on the local community;

Whereas cannabis producers that are exempt from a license can essentially produce large scale cannabis operations with little to no oversight by Health Canada and;

Whereas such operations negatively impact area property owners due to the nuisance created by odours, etc.

Now therefore be it resolved that the Town of Caledon send correspondence to Simon Kennedy, Deputy Minister of Health to request that all cannabis producers regardless of size and scope be subject to the same regulations and oversight pursuant to the Access to Cannabis for Medical Purposes Regulations to limit impacts on the community; and

That a copy of the resolution be sent to David Tilson, MP, Dufferin – Caledon.

For more information regarding this matter, please contact Laura Hall, Manager, Regulatory Services directly at 905-584-2272, ext. 4288.

We look forward to your response and working together to address the concerns. Thank you for your attention to this matter

Sincerely,



Allan Thompson
Mayor

cc. Mr. David Tilson, MP, Dufferin - Caledon

Royal Courtyards
Upper Level, Unit #E2
18 King Street East
Bolton, ON L7E 1E8

Emailed to: david.tilson.c1a@parl.gc.ca

THE CORPORATION OF THE TOWN OF CALEDON

6311 Old Church Road, Caledon East, Caledon, ON, Canada L7C 1J6
T. 905.584.2272 | 1.888.225.3366 | F. 905.584.1444 | www.caledon.ca | allan.thompson@caledon.ca



Allan Thompson
Mayor

June 10, 2019

The Honourable Jeff Yurek
Minister of Transportation
Ferguson Block, 3rd Floor
77 Wellesley St. W
Toronto, ON M7A 1Z8

Dear Minister,

I'm following up on our telephone conversation of last week regarding the shock and impact to our community over the cancellation of the Bolton Go bus service.

I greatly appreciate you listening and taking the time to look further into what this would mean for residents (students and workers) who rely on this service. And time for Ministry and Metrolinx staff to better understand how this bus service is interconnected to our recently adopted Town wide Transit Master Plan.

Eric Chan, Manager of Transportation Engineering is ready to sit down and meet with your staff, he can be reached at eric.chan@caledon.ca

My hope, my urging, is that through that process we can work together to find a compromise that both provides some level of service and respects tax dollars.

Sincerely,

Mayor Allan Thompson

c. Hon. Sylvia Jones, MPP Dufferin Caledon

THE CORPORATION OF THE TOWN OF CALEDON

6311 Old Church Road, Caledon East, Caledon, ON, Canada L7C 1J6
T. 905.584.2272 | 1.888.225.3366 | F. 905.584.1444 | www.caledon.ca | allan.thompson@caledon.ca | [@Caledon_Mayor](https://twitter.com/Caledon_Mayor)

Memorandum

Date: Tuesday, June 18, 2019

To: Members of Council

From: Devan Lobo, Senior Analyst (A), Corporate Initiatives, Strategic Initiatives

Subject: Regional Government Review Update - Financial Analysis and Public Engagement

The purpose of this memo is to provide an update regarding the independent financial analysis conducted by Ernst & Young LLP (EY) with respect to changing the Region of Peel's current two-tier government model and Caledon's public engagement, as part of the Province's ongoing review of regional government in Peel.

As of May 21, 2019 the Province's consultations for the review closed and decision-making remains with the Province. The Minister of Municipal Affairs and Housing is expected to make a decision with respect to regional governments across Ontario later this year.

Highlights

- In January 2019, the Province of Ontario announced a review of several regional governments
- In April 2019, the Region of Peel Council directed their staff to work with its lower-tier municipalities (Brampton, Caledon and Mississauga) to jointly undertake an independent financial analysis of Peel governance
- EY conducted an independent financial analysis of the status quo, amalgamation and dissolution models
- The EY report *Financial Impact Analysis of Service Delivery Models* was submitted to the provincial advisors conducting the Regional Government Review and released to the public
- The report highlights potential cost increases with changes to municipal government in Peel
- The Town's position on regional government has been to maintain the current two-tier government model in Peel and offered to engage in exercises to identify efficiencies
- Council directed staff to implement a public engagement strategy
- Mississauga maintained their position in favour of dissolution while Brampton also supports the status quo government model
- On May 23 2019, EY provided a presentation to Region of Peel Council regarding the outcome of the financial analysis
- Region of Peel Council received the presentation and the EY report now takes precedent on the Region's dedicated Regional Government Review webpage
- Throughout May 2019 Caledon held Coffee with Council sessions and an online survey to gather feedback from residents with respect to the review
- Public engagement suggests a majority of Caledon residents are in favour of the status quo

- The provincial advisors will submit their recommendations to the Minister this summer and a decision will follow
- On June 3, 2019 New Democratic Party (NDP) introduced Bill 121, *Municipal Representation and Restructuring Protection Act*, to protect municipal representation and guard against restructuring

Ernst & Young, Independent Financial Analysis

The release of an independent financial analysis of Peel governance options by Deloitte in March prompted Region of Peel Council to request further information. On April 11, 2019, the Region of Peel passed a motion directing the Chief Administrative Officers of the City of Brampton, Town of Caledon, City of Mississauga and Region of Peel to jointly undertake a financial analysis of three governance scenarios. The scenarios included: status quo, amalgamation of the four municipalities and dissolution of the Region of Peel into three single-tier municipalities.

A Steering Committee was formed, consisting of the CAOs from each municipality and an Advisory Board of the Chief Financial Officers. From the Town of Caledon, Mike Galloway, Chief Administrative Officer and Fuwing Wong, Chief Financial Officer served as Steering Committee and Advisory Board members respectively, with support from Devan Lobo, Senior Analyst (A). Ernst & Young LLP (EY) was retained to conduct the analysis in consultation with the Steering Committee.

From April 26 to May 21, 2019 the work was governed by the Steering Committee who approved the approach, scope and assumptions framing the analysis, enabled access to the referenced data from municipal budgets and plans, and provided review of and feedback on the analysis throughout. Under the different scenarios, a series of assumptions were agreed upon to undertake the analysis. Where the Steering Committee could not agree to a shared assumption, a range of assumptions were used and modelled by EY. Detailed assumptions about the potential impact of a move to amalgamation or dissolution are presented in comparison to the status quo, focusing on the impact to net cost of service (NCOS), capital allocation, and debt allocation over a forecast period to 2028 as well as one-time transition costs.

Approximately 10 Steering Committee meetings were held; interviews with approximately 100 municipal officials were conducted; and over 1,500 calculations of financial impact were completed by EY. Interviews were conducted with staff from the following Town departments and divisions: Community Services – Parks, Recreation and Fire, Corporate Services, Strategic Initiatives and Finance and Infrastructure Services – Roads and Transportation. In addition, the Caledon Public Library was consulted. Aside from interviews, EY referred to municipal case studies of amalgamation and dissolution.

With focus on municipal services that are financially significant to the municipalities and impactful to residents EY developed three models. The status quo model is the current two-tier governance structure that acts as the reference point for the analysis. The Region as the upper-tier provides services across the Peel Region and Brampton, Caledon and Mississauga being the lower-tiers provide other municipal services. It reflects the current, planned and forecast state for each service line and municipality.

The amalgamation model creates a single municipality comprised of Peel, Brampton, Caledon and Mississauga that provides all current services by one government. Services such as roads and transportation, land use planning, fire, parks and recreation would change to be delivered by the “new municipality”, duplicated services would be consolidated into one support function and delivery of services already provided across the Region such as housing, human and social services, waste management and water and wastewater would not change. Two options were modelled for police services: a joint police board where Brampton and Mississauga would be serviced by Peel Regional Police while Ontario Provincial Police (OPP) would continue to service Caledon; and one board where the whole “new municipality” would be serviced by Peel Regional Police.

The dissolution model disbands the Region, having all current Regional services provided by the three individual municipalities, through joint boards or in the case of waste processing via contract. Services are provided by Brampton, Caledon and Mississauga would undergo no change. For police services, two options were modelled: a joint police board where Brampton and Mississauga would be serviced by Peel Regional Police and Caledon by the OPP and separate police boards and police forces for each lower-tier municipality.

For both amalgamation and dissolution, EY modelled two options for future development charges. EY retained Hemson Consulting Ltd. to advise of potential financial implications of moving to the alternative scenarios as well as referred to the 2017 Region of Peel Council report: Financial Implications of Transfer of Jurisdictional and Financial Responsibility for Regional Roads.

Within each scenario, feasible service delivery options were developed and assessed equally. The analysis was undertaken with the assumption that all current service levels and forecast plans would be held constant, unless specifically noted. EY calculated financial costs and efficiencies of changing to amalgamation or dissolution in relation to the status quo. Financial impacts are shown as a consolidated impact to all Peel municipalities, by individual municipality and by service. With different service delivery options and assumptions in place, the analysis presents the potential lowest cost (lower bound) and highest cost (upper bound) for each scenario.

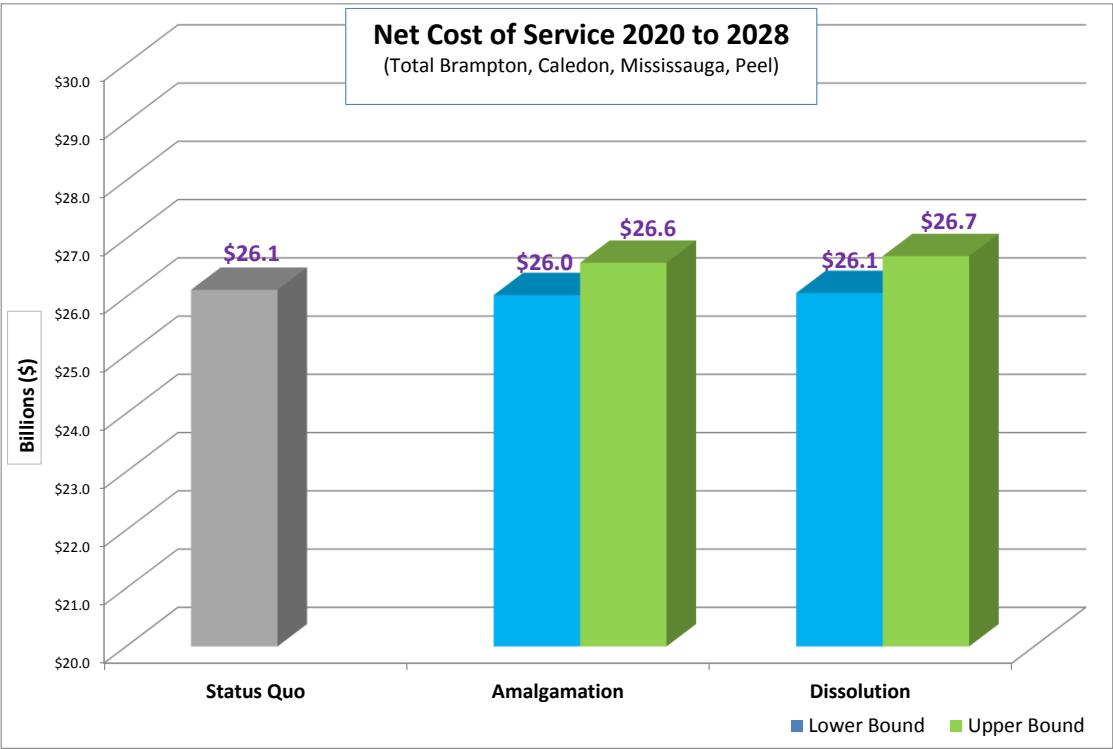
General assumptions included wage harmonization, that the wage level of employees of the same role and level among the different municipalities would increase to whichever municipality had the higher wage level. Another assumption was that transition costs would support the one time activities and costs to move to an alternative governance model which would be completed by 2022.

To ensure the analysis met the provincial consultation deadline, Regional Council moved a motion on May 9, 2019 instructing that the EY report be sent directly to the province by the May 21, 2019 deadline and be made public, prior to any formal presentation to Regional Council (on May 23, 2019).

On May 21, 2019, the EY report – *Financial Impact Analysis of Service Delivery Models*, attached as Schedule A, was approved by the Steering Committee and released to the public. In addition, the report was submitted to the provincial advisors conducting the Regional Government Review, to assist them in determining the most efficient and effective model of governance, assessed on a financial basis. Furthermore, the report was placed on the May 23, 2019 Region of Peel Council Agenda where EY provided a presentation. Note, the findings of the EY report are not a prediction of what will happen and does not provide a recommendation or direction. The report is an analysis of what could happen under three possible scenarios based on a series of assumptions.

Findings

Maintaining the status quo from 2020 to 2028 is estimated to result in total of \$26.1 billion net cost of services for Peel taxpayers (Brampton, Caledon and Mississauga).



(Source: May 21, 2019 EY report entitled: “Region of Peel - Financial Impact Analysis of Service Delivery Models”)

As shown in the chart above, from 2020 to 2028 amalgamation could cost Peel taxpayers as low as \$26 billion (\$100 million less than status quo) or as much as \$26.6 billion (\$500 million more than status quo). Amalgamation and consolidation of internal and other services would achieve cost savings, costs for roads, transportation and other public works, fire and other services would increase.

Meanwhile, dissolution could cost as low as \$26.1 billion, about the same as status quo, or as much as \$26.8 billion (\$700 million more than status quo and \$100 million more than the higher end estimate for amalgamation). Note, at the May 23, 2019 Region of Peel Council presentation, EY noted that the \$26.7 billion upper bound for the Dissolution Scenario does not include the potential impact to development charges identified in a 2017 (Regional) Council report and that this may add \$110.8 million to the upper bound Dissolution Scenario figure. Downloading regional services such as internal and other services and land use planning would achieve cost savings and region provided services (such as Housing and Human Services) that would have to be established by each municipality would result in net increased costs.

When compared to the status quo the financial impact for Peel taxpayers, on the low end, could slightly decrease or cost about the same in a move to either amalgamation or dissolution. On the high end estimate, a change to either scenario could result in greater costs than maintaining the status quo, having an increased financial impact on Region of Peel taxpayers. Confirming Caledon Council's

support of the current two-tier government model, the EY analysis suggests either change to amalgamation or dissolution could cost Peel taxpayers more by about \$500 million to \$700 million between 2020 and 2028.

From a capital and debt perspective, amalgamation would see all capital and debt assumed by the new amalgamated municipality. Dissolution would see approximately \$2 billion in capital assets transferred to the Town of Caledon as well as \$71 million in debt.

The areas of most significant potential impact from a change include: 1) full-time employee (FTE) impacts and wage harmonization; 2) potential policy decisions to amalgamate service levels (e.g., Parks and Recreation); and 3) various police governance and funding model choices.

As outlined by EY, change in governance structure would require specific strategies and approaches to manage any transition, during which current and future municipal officials would need to make important policy and administrative choices as a result. In the event of a change in regional government, provincial direction and funding may impact one-time transition costs. The analysis identifies further work that would need to be conducted such as a detailed examination of provincially mandated changes and detailed transition planning. The report presents a financial model that can assist municipal councils and staff with analysis of the impact of forthcoming recommendations from the *Regional Government Review* and any subsequent decisions taken by the Government of Ontario.

On May 23, 2019 EY staff provided a presentation to the Region of Peel Council who received the presentation and added the EY to their Regional Government Review dedicated webpage. During the presentation, Region of Peel Council inquired about the transfer of assets and liabilities upon a municipal restructuring and any associated compensation. EY referred to the Cumming Principle that as long as residents are not deprived of the beneficial use of the assets, they are not entitled to compensation. In addition, Region of Peel Council directed EY and the Steering Committee to report back on the tax burden shift and allocation of dissolution costs by municipality. This response is scheduled to be provided to Regional Council on June 27, 2019.

Caledon Public Engagement

As of April 30, 2019, the Town's unanimous position on regional governance has been to continue with the two-tier governance structure in the Region of Peel and offer to engage in a joint municipal/regional exercise to explore and identify operational and service efficiencies. Additionally, Council directed staff to pursue the proposed public engagement strategy, as attached, along with scheduling a Special Council meeting following the release of the independent financial review commissioned by the Region of Peel. A special portion of the June 25, 2019 Town Council meeting agenda will be dedicated to hearing delegations from the public regarding the Regional Government Review.

Advocacy Webpage

On May 1, 2019 the Town featured the Regional Government Review on the existing Advocacy webpage to provide information related to the review. The page is updated on a regular basis with new information. Both the provincial and Caledon-specific public engagement opportunities were publicized on the webpage. Excluding internal traffic, there were a total of 181 page views since May 1, 2019, of which 153 were unique page views to www.caledon.ca/advocacy.

Twitter

The Town leveraged social media platform Twitter to promote and encourage the participation in various engagement activities. @YourCaledon had a total of 7 posts. Impressions per post ranged from 655 to 953 per Tweet.

Town Newsletter

Opportunities for Caledon specific public engagement including Coffee with Council and the online survey were advertised in the May editions of the Town eNewsletter and local newspapers. The Town eNewsletter was circulated to subscribers on May 2, 2019 and May 9, 2019.

Coffee with Council

On May 4 and May 11, Council hosted Coffee with Council session to discuss the Regional Government Review of Peel. Council and staff gathered feedback from about 170 Caledon residents and encouraged participation in Caledon's online survey via an available iPad.

Online Survey

Between May 1, 2019 and May 16, 2019 the Town conducted an online survey of Caledon residents, receiving about 130 responses.¹ About 42.7% of respondents say they are very aware of the Province's Regional Government Review, 48.1% are somewhat aware and 9.2% are not at all aware. Respondents ranked Access to Services, Cost of Services/Taxes and Quality of Services as the most important factors in the event of a change in regional and local governance, followed by efficient decision-making. Of the survey respondents, 56% provided their view of the appropriate governance option. Of those that provided their opinion, the most popular option is to maintain the status quo, the second is amalgamation and dissolution was the third. Besides the three governance options noted above, other less popular options were suggested as well as discontent for a particular change in governance such as amalgamation or dissolution.

Other Municipalities

The City of Mississauga and City of Brampton also undertook public engagement involving a variety of tactics. Mississauga's resident survey was conducted between March 25-27, 2019, 1,001 responses, with a margin of error of +/-3.1%. About 48% of residents support separation from the Region of Peel, 18% said No, and 34% said they don't know. Of the decided respondents, 78% support separation. Brampton's online poll was conducted from April 29-May 15, 2019 collecting a total of 629 responses. About 59% of Brampton residents support status quo, 28% for amalgamation and 13% for dissolution. The City of Brampton also commissioned Mainstreet Research to conduct a defensible, statistically and representative survey regarding the Province of Ontario's Regional Government Review. Mainstreet conducted a telephone survey between April 26, 2019 and May 1, 2019 among a random sample of 2018 adults, 18 years of age or older, living in Peel Region.² The Mainstreet results suggest that a majority of Caledon respondents or 63.5% want to leave the existing two-tier government model in place. In addition, a majority of Brampton residents, 66.4% want to maintain status quo, while only 34.2% Mississauga resident want to maintain status quo. About 48.3% of Mississauga residents support dissolution. Collectively for Peel Region, about 49.5% of Peel residents think the best option is status quo, 29.7% think dissolution is best and 20.9% think amalgamation is the best option.

¹ The margin of error is +/- 9% at the 95% confidence level. Survey results should not be considered as a true random sample of the population.

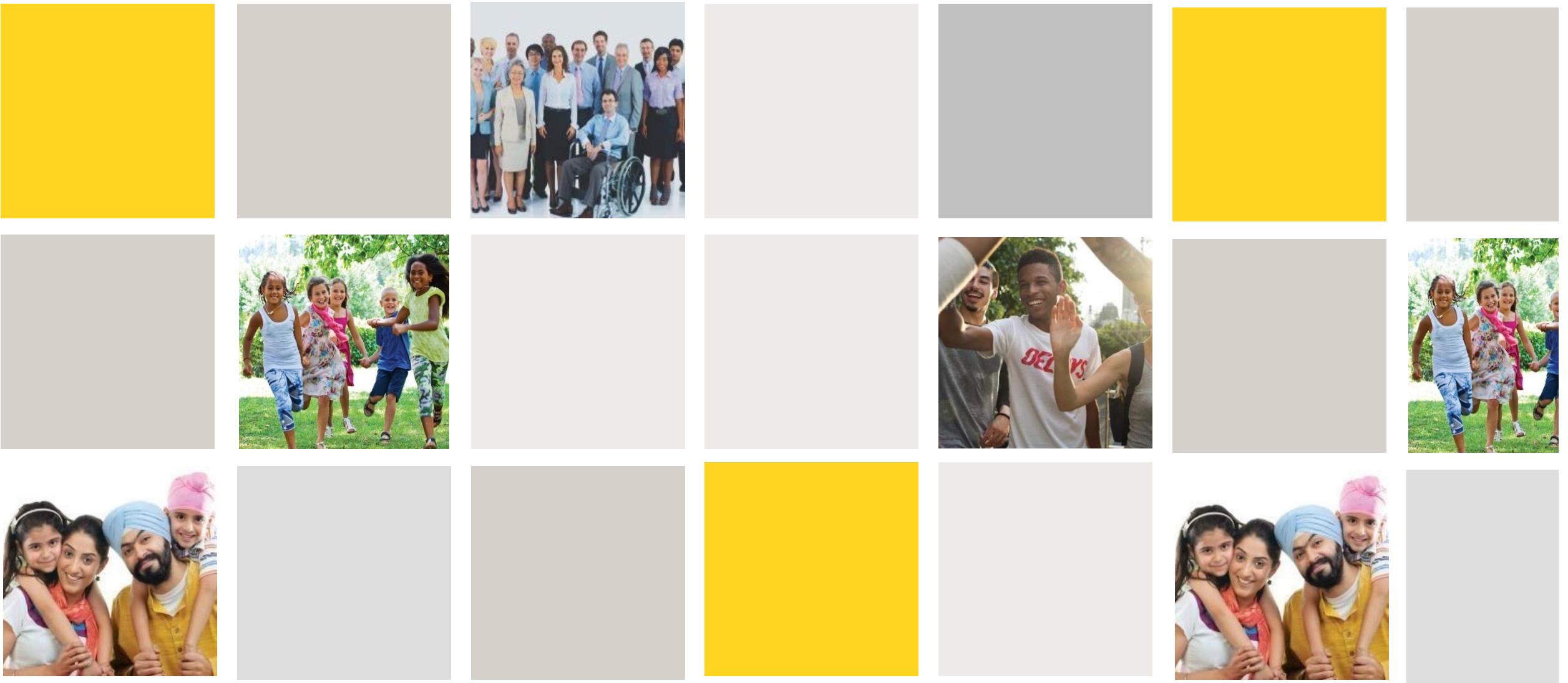
² The margin of error for the poll is +/- 2.18% at the 95% confidence level.

Next Steps

The provincial advisors will provide recommendations on regional government to the Minister this summer. A decision by the Minister will follow in late summer with respect to any changes to regional governments in Ontario.

On June 3, 2019, the NDP introduced Bill 121, *Municipal Representation and Restructuring Protection Act, 2019*. The proposed legislation would empower municipalities and residents impacted by the provincial government's restructuring of regional governance, requiring the provincial government to provide public notice, conduct public consultations and obtain the approval of all affected municipalities before introducing legislation or making regulations that would change council composition, wards or their boundaries and municipal government structure. As a Private Member Bill introduced by the Official Opposition, Bill 121 is unlikely to receive government support.

Staff will update Council regarding the Province's Regional Government Review and Bill 121 as information becomes available.



Building a better
working world

Region of Peel
Financial Impact Analysis of Service Delivery Models
Final Report

21 May 2019

Disclaimer

NOTICE

Ernst & Young LLP (“EY”) prepared the attached report only for the Region of Peel (“Client”) governed by a Steering Committee comprising senior officials from the Region of Peel, City of Brampton, City of Mississauga and Town of Caledon (collectively, the “Steering Committee”) pursuant to an agreement solely between EY and Client. EY did not perform its services (the “Analysis”) on behalf of or to serve the needs of any other person or entity. Accordingly, EY expressly disclaims any duties or obligations to any other person or entity based on its use of the attached report. Any other person or entity must perform its own due diligence inquiries and procedures for all purposes, including, but not limited to, satisfying itself as to the financial condition and control environment of the Steering Committee, and any of its funded operations, as well as, the appropriateness of the accounting for any particular situation addressed by the report. EY did not perform an audit or review (as those terms are identified by the CPA Canada Handbook - Assurance) or otherwise verify the accuracy or completeness of any information provided by the Steering Committee or any of its funded operations financial statements. Accordingly, EY did not express any form of assurance on accounting matters, financial statements, assumptions used, any financial or other information or internal controls. EY did not conclude on the appropriate accounting treatment based on specific facts or recommend which accounting policy/treatment the Steering Committee, or any funded operations should select or adopt. The observations relating to all matters that EY provided to the Steering Committee were designed to assist the Steering Committee in reaching its own conclusions and do not constitute EY’s concurrence with or support of Client's accounting, assumptions, or reporting or any other matters.



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Executive Summary

The Region of Peel in collaboration with the municipalities of Brampton, Caledon and Mississauga commissioned the firm EY to conduct analysis of the potential impact of changes to governance as part of its input to the Regional Government Review being conducted by the Province of Ontario. Results of this work are presented in this Report: Financial Impact Analysis of Service Delivery Models, May 21, 2019.

- ▶ The Analysis was conducted between April 26, 2019 and May 21, 2019, and is a report provided by EY to the Region. So that the Analysis reflects a reasonable interpretation of the potential impact of alternative service delivery models, work was governed by a Steering Committee comprising each Chief Administrative Officer of the four municipalities participating in the Analysis (Brampton, Caledon, Mississauga, Peel Region) and their CFOs as Advisory Board members. The Steering Committee approved the approach, scope and assumptions framing the Analysis, enabled access to the referenced data from municipal budgets and plans, and provided review of and feedback on the Analysis throughout. Approximately 10 Steering Committee meetings were held; interviews with approximately 100 municipal officials were conducted; over 1,500 calculations of financial impact have been completed.
- ▶ The Analysis is strictly of the financial impact of potential changes to service delivery models under three scenarios: Status Quo, Amalgamation, Dissolution. Analysis is structured at the municipal service level (e.g., Roads, Transportation, Public Works, Police, Water and Wastewater, etc.), and at the consolidated level for each municipality. Detailed assumptions about the potential impact of a move to Amalgamation or Dissolution are presented in comparison to the Status Quo, focusing on the impact to net cost of service (NCOS), capital allocation, and debt allocation over a forecast period to 2028. Lower and Upper Bounds are presented to reflect alternative assumptions.
- ▶ Analysis indicates that on a consolidated basis over the forecast period, the total cost of Amalgamation ranges from a increase of \$13m to \$576m (\$2018), or 0.0% to 2.2% of total Status Quo NCOS. On an annualized basis, Amalgamation cost ranges from a decrease of \$11m to an increase of \$49m (\$2018), or -0.4% to 1.8% of annualized Status Quo NCOS, calculated in year 2022 at the end of the assumed amalgamation period.
- ▶ The total cost of Dissolution on a consolidated basis over the forecast period is modeled in the range \$16m to \$655m (\$2018), or 0.1% to 2.5% of total Status Quo NCOS. On an annualized basis, Dissolution cost is in the range of a decrease of \$6m to an increase of \$61m (\$2018), or -0.2% to 2.2% of annualized Status Quo NCOS, calculated in year 2022 at the end of the assumed dissolution period. A key driver of dissolution costs is the way Peel Regional Police would be dissolved, and is assessed using multiple options that on its own has a range of a decrease of \$1m to an increase of \$52m (annualized 2022 in \$2018).
- ▶ The Dissolution scenario has differential local tax impacts that result in a potential shift in tax burden as Regional services are transferred. A key driver in this is the Peel Regional Police dissolution model (two scenarios tested as outlined below). On an annualized basis at 2022, the calculated shift for Brampton ranges up to \$45m (\$2018); calculated shift for Caledon is as low as \$53m savings(\$2018); calculated shift for Mississauga ranges as high as \$84m (\$2018).
- ▶ For the Amalgamation scenario all capital and debt would be transferred to a new municipal entity.
- ▶ For the Dissolution scenario capital and debt allocations would result in a net increase by municipality. At the completion of dissolution modeled for 2022, Brampton would gain \$7.4bn in capital assets and \$749m in debt; Caledon would gain \$2bn in capital assets and \$71m in debt; Mississauga would gain \$8.8bn in capital assets and \$1.1bn in debt.
- ▶ Change in overall governance structure would necessitate specific strategies and approaches to manage any transition; current and future municipal officials would need to make important policy and administrative choices in response. The Analysis indicates the key areas of potential impact, identifies further work that would need to be conducted, and presents a financial model to help municipal managers analyze the impact of specific recommendations made by the *Regional Government Review* and any subsequent decisions taken by the Government of Ontario.

Project Scope

Section A



A1. Project Scope

The scope of Analysis was governed by terms established by the Region of Peel in collaboration with Brampton, Caledon and Mississauga and contained within the agreed Project Charter and associated contract. The project was governed by a Steering Committee comprising the chief administrative officers of each municipality and an Advisory Board comprising the chief financial officers of each municipality and was conducted between April 26, 2019 and May 21, 2019.

The project scope comprised three main components:

1. A model to enable financial analysis of the expenditures, non-tax and non-rate revenues, and assets by major service line and of consolidated positions of the four municipalities in scope (Brampton, Caledon, Mississauga, and Peel) under three service delivery models: Status Quo, Amalgamation, and Dissolution.
 - ▶ Within each service delivery scenario, feasible options were developed and assessed equally.
2. Assumptions were developed about how expenditures, non-tax and non-rate revenues, and assets might change in the Amalgamation and Dissolution scenarios compared to the Status Quo. Assumptions rely on analysis of current operations, interviews with officials from each municipality, and available relevant research.
 - ▶ The assumptions and sources were approved by the Steering Committee.
3. Presentation of potential financial impact of the three service delivery models such that the impact can be reported in total across all service lines and municipalities, and disaggregated by service line and municipality, from 2019 to 2028.
 - ▶ A view of the consolidated impacts of each scenario, with analysis, is provided.

Approach

Section B



B1. Main Dimensions of the Approach

The approach was approved by the Steering Committee and designed for analysis of potential service delivery model impacts. The model and analysis were created for use as a management tool for municipal officials and should enable on-going analysis. The analysis rests on defined assumptions that would need to be refined as specific dimensions of any dissolution or amalgamation event would be known. The analysis is restricted to a point-in-time assessment of what might happen under the conditions defined in the analysis; it is not a prediction of what will happen.

I. Governance

- ▶ The project was governed by the Steering Committee, which was responsible for reviewing and approving the approach, all assumptions, facilitating access to all data utilized in building the Status Quo financial model, validating that the data were utilized appropriately, and validating the analysis for the Amalgamation and Dissolution scenarios accurately reflects the underlying data and agreed assumptions.
- ▶ The Steering Committee met a total of ten (10) times during the course of the project for a total time of approximately 35 hours.
- ▶ Interviews were conducted with approximately 100 various municipal officials to clarify and validate utilization of data, to explain current service-line parameters, and to inform reasonable assumptions about potential impact of alternative service models.

II. Materiality of Analysis

- ▶ The following thresholds were established to help ensure the analysis focused on material issues:
 1. Materiality was defined as a percentage of each total municipal budget and accepted at the lowest level (i.e., smallest budget level, Caledon), and set at a level of 5%
 2. All non-material items were still included in the overall analysis, based on a higher level of assumption and modeling
 3. Material options/assumptions required and achieved agreement and signoff from the Steering Committee for inclusion in the analysis

B2. Main Dimensions of the Approach

III. Focus only on Financial Impact Analysis

- ▶ The analysis focuses solely on the potential financial impact of overall service delivery models (Status Quo, Amalgamation, Dissolution).
- ▶ It does not analyze the efficiency, effectiveness, productivity, equity, or any other dimension of current operations. All current service levels and forecast plans are taken as given and, unless specifically noted, are assumed to be held constant for purposes of financial impact analysis.
- ▶ This approach respects the sovereignty of current and future municipal Councils and managers to determine all choices about service levels, funding models, taxation levels, organizational and business models, management and business operations and processes, and all other dimensions of how the Region and municipalities operate.
- ▶ Risk analysis has been conducted to highlight key dimensions of financial impact.

IV. Approach to Enable Future Analysis

- ▶ The financial model was designed to enable future analysis by municipal officials. This reflects the fact that specific dimensions of how any given service delivery model (e.g., amalgamation, dissolution) might operate cannot be known at this stage, and will need to be assessed and refined in the future.
- ▶ The model is built such that inputs can be varied, assumptions can be modified, and analysis can be conducted on essentially all parameters that affect service-line and consolidated financial impacts. The analysis has been designed to provide significant flexibility for future users.

V. Reliance on Municipal Data

- ▶ The analysis is based on information and data provided by the Region of Peel, City of Brampton, Town of Caledon, and City of Mississauga. The analysis and report presents factual information as provided to EY. EY has not validated the completeness and accuracy of this information.
- ▶ The information and data provided prepared by municipal officials was based on their own information, and might include certain estimates. Actual results might differ from municipal estimates.
- ▶ All other data and information from research is referenced by source.

Service Delivery Models

Section C



C1. Service Delivery Models

The service delivery models frame the central part of the analysis. For each model the objective is to provide a consolidated view by municipality, a disaggregated view by service line, and combined views by service line and municipality. The objective is to provide analysis for each municipality of the potential financial impact of the three general models (Status Quo, Amalgamation, and Dissolution).

I. Service Line Analysis

- ▶ Service lines were identified for each municipality and materiality thresholds were assessed for each service line as a proportion of total cost of service for each municipality. Service lines that represent 5% or greater of total municipal expenditures were included for the identification of detailed assumptions and analysis; remaining service lines are included based on a more general set of assumptions. Table 1 presents the list of Service Lines.

¹ While under 5% of total expenditures, Fire and Waste Management are sufficiently complex to warrant a full analysis and are included in scope.

² While under 5% of total expenditures, Land Use Planning is greater than 5% of Caledon's total expenditures and as such is been included in scope.

³ All Other includes Libraries, Paramedics, Conservation, Culture, Public Health, Seniors Services

■ = In-scope for in-depth analysis

* Except Region of Peel, where 2018 actual expenditures are not available and budget is used.

Table 1. Material Service Lines

Breakdown of 2018 actual* expenditures

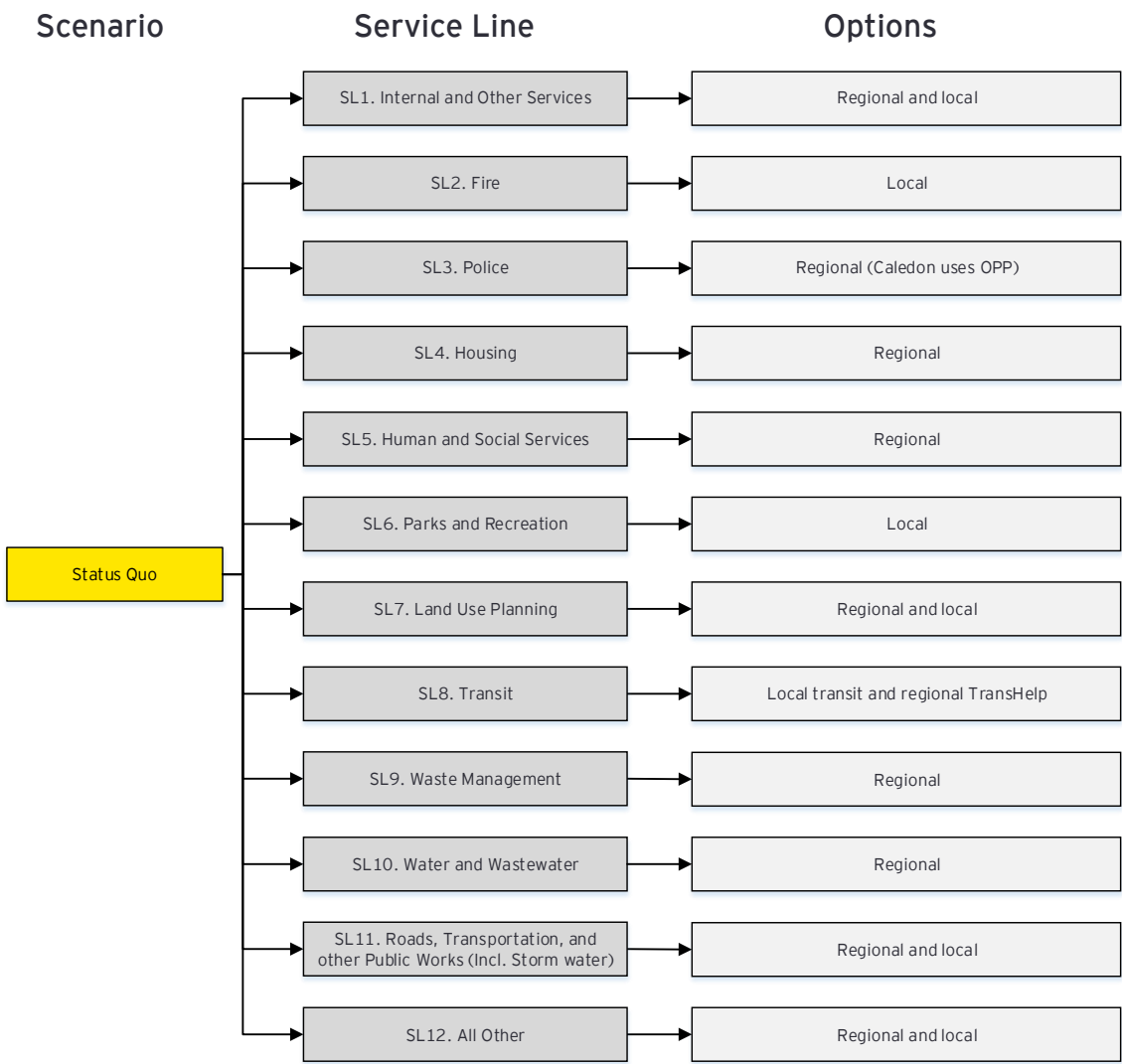
Service lines (SL)	% of Total Expenditure
SL1. Internal and Other Services	19.7%
SL2. Fire	4.7% ¹
SL3. Police	11.3%
SL4. Housing	5.0%
SL5. Human and Social Services	10.3%
SL6. Parks and Recreation	5.2%
SL7. Land Use Planning	1.4% ²
SL8. Transit	8.9%
SL9. Waste Management	3.5% ¹
SL10. Water and Wastewater	12.4%
SL11. Roads and transportation and Other Public Works (incl. storm water)	6.8%
SL12. All Other	10.8% ³

C2. Service Delivery Models

II. Status Quo Model

- ▶ The Status Quo model acts as the baseline for the analysis. It reflects the current, planned and forecast dimensions for each service line and municipality. Figure 1 presents the key parameters used in the analysis.

Figure 1. Parameters of the Status Quo Model

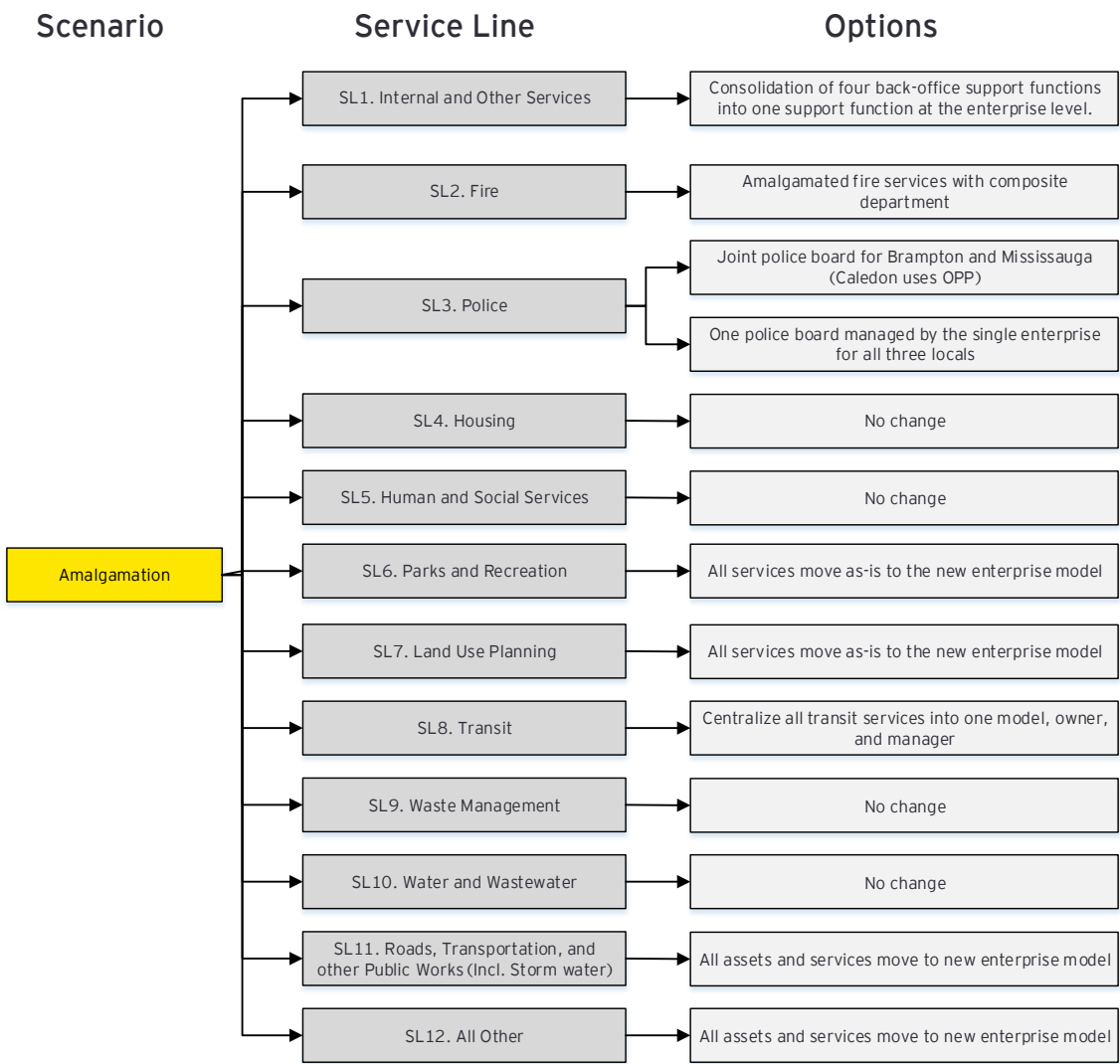


C3. Service Delivery Models

III. Amalgamation Model

- ▶ The Amalgamation model essentially creates a single municipality for the provision of all current services at the overall governance level and at the individual service line level. Figure 2 presents the key parameters used in the analysis.

Figure 2. Parameters of the Amalgamation Model

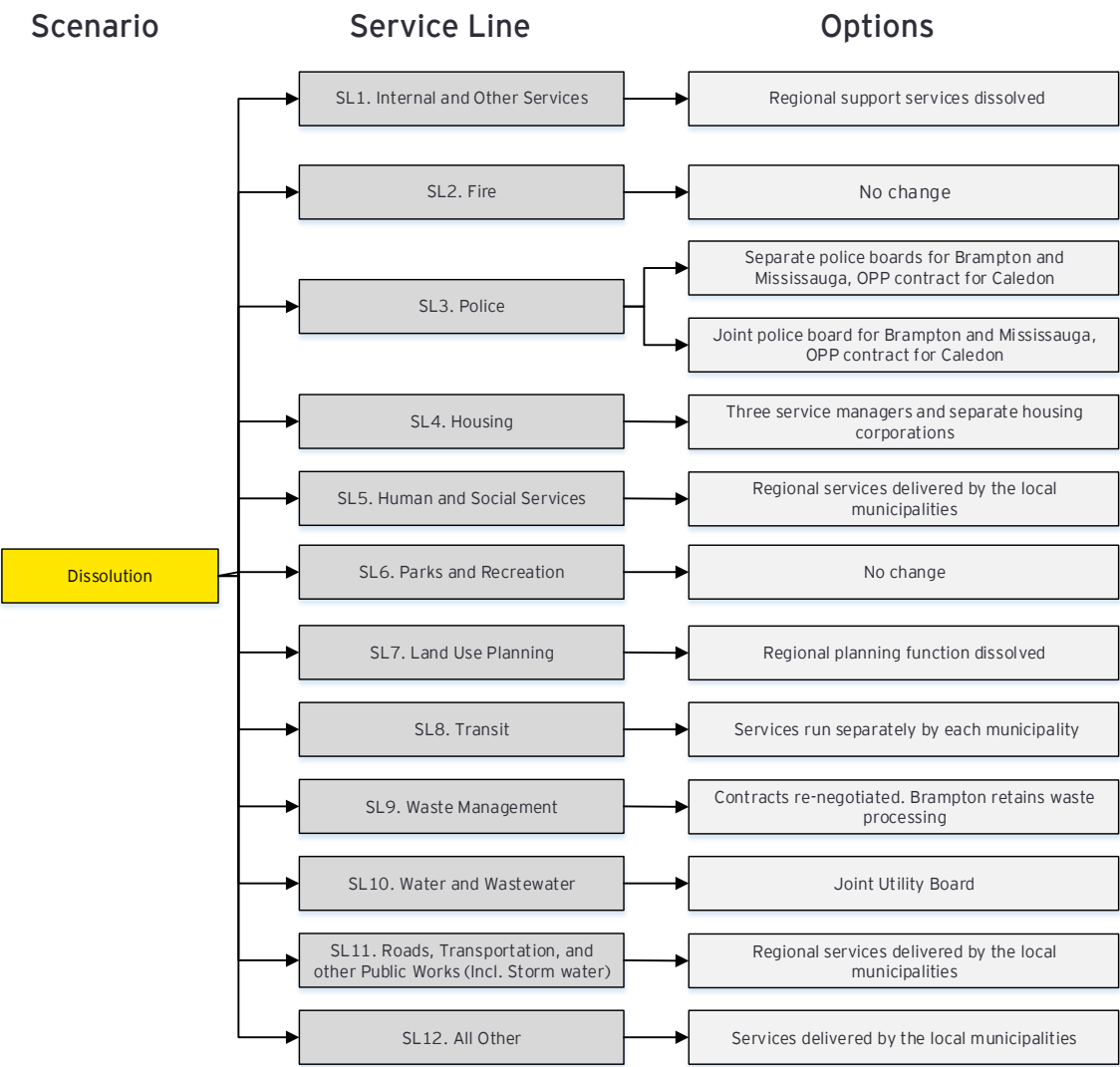


C4. Service Delivery Models

III. Dissolution Model

- ▶ The Dissolution model essentially splits the provision of all current Regional services to the three individual municipalities (Brampton, Caledon, Mississauga). In defined cases, a modified Status Quo model would be retained at the service line level due to the view that it represents the optimal model (e.g., a new Joint Utility Board for water and wastewater services). Figure 3 presents the key parameters used in the analysis.

Figure 3. Parameters of the Dissolution Model



Assumptions

Section D



D1. Assumptions

Assumptions have been determined and detailed at the general and service line levels. The basis of assumption and dollar value range is analyzed in each case and each assumption has been signed off by the Steering Committee. The assumptions drive the differences between the three service delivery models and have been built into the financial model such that specific assumptions can be modified in the future to maximize analytical flexibility.

I. General Assumptions

The general assumptions applied across multiple service lines / delivery models are:

1. Wage harmonization applied to situations where employees on different current rates are harmonized to the highest comparable level for equivalent roles, responsibilities and conditions (in both the Dissolution and Amalgamation scenarios). The assumption reflects analysis of collective agreements and associated precedent by the law firm, Hicks-Morley, under contract to EY.
2. Transition costs representing the one-time activities and costs required to manage transition at the overall entity and individual service line levels, including legal advice tied to contract transition, transformation advisory activities, and change management. Allocation of transition costs to specific activities and municipalities would be determined once specific service model changes are known.

II. Service Line Assumptions

- ▶ Service line assumptions drive a significant portion of the financial impact modelled by service delivery model. Detailed analysis leading to each assumption, by service line, was conducted, and ranges for each determined.
- ▶ For those service lines that do not have a material impact on the overall financial analysis (i.e., those that are less than 5% of total expenditure by municipality), a set of general assumptions was utilized.
- ▶ Impact of service line assumptions is reported in the analysis as a Lower and Upper Bound.

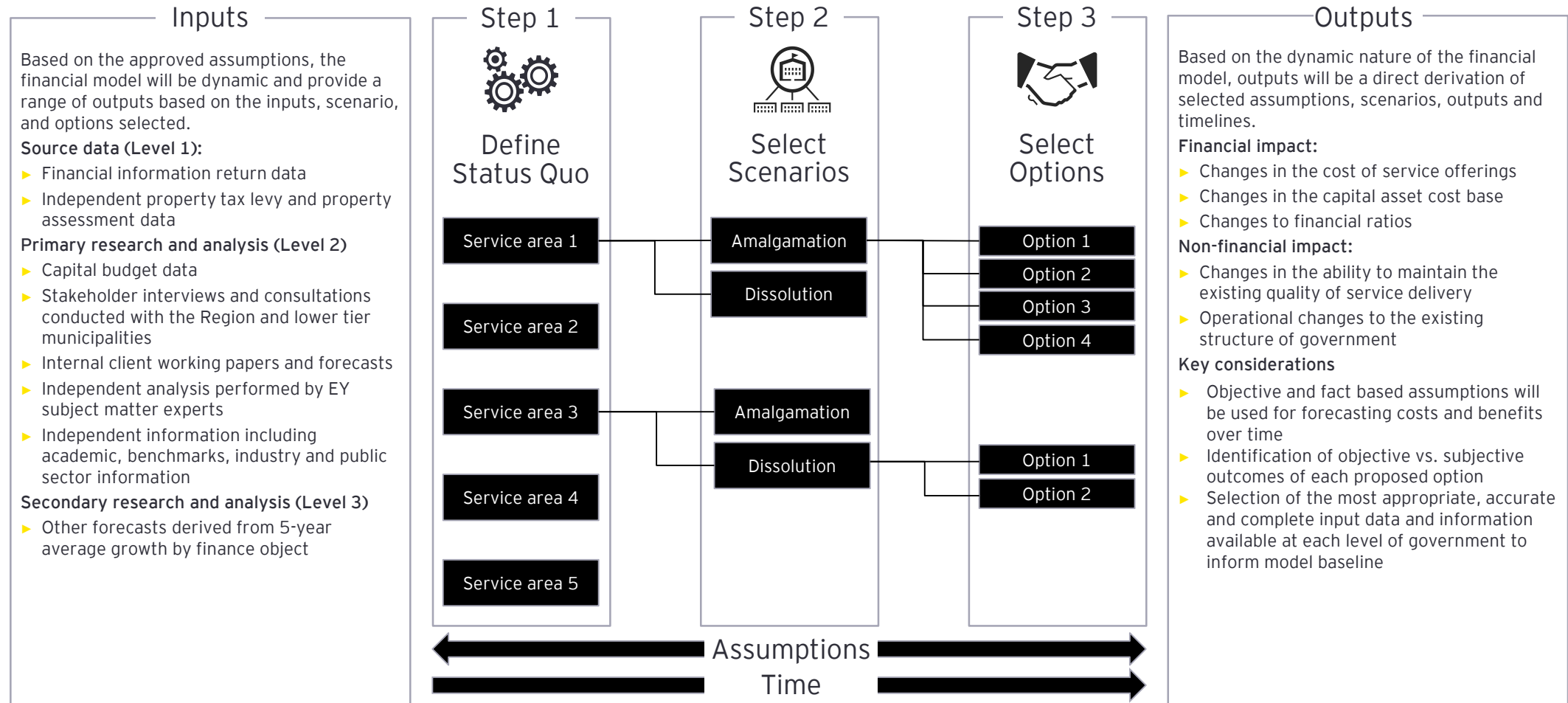
Financial Impact Analysis

Section E



E1. Financial Model

The financial model uses historical financial information, forecasted budgeted capital plans, wages and salaries, and full-time equivalent headcount for each municipality, with approved assumptions from the steering committee, to develop a flexible and dynamic financial model to assess the financial impact for various options under each scenario for the ten-year period 2019-2028.



E2. Status Quo: Consolidated Service Lines by Municipality

Net Cost of Service by Municipality

Financial impact analysis is driven off the baseline Status Quo model that forecasts the net cost of service for each municipality for the ten-year period 2019-2028. The Status Quo forecasts reflect known budget plans for each municipality and estimated growth thereafter based on agreed assumptions.

Figure 4. Net Cost of Service - Status Quo Consolidated by Municipality

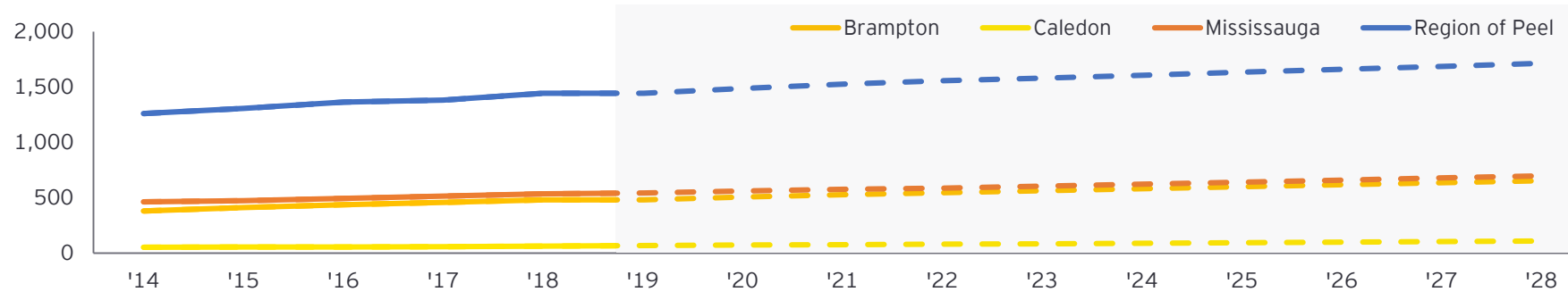


Table 2. Net Cost of Service - Status Quo Consolidated by Municipality

Net Cost of Service, \$ Million, Real 2018 dollars

Municipality	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Brampton	381	411	438	458	482	481	506	527	545	563	581	599	618	636	655
Caledon	52	56	56	58	63	69	73	76	80	84	89	93	98	103	109
Mississauga	464	473	493	514	535	543	562	576	587	605	622	641	660	679	699
Region of Peel	1,261	1,308	1,365	1,382	1,444	1,443	1,487	1,526	1,558	1,582	1,608	1,634	1,660	1,688	1,716
Total	2,157	2,248	2,352	2,413	2,524	2,536	2,627	2,705	2,770	2,834	2,900	2,967	3,036	3,106	3,178

Highlights of Analysis

- Compound annual growth rates, by municipality in Status Quo are:
 - Brampton: 3.9%
 - Caledon: 5.5%
 - Mississauga: 3.0%
 - Region: 2.2%
- At a consolidated level, the compound annual growth rate is 2.8%
- In 2018, municipalities made up the following proportion of the aggregate service line expenditure:
 - Brampton: 19.1%
 - Caledon: 2.5%
 - Mississauga: 21.2%
 - Region: 57.2%

E3. Amalgamation: Consolidated Service Lines by Municipality

Net Cost of Service Status Quo vs. New Entity

Amalgamation consolidates all underlying service lines by municipality into a single "New Entity". The net cost of service is represented as a range between Upper and Lower Amalgamation Bounds, reflecting defined assumptions of changes to underlying service line costs. The amalgamation period is modelled to be complete by 2022.

Figure 5. Net Cost of Service - Comparison of Status Quo to Upper and Lower Amalgamation Bounds

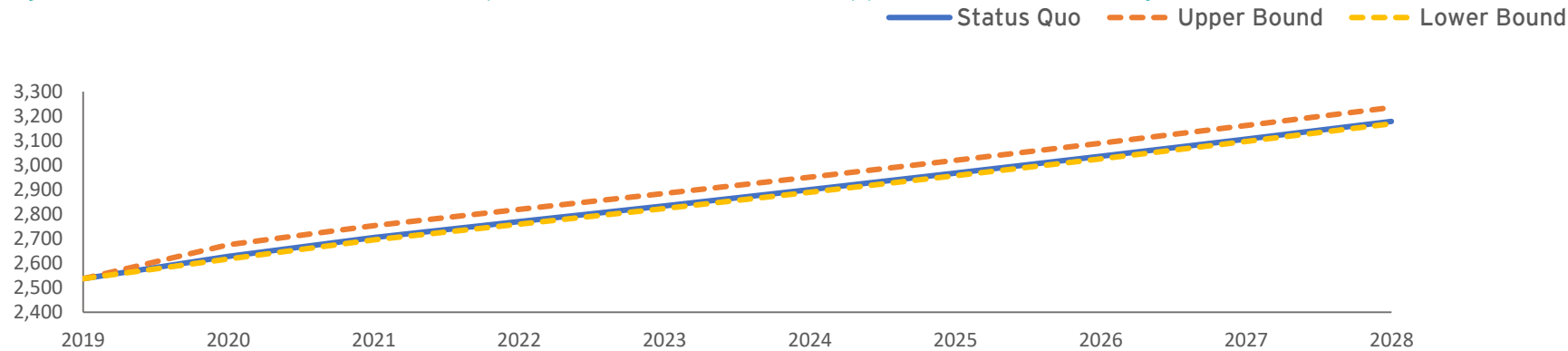


Table 3. Net Cost of Service - Comparison of Status Quo to Amalgamation model

Net Cost of Service, \$ Million, Real 2018 dollars

Status Quo		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2020 - 2028 Total
Net cost of service	Brampton	481	506	527	545	563	581	599	618	636	655	5,229
	Caledon	69	73	76	80	84	89	93	98	103	109	806
	Mississauga	543	562	576	587	605	622	641	660	679	699	5,630
	Region of Peel	1,443	1,487	1,526	1,558	1,582	1,608	1,634	1,660	1,688	1,716	14,457
	Total	2,536	2,627	2,705	2,770	2,834	2,900	2,967	3,036	3,106	3,178	26,122
Amalgamation												
Net cost of service	Upper Bound	2,536	2,675	2,753	2,819	2,884	2,951	3,019	3,089	3,161	3,235	26,586
	Lower Bound	2,536	2,617	2,695	2,759	2,823	2,889	2,957	3,026	3,096	3,169	26,031

Highlights of Analysis

Cumulative change from 2020 to 2028 Forecast

- The total net cost of service change is a decrease of \$92M to an increase of \$464M
- This is a (0.4%) to 1.8% change in total net cost of service

Annualized change in 2022 at completed amalgamation

- The one year net cost of service change is a decrease of \$11M to an increase of \$49M
- This is a (0.4%) to 1.8% change in total net cost of service in 2022

Source: Municipal data; model calculations

E4. Amalgamation: Consolidated Service Lines by Municipality

Impact on FTE Costs, Assets and Liabilities, and Transition Costs

Amalgamation assumes FTEs are consolidated and wages are harmonized with corresponding impact on FTE costs. Post-amalgamation assets and liabilities are consolidated to the New Entity.

Table 4. FTE Analysis - Amalgamation reported by municipality

	Pre-Amalgamation		Adjustments		Harmonization	Post-Amalgamation	
	Total FTEs	FTE Costs	FTE Adjustments	FTE Costs	Wage Harmonization Costs	Total FTEs	FTE Costs
Brampton	3,468	355.1	-	-	-	-	-
Caledon	396	41	-	-	-	-	-
Mississauga	4,595	495.3	-	-	-	-	-
Region of Peel	7,640	934.9	-	-	-	-	-
Total	16,099	1,826.3	(298 - 74)	(33.6 - 3.5)	59.4 - 60.4	15,801 - 16,025	1,852 - 1,883

Highlights of Analysis

FTE Adjustments

- Total annualized FTE costs are modeled to increase by \$26m - \$57m (\$2018)
- This represents a range of 1.4% to 3.1% increase over Status Quo

Capital and Debt Analysis

- All capital and debt is allocated to the new entity

Table 5. Capital and Debt Analysis - Amalgamation reported by municipality

	Pre-Amalgamation		At Amalgamation		Amalgamation Complete		Allocations	
	Capital	Debt	Capital	Debt	Capital	Debt	Capital	Debt
Brampton	3,797	23	-	-	-	-	(3,797)	(23)
Caledon	608	12	-	-	-	-	(608)	(12)
Mississauga	8,111	177	-	-	-	-	(8,111)	(177)
Region of Peel	14,804	1,908	-	-	-	-	(14,804)	(1,908)
New Entity	-	-	28,629	2,120	30,620	2,120	28,629	2,120

Source: Municipal data; model calculations

E5. Amalgamation: Consolidated Service Lines by Municipality

Net Cost of Service Change by Service Line

Amalgamation assumes FTEs are consolidated and wages are harmonized with corresponding impact on FTE costs. Post-amalgamation assets and liabilities are consolidated to the New Entity.

Table 6. Net Cost of Service - Change in NCOS for Amalgamation v. Status Quo at the Service Line Level

Service Line	Status Quo	Amalgamated Entity		\$ Change		% Change	
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound	Upper Bound
SL1. Internal and Other	586	566	585	(20)	(1)	(3.4%)	(0.2%)
SL2. Fire	216	222	223	6	7	2.8%	3.2%
SL3. Police	461	461	467	-	6	-	1.3%
SL4. Housing	125	125	125	-	-	-	-
SL5. Human and Social Services	61	61	61	-	-	-	-
SL6. Parks and Recreation	125	119	144	(6)	19	(4.8%)	15.2%
SL7. Land Use Planning	16	14	17	(2)	1	(12.5%)	6.3%
SL8. Transit	187	187	198	-	11	-	5.9%
SL9. Waste Management	113	113	113	-	-	-	-
SL10. Water and Wastewater	437	437	437	-	-	-	-
SL11. Roads and transportation and Other Public Works (incl. Stormwater)	215	222	222	7	7	3.3%	3.3%
SL12. All Other	229	232	233	3	4	1.3%	1.7%
Total	2,770	2,759	2,819	(11)	49	(0.4%)	1.8%

Highlights of Analysis

Annualized change in 2022 at completed amalgamation

- On a gross basis, the most significant reduction in annualized NCOS would come from Internal and Other Services
- On a gross basis, the most significant increases in annualized NCOS would come from:
 - Roads and transportation and Other Public Works
 - Fire
 - All Other
- The largest ranges are for Parks and Recreation and Land Use Planning

Net Cost of Service, 2022, \$ Million, Real 2018 dollars

Source: Municipal data; model calculations

E6. Dissolution: Consolidated Service Lines by Municipality

Net Cost of Service Status Quo vs. Dissolution

Dissolution allocates current Region of Peel services to the single-tier municipalities on the agreed basis with corresponding impact on Upper and Lower Dissolution Bound net costs of service. The dissolution period is modelled to be complete by 2022.

Figure 6. Net Cost of Service - Comparison of Status Quo to Upper and Lower Dissolution Bounds

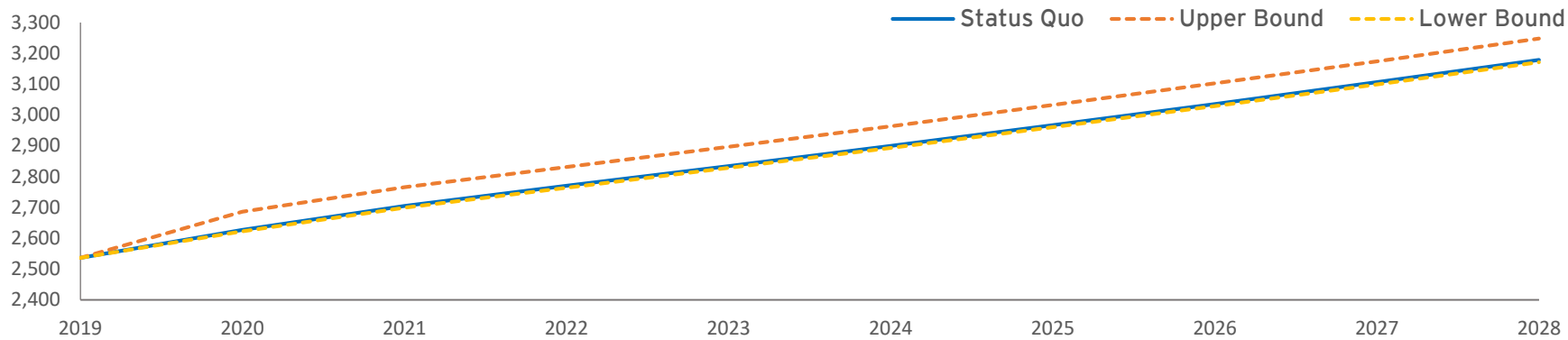


Table 7. Net Cost of Service - Comparison of Status Quo to Dissolution

Net Cost of Service, \$ Million, Real 2018 dollars

Status Quo		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2020 - 2028 Total
Net cost of service	Brampton	481	506	527	545	563	581	599	618	636	655	5,229
	Caledon	69	73	76	80	84	89	93	98	103	109	806
	Mississauga	543	562	576	587	605	622	641	660	679	699	5,630
	Region of Peel	1,443	1,487	1,526	1,558	1,582	1,608	1,634	1,660	1,688	1,716	14,457
	Total	2,536	2,627	2,705	2,770	2,834	2,900	2,967	3,036	3,106	3,178	26,122
Dissolution		2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2020 - 2028 Total
Net cost of service	Brampton	-	1,071 - 1,095	1,107 - 1,131	1,136 - 1,161	1,164 - 1,190	1,192 - 1,219	1,221 - 1,248	1,250 - 1,278	1,279 - 1,308	1,309 - 1,338	10,728 - 10,969
	Caledon	-	142 - 143	147 - 148	152 - 154	157 - 158	162 - 163	167 - 168	172 - 173	177 - 179	183 - 184	1,458 - 1,469
	Mississauga	-	1,409 - 1,448	1,446 - 1,486	1,476 - 1,516	1,507 - 1,549	1,540 - 1,582	1,573 - 1,616	1,607 - 1,652	1,643 - 1,688	1,679 - 1,725	13,880 - 14,262
	Region of Peel	-	1,443 - 1,487	1,526 - 1,570	1,558 - 1,602	1,582 - 1,626	1,608 - 1,652	1,634 - 1,678	1,660 - 1,704	1,688 - 1,732	1,716 - 1,760	14,457 - 14,841
	Total	-	2,622 - 2,686	2,699 - 2,765	2,764 - 2,831	2,828 - 2,897	2,893 - 2,964	2,960 - 3,032	3,029 - 3,103	3,099 - 3,174	3,171 - 3,248	26,067 - 26,700

Highlights of Analysis

Cumulative change from 2020 to 2028 Forecast

- The total net cost of service change ranges from a decrease of \$56M to an increase of \$578M
- This represents a 0.2% to 2.2% change in total net cost of service

Annualized change in 2022 at completed dissolution

- The one year net cost of service change is an decrease of \$6M to an increase of \$61M
- This is a (0.2%) to 2.2% change in total net cost of service in 2022

Source: Municipal data; model calculations

E7. Dissolution: Consolidated Service Lines by Municipality

Impact on FTE Costs, Assets and Liabilities, and Transition Costs

The Dissolution assumes Regional FTEs are allocated with corresponding impact on FTE costs. Post-dissolution assets and liabilities are consolidated to the single-tier municipalities.

Table 8. FTE Analysis - Dissolution reported by municipality

	Pre-Amalgamation		Adjustments		Harmonization	Post-Amalgamation	
	Total FTEs	FTE Costs	FTE Adjustments	FTE Costs	Wage Harmonization Costs	Total FTEs	FTE Costs
Brampton	3,468	355.1	-	-	-	-	3,468
Caledon	396	41	-	-	-	-	396
Mississauga	4,595	495.3	-	-	-	-	4,595
Region of Peel	7,640	934.9	-	-	-	-	7,640
Total	16,099	1,826.3	(39) - 359	(6) - 53	16,060 - 16,458	1820.3 - 1879.3	16,099

Table 9. Capital and Debt Analysis - Dissolution reported by municipality

	Pre-Amalgamation		At Amalgamation		Amalgamation Complete		Allocations	
	Capital	Debt	Capital	Debt	Capital	Debt	Capital	Debt
Brampton	3,797	23	6,204	273	11,170	772	7,373	749
Caledon	608	12	1,210	36	2,617	83	2,009	71
Mississauga	8,111	177	10,942	540	16,867	1,265	8,757	1,088
Region of Peel	14,804	1,908	10,273	1,272	-	-	(14,804)	(1,908)

Source: Municipal data; model calculations

Highlights of Analysis

Capital and Debt Analysis

- At the completion of dissolution modeled for 2022, the impact is a net increase as follows:
- Brampton: Capital of \$7.4bn (\$2018) (c. 2.5 times higher than current) and Debt of \$772m (\$2018) (c. 33.6 times higher than current)
- Caledon: Capital of \$2.0bn (\$2018) (c. 2.2 times higher than current) and Debt of \$83m (\$2018) (c. 7.1 times higher)
- Mississauga: Capital of \$8.8bn (\$2018) (c. 2.0 times higher than current) and Debt of \$1.0bn (\$2018) (c. 7.1 times higher than current)

E8. Amalgamation and Dissolution: Transition Costs

Impact on Transition Costs

Table 10. One-time transition costs - Amalgamation and Dissolution

\$ Million, Real 2018 dollars

Benchmarking approach		Amalgamation	Dissolution ²
Transition board budget ¹		12	12
Change management, restructuring & transition support	Integrated policy, consulting, regional systems, and supplies	36	36
	Customer facilitation, project management, change management	15.5	15.5
IT	Corporate management systems, new municipal budget system, purchasing and payable systems, record management system	4.5	4.5
Land use planning	Development of new zoning bylaws, consolidation of plans and agreements, needs assessments and other studies	16.5	NA
Fire	Software integration, other associated costs	4	NA
Parks and recreation	Information system integration, other associated costs	2.6	NA
Roads and transportation and other public works	Information system integration, other associated costs	1	NA
Subtotal		92.1	68
Other Calculations			
Workforce adjustment costs	Severance pay	12.5 - 19.5	5 - 10
ERP	Consolidated ERP system	Immaterial	NA
Grand total		104.6 - 111.6	73 - 78

Case study: Hamilton amalgamation (all values in 2018 real dollars)

Source: Rinaldo, J. (2001) Updated Estimates of Amalgamation Costs for New City of Hamilton

Notes:

1. Transition Board Budget includes costs associated with the setup and operation of a transition board for the new municipal structure, as well as expenses to set up the joint boards for utilities and police
2. Dissolution costs represent expenditures across all municipalities, quantified as a cumulative amount
3. One-time costs of transition in dissolution are allocated to municipalities on the basis of the proportion of the dissolved Region's net costs of service assumed. This would be Brampton 38%, Caledon 5% and Mississauga 57%

Highlights of Analysis

One-time Transition Costs

- One-time transition costs support completion of amalgamation and dissolution by 2022
- Change management, restructuring and transition support, transition board budget, and workforce adjustment costs represent the most significant one-time transition costs

Notes

- Over 1,000 contracts were reviewed with no material termination costs or contract transfer costs identified
- Allocation of costs by service line or municipality would need to be determined in the future based on the specific requirements of transition

E9. Dissolution: Consolidated Service Lines by Municipality

Net Cost of Service Change by Service Line

Change in net cost of service for the Dissolution model compared to the Status Quo can be reported at the service line level by municipality. Upper and Lower Dissolution Bounds are determined at the service line level based on the agreed assumptions.

Table 11. Net Cost of Service - Change in NCOS for Dissolution v. Status Quo at the Service Line Level by Municipality

Service Line	Status Quo	Dissolved Entitles								\$ Change		% Change	
		Brampton		Caledon		Mississauga		Consolidated		Lower Bound	Upper Bound	Lower Bound	Upper Bound
		Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound	Upper Bound	Lower Bound	Upper Bound				
SL1. Internal and Other	586	267	269	47	47	261	264	574	580	(12)	(6)	(2.0%)	(1.1%)
SL2. Fire	216	83	83	9	9	125	125	216	216	0	0	0.1%	0.1%
SL3. Police	461	170	190	13	14	277	309	460	513	(1)	52	(0.1%)	11.2%
SL4. Housing	125	39	39	6	6	81	83	126	128	1	3	0.5%	2.7%
SL5. Human and Social Services	61	30	30	2	2	32	32	63	64	2	3	3.3%	4.7%
SL6. Parks and Recreation	125	57	57	11	11	57	57	125	125	(0)	(0)	(0.1%)	(0.1%)
SL7. Land Use Planning	16	3	4	0	0	8	9	12	13	(4)	(3)	(26.5%)	(16.5%)
SL8. Transit	187	80	80	0	0	107	107	187	187	0	0	0.1%	0.1%
SL9. Waste Management	113	48	48	7	7	59	60	114	115	1	2	0.7%	1.7%
SL10. Water and Wastewater	437	179	179	15	15	244	244	437	437	0	0	0.0%	0.0%
SL11. Roads and transportation and Other Public Works (incl. Stormwater)	215	95	95	28	29	94	95	218	218	3	3	1.3%	1.4%
SL12. All Other	229	87	88	16	16	130	132	233	236	4	7	1.7%	3.0%
Total	2,770	1,136	1,161	152	154	1,476	1,516	2,764	2,831	(6)	61	(0.2%)	2.2%

Highlights of Analysis

Annualized change in 2022 at completed dissolution

- On a gross basis, the most significant reduction in annualized NCOS would come from Internal and Other Services, followed by Land Use Planning
- On a gross basis, the most significant increases in annualized NCOS would come from:
 - Human and Social Services
 - All Other
- The range of potential impact for Peel Regional Police reflects two allocation models - one by MPAC assessment, the other by a weighted average based 50% on property count and 50% on time-weighted calls for service

Net Cost of Service, 2022, \$ Million, Real 2018 dollars

Source: Municipal data; model calculations

E10. Dissolution: Consolidated Service Lines by Municipality

Impact on Transition Costs

The financial metrics analysis is driven off of the baseline Status Quo model that forecasts assets, liabilities, non-tax revenue, operational expenditure and known budgeted capital expenditure for each municipality for the ten-year period 2019-2028. The Status Quo forecasts reflect known budget plans for each municipality and estimated growth thereafter based on agreed assumptions. The below analysis provides commentary on the financial health for the new amalgamated entity and each municipality as at 2022, the year assumed the proposed change in governance would be complete.

Amalgamation

- The increase in operational spending is greater than the increase in operating balance, reducing the operating balance to operational spending ratio relative to the status quo
- Increased non-tax revenues are offset by increases in operating expenditure, resulting in a decrease to non-tax revenues as a percent of operating expenditures
- Growth in non-tax revenue is much greater under amalgamation than the growth of non-tax revenue under dissolution, strengthening the operating balance overall
- The modelled newly amalgamated entity's long-term debt to operational spending is similar to the combined financials of each municipality under the status quo scenario, with slightly higher operating expenditure, resulting in a lower ratio of long-term debt to operating expenditure

Dissolution

- An increase in operating spending offsets the increase in operating balance, reducing the operating balance to operational spending ratio relative to the status quo
- The higher cost scenario reduces operating balance relative to the operational spending, largely driven by changes in wage harmonization costs
- Given the Region's relatively large balance of tangible capital assets and long-term debt, each respective municipalities' long-term debt to operating expenditures increase upon receipt of its allocated share of the Region's long-term debt
- The aggregate tangible capital assets and long-term debt do not vary materially from the Status Quo

Recommended for Further Analysis

Section F



F1. Recommended for Further Analysis

It is unknown currently whether any service delivery model changes will affect the Region of Peel. The analysis presented herein offers an indication of the potential impact under the modelled assumptions. Further analysis would be required to analyze the impact of specific changes once they become known. Key areas of further analysis are outlined below and reflect both the unknown dimensions of a future change, and the known areas for further analysis identified as part of the current assignment.

A. Response to a change in overall service delivery models and governance

Once any Provincial decision is taken that would affect service delivery model and governance changes, key issues to be addressed would include:

- ▶ Detailed examination of the Provincially mandated changes to identify the specific parameters in play. Emphasis should be on:
 1. Changes to overall legislation and regulations that establish mandate and authority for the new jurisdictions.
 2. Detailed mapping of any such changes to the Status Quo to identify specific implications for the existing municipalities and service lines.
 3. Analysis of the financial and service-level impact of mandated changes to inform transition strategies.
- ▶ Detailed transition planning will be required and should include at a minimum focus on the following:
 1. Regardless of the specifics of mandated changes, each jurisdiction should engage in detailed transition planning and risk management to ensure all obligations are appropriately discharged.
 2. Focus should be on strategies and tactics to maintain and/or enhance service levels for recipients, ensure appropriate treatment of directly and indirectly affected stakeholders, employees, commercial partners, ratepayers, taxpayers, and constituents in response to the Provincially mandated changes.
 3. Development of a transition management approach with necessary financial, staffing, workplans, schedules, engagement, communication, risk management, change management, benefits tracking, and reporting functions.
 4. Transition costs may or may not be partially or wholly funded by the province. Municipalities should seek to understand how they may be supported in such a scenario and seek to optimize any available transition support.

F2. Recommended for Further Analysis

It is unknown currently whether any service delivery model changes will affect the Region of Peel. The analysis presented herein offers an indication of the potential impact under the modelled assumptions. Further analysis would be required to analyze the impact of specific changes once they become known. Key areas of further analysis are outlined below and reflect both the unknown dimensions of a future change, and the known areas for further analysis identified as part of the current assignment.

B. Items identified as part of the current analysis

- ▶ As more information becomes available about recently announced Provincial measures affecting the four current municipalities, each municipality should assess the financial impacts of new policies and develop appropriate plans in response. For example, changes to provincial funding levels and delivery models related to areas such as public health, paramedic services, social assistance and employment, child care, housing and homelessness, and the Ontario Municipal Board should be analyzed to determine impacts. Once these impacts are known, an update to the financial impact analysis of potential service delivery model changes should be provided for the Status Quo, Amalgamation, and Dissolution scenarios.
- ▶ The identification of the means for funding any additional expenditures that have been identified in the scenarios will be the decision of elected officials. Funds can be made available a number of ways including development charges, service level and delivery changes, tax rates and ratios. Specific analysis of such decisions would need to be assessed (e.g., analysis of broader economic impact and/or the costs and benefits of potential policy changes).
- ▶ Should overall governance changes require an alternative to the Status Quo, analysis of direct impact on service levels and beneficiaries should be considered as part of analysis provided to elected officials for required specific policy choices.
- ▶ Once any specific governance changes are known, updated analysis of the key drivers of impact modelled in the current assignment should be provided, with a focus on the areas of most significant potential impact. For example these areas could include:
 1. FTE impacts and wage harmonization.
 2. Potential policy decisions to amalgamate service levels (e.g., Parks and Recreation).
 3. Various police governance and funding model choices.

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Memorandum

Date: Tuesday, May 21, 2019

To: Members of Council

From: Sandra Dolson, Economic Development Officer, Strategic Initiatives

Subject: Economic Development Strategy Project Overview

Caledon Council's Work Plan and the corporate strategic plan, reflect the importance of our rural economy and indicate the need for an Economic Development Strategy.

Caledon's first Economic Development Strategy (Strategy) was approved by Council in 2008. The Strategy provided guidance for the Economic Development division for a 4-year period. Given the opportunities and challenges of growth in the Greater Toronto Area and the changing market place a new strategy based on current research is warranted.

In addition, the Town is currently undertaking an Official Plan review to form the vision and guide development for the municipality to 2041. The Strategy and supporting research will provide important guidance to this process regarding business attraction and retention.

The Strategy will be based on significant research and will identify key strategic challenges for economic development and provide relevant direction in the form of short, medium and long-term goals and actions to guide the Town's Economic Development initiatives for the next 10 years.

An experienced consultant specializing in Economic Development will be hired to complete the project.

The project will follow a two-stage process.

Stage 1: Research

It is imperative that the development of the Strategy be based on relevant research utilizing the most current data from various sources, consultation and best practices.

Research will consist of, but not be limited to:

- key economic indicators, demographics, labour force analysis, inventory of economic development assets and sector analysis
- analysis of all Village commercial cores, including vacancy rate, providing an assessment of the local economic impact
- jurisdictional review of policies, tools and tactics used in comparable Ontario municipalities to encourage downtown revitalization
- identify existing policies, fees and tax structures in comparison to GTA municipalities which may threaten Caledon's ability to remain competitive
- perform a SWOT analysis of the local economy through consultations with relevant stakeholders

- identify emerging economic trends on a national and international level that may have an impact on shaping the local economy.
- conduct a detailed economic analysis of 3 comparator communities
- assess investment readiness

Stage 2: Strategy & Implementation Plan Development

The Strategy will consist of a vision, goals, strategies, and measurable action items to achieve diversified business attraction, business retention, downtown revitalization, support rural/agricultural businesses, development and growth of entrepreneurship and the tourism sector.

The Strategy will include an Implementation Plan (Plan). The Plan will include, but not be limited to:

- realistic and prioritized short, medium and long-term actions and tactics including roles and responsibilities, timeframes, evaluation criteria, and key performance indicators
- recommendations for improvement of investment readiness, including employment land needs
- recommendations for tools and tactics to encourage downtown revitalization
- recommendations to improve community capacity gaps to foster the development of the identified sectors and attract business
- identify financial implications, funding sources and potential partnerships
- recommend potential key sectors, newly identified or otherwise, to pursue for increased economic diversification including a plan to target those sectors
- recommendations of potential collaborative and alignment opportunities with partners
- identify staff capacity to execute actions and based on comparators and best practices, provide advice/recommendations should gaps exist

The Strategy will provide the Town of Caledon, its business community, leadership, and Economic Development and Tourism Division with a significantly improved understanding of trends and key policy directions, actions and tactics to be undertaken by the Division and by municipal Departments and may include partnership with key businesses and organizations.

Ultimately the implementation of the Economic Development Strategy will create an environment that is conducive to attracting and retaining current, new and diverse investment that will create employment, diversify the Town's tax base and generate wealth and opportunity for the Town while maintaining a balance of high quality urban and rural living.

Financial Implications

The estimated budget for the economic development strategy project is \$60,000 and will be funded from Strategic Initiatives, Economic Development's 2019 and 2020 budget, account # 01-03-235-45020-365-62335 Contracted Services.

Next Steps

Economic Development staff are currently working with Purchasing staff in the formulation of an RFP to secure consulting services for both research and strategy development. Following the retention of a consult, staff projects the following timeline:

- Stage 1 Research – July to October 2019
- Stage 2 Strategy & Implementation Plan Development – November to December 2019
- Report to Council – January - March 2020

Memorandum

Date: Tuesday, June 18, 2019

To: Members of Council

From: Amedeo Valentino, Manager, Purchasing & Risk Management, Finance & Infrastructure Services

Subject: Purchasing Bi-annual Report for January 2019 to May 2019

As outlined in Purchasing By-law 2019-24, the Manager, Purchasing and Risk Management shall prepare a report summarizing all formal acquisitions of goods and services over \$50,000 and all single source, sole source and co-operative awards twice annually. The Purchasing & Risk Management Division issued 15 contracts from January 2019 to May 2019.

All procurements and awards up to \$50,000 are decentralized and are managed and overseen by individual department General Managers for their respective departments.

Procurements Managed by the Purchasing & Risk Management Division
(January 2019 – May 2019)

Request for Tender Formal Acquisition Process

Reference #	Short Description	Department	Awarded Vendor	Contract Award Amount (incl. of non-recoverable HST)
2019-06	Reconstruction of Castlederg Sideroad (The Gore Road to Duffys Lane)	Finance & Infrastructure Services	Pave-AI Limited	\$2,842,625
2019-08	Loring Court Pond Retrofit	Finance & Infrastructure Services	Metric Contracting Services Corporation	\$780,386
2019-10	Centerville Creek Culvert Replacement	Finance & Infrastructure Services	NEI Construction Corp.	\$488,238
2019-33	Fire Tower Training Site Works	Finance & Infrastructure Services	Buildscapes Construction Ltd.	\$340,129
2019-14	Ellwood and Victoria Parks Tennis Court Rehabilitation	Community Services	Serve Construction Ltd.	\$86,623
2019-20	Rubber Playground Surfacing Replacements at Keith McCreary and North Hill Park	Community Services	Softline Solutions AB Inc.	\$79,873

Procurements Managed by the Purchasing & Risk Management Division
(January 2019 – May 2019)

Request for Tender Formal Acquisition Process (continued)

Reference #	Short Description	Department	Awarded Vendor	Contract Award Amount (incl. of non-recoverable HST)
2019-24	Generator for Yard 1	Finance & Infrastructure Services	Sommers Motor Generator Sales Ltd.	\$50,371

Request for Proposal Formal Acquisition Process

Reference #	Short Description	Department	Awarded Vendor	Contract Award Amount (incl. of non-recoverable HST)
2019-03	2019 Road Enhanced and Growth related program Detailed Design	Finance & Infrastructure Services	Chisholm Fleming & Associates	\$474,751
2019-12	EA and Detailed Design of Old School Road from Bramalea Road to Torbram Road and from Torbram Road to Airport Road	Finance & Infrastructure Services	Ainley & Associates Limited	\$258,536
2018-89	Purchase of a Used Air/Light support vehicle	Community Services	Company Two Fire	\$163,714

Procurements Managed by the Purchasing & Risk Management Division
(January 2019 – May 2019)

Request for Proposal Formal Acquisition Process (continued)

Reference #	Short Description	Department	Awarded Vendor	Contract Award Amount (incl. of non-recoverable HST)
2019-11	Community Climate Change Mitigation and Adaptation Action Plan Update and Land Use Planning and Climate Change Policy Discussion Paper	Finance & Infrastructure Services	Sustainability Solutions Group Workers Cooperative o/a SSG	\$166,525
2019-27	Detailed Design of McLaughlin Road from Olde Base Line Road to Boston Mills Road and Boston Mills Road to King Street	Finance & Infrastructure Services	McIntosh Perry Consulting Engineers Ltd.	\$162,815
2019-07	Acoustic fence replacement on Albion Vaughan Road - Detailed Design	Finance & Infrastructure Services	The Greer Galloway Group Inc.	\$160,709
2019-02	Various bridges and Culverts Structure Assessment (OSIM)	Finance & Infrastructure Services	GHD Limited	\$110,206
2019-35	Contract Administration and Inspection Services for Castlederg Side Road Reconstruction Phase I – From the Gore Road to Humber Station Road Phase II – From Humber Station Road to Duffys Lane	Finance & Infrastructure Services	Chisholm Fleming & Associates	\$87,577

Procurements Managed by the Purchasing & Risk Management Division
(January 2019 – May 2019)

Single Source Procurement Awards

Short Description	Department	Awarded Vendor	Contract Award Amount (incl. of non-recoverable HST)
Architectural services for Steam room renovation at the Caledon Centre for Recreation & Wellness	Community Services	James Fryett Architect Inc.	\$16,678
Amanda software property information validation – IT consulting	Community Services	Random Access Inc.	\$25,740
VMware licensing	Corporate Services	Insight Canada	\$11,900
telephone services - SIP	Corporate Services	Introtel Communications Inc	\$17,000
Population and housing growth tracking system – consulting services	Community Services	Watson & Associates Economists Ltd.	\$27,271
Corporate website redesign	Strategic Initiatives	eSolutions Group	\$43,050
Corporate website hosting services	Strategic Initiatives	eSolutions Group	\$43,500
Corporate website content writing	Strategic Initiatives	eSolutions Group	\$21,000
Pingstreet Application license and support	Strategic Initiatives	eSolutions Group	\$15,000

Emergency Procurement Awards

Short Description	Department	Awarded Vendor	Contract Award Amount (incl. of non-recoverable HST)
Storm Sewer repair on Humberlea Road north of King Street Circumstance: catch basin blocked, disconnected and storm sewer deteriorated	Finance & Infrastructure Services	Marrex Construction and Excavating Ltd.	\$134,323

Memorandum

Date: June 18, 2019

To: Members of Council

From: Erin Britnell, Manager, Information Technology, Corporate Services (I)

Subject: Public Sector Network Update

The Town of Caledon is one of four partners in the Public Sector Network (PSN) for the Region of Peel. The following is the annual update to Council as required within the Partnership Agreement.

What is the PSN?

The PSN is a fibre optic network throughout the Region of Peel. It is a collaborative effort of the four municipalities within the Region. The purpose of the PSN is to provide an instant flow of data communications between municipal facilities across Mississauga, Brampton and Caledon, as well offers connectivity for other public sector agencies operating within Peel.

The PSN does not provide connectivity directly to residents and businesses. In cases where there is surplus PSN fibre it could be made available to private sector carriers through an agreement. This agreement would provide an equal value (a swap of fibre for example) back to the PSN from the carrier.

Each municipality is responsible for the costs of expansion to facilities within their own jurisdiction.

History of the PSN in Caledon

The PSN was founded in 1996, and the Town of Caledon joined the partnership in 2001. Currently, the PSN connects the following Town sites to Town Hall:

- Albion Bolton United Community Centre
- Animal Shelter
- Caledon Centre for Recreation and Wellness
- Caledon East Community Centre
- Caledon East Library
- Fire Headquarters
- Fire Station 302 (Bolton)
- Fire Station 302 - New location (Bolton)
- Fire Station 303 (Caledon East)
- Fire Station 307 (Valleywood)
- Mayfield Recreation Centre
- OPP (Innis Lake Road)
- Southfields Community Centre (coming Fall 2019)
- Valleywood Library
- Yard 1

- Yard 2
- Yard 3

Current Status of the PSN

The PSN currently consists of 812 kilometers of fibre connecting 939 partner (owners of the PSN network) and subscriber (broader public sector organizations that pay to gain access to the network) facilities'. These are divided as follows:

Partners (and subsidiaries):

Partner	Number of Facilities Connected
Region of Peel	181
Peel Regional Police	22
City of Mississauga	335
City of Brampton	367
Town of Caledon	17

Subscribers:

Subscriber	Number of Facilities Connected
Sheridan College	2
William Osler Health Centre	3
Trillium Health Centre	12

PSN provides highly reliable service. During 2018, there were ten incidents where fibre was damaged resulting from traffic incidents affecting overhead cable, damage caused by contractors digging (despite locate services) or even animals chewing through the fibre. Incidents are generally repaired within a few hours. However, since most critical facilities have redundant connections, in most cases no actual loss of service was experienced.

General PSN Activities in 2018

- 49 kilometers of new fibre optic cables were installed.
- 72 partner connections were added- 9 staffed sites and 63 "nodes"
- Designing and building alternative routes for key sites along the planned Hurontario LRT corridor
- Working with Metrolinx, affected utilities and Alectra on projects requiring the relocation of existing fibre

Caledon-specific PSN Activity

- In 2019, two additional facilities will be added to the PSN Network; Fire Station 302 in Bolton and Southfields Community Centre.
- Planning is currently taking place to add fibre in Bolton to create redundancy (a backup loop) in the east part of Caledon's network to be added in 2020-2021 (to align with existing construction plans by the Region) in collaboration with the Region of Peel and Hydro One. This will ensure that if one line goes down, there will not be a loss in service.

Overall PSN Financial Summary

The PSN Steering Committee consists of representatives from the Region of Peel, and the three area municipalities. The Committee provides oversight for the expenditures and revenues of the overall network.

The overall PSN operating budget, which is substantially funded from subscriber's revenues, is for the general maintenance and operations of the Network. The individual municipalities are asked to provide funding contributions as required to offset the subscriber revenues.

In general, the PSN financials remain stable, despite higher than anticipated costs for fibre locate services which led to higher than anticipated 2018 operating expenses. The impact of this was a smaller than budgeted contribution to reserve. The Reserve Fund (which is maintained by the Region) balance at the end of 2018 stood at \$716K and is anticipated to reach \$786K by the end of 2019. Appendix one and two provide summaries of the 2018 PSN Financial Statements and 2019 PSN Operating Budget.

This budget was presented and approved by the Region of Peel on June 13th, 2019.

Town-Specific Financial Impact

The 2019 Overall PSN Proposed Budget has no operating impact for the Town due to the ability to fund operations through subscriber revenues.

Expansion of the network to new facilities within the Town is funded through the Town's regular capital budget process. Currently, there is one open 2018 capital project #18-125 IT-Public Sector Network Extension for \$200,000 to complete the ongoing expansions as listed above. Any additional capital requirements for future builds or maintenance of existing infrastructure would come to Council for approval during budget discussions.

Conclusion

PSN remains an example of the benefits derived through co-operation and partnership among municipalities and with the broader public sector in Peel.

Appendices

- I- 2018 PSN Financial Statements
- II- 2019 PSN Operating Budget

Appendix I - Public Sector Network, Revenue and Expenditure Statement for 2018

Public Sector Network Revenue and Expenditure Statement For the Year Ended December 31, 2018			
	2018 Budget	2018 Actual	Variance Inc / (Dec)
Revenues			
Sheridan College	102,204	102,204	-
University of Toronto	1,004	1,504	500 (1)
Trillium Health Partners	231,044	231,044	(0)
William Osler Health System	72,339	72,339	-
Total Revenues	406,591	407,091	500
Common Expenses			
Cable locate services	230,000	248,003	18,003 (2)
One Call Services	15,000	17,955	2,955 (3)
Maintenance	15,000	45,733	30,733 (4)
Network Upgrades	30,000	0	(30,000) (5)
Operational Costs	55,000	53,615	(1,385)
Contribution to Reserve Fund	75,000	35,937	(39,063) (6)
Other	4,266	5,847	1,581 (7)
Total Expenses	424,266	407,091	-17,175
Surplus / <Deficit>	(17,675)	-	17,675
Reserve Fund			
Opening balance, Jan 1, 2017	659,980	\$ 659,980	-
Contribution from Operating account	75,000	\$ 35,937	(39,063)
Investment Income	17,500	\$ 20,103	2,603
Closing balance - Dec 31, 2017	\$ 752,480	\$ 716,021	\$ (36,459)
Notes:			
1. University of Toronto Link decommissioned in 2018 - no longer required			
2. Locate costs continue to climb due to high level of construction activity			
3. Ontario 1Call Services charges at fixed monthly rate for 2018 (and 2019)			
4. Higher maintenance costs resulting from inspections, due to aging infrastructure			
5. Shared funding not available for Network Upgrades			
6. Reduced reserve contribution to offset increase in locate and maintenance costs			

Appendix II - Public Sector Network, Proposed 2019 Operating Budget

Public Sector Network Proposed Budget for 2019				
	2019 Budget	2018 Budget	2018 Actual	Variance to 2018 Budget
Revenues				
Sheridan College	102,204	102,204	102,204	-
University of Toronto	-	1,004	1,504	(1,004) (1)
Trillium HealthPartners	243,044	231,044	231,044	12,000 (2)
William Osler Health System	72,339	72,339	72,339	-
Total Revenues	417,587	406,591	407,091	10,996
Common Expenses				
Cable locate services	285,000	230,000	248,003	55,000 (3)
One Call Services	18,000	15,000	17,955	3,000
Maintenance	5,000	15,000	45,733	(10,000) (4)
Network Upgrades	-	30,000	0	(30,000) (4)
Operational Costs	55,000	55,000	53,615	-
Contribution to Reserve Fund	50,000	75,000	35,937	(25,000)
Other	4,587	4,266	5,847	321
Total Expenses	417,587	408,103	417,467	-6,679
Surplus / <Deficit>	-	(1,512)	(10,376)	17,675
Reserve Fund				
Opening balance, January 1	716,021	659,980	659,980	56,041
Contribution from Operating account	50,000	75,000	35,937	(25,000)
Investment Income	20,000	17,500	20,103	2,500
Closing balance - December 31	786,021	752,480	716,021	33,541
Notes:				
1. UTM Link decommissioned in 2018 - no longer required				
2. One additional Trillium link (Trillium-Credit Valley)				
3. Locate costs continue to climb due to high level of construction activity				
4. Locate costs leave little or no shared revenue available for maintenance or network upgrades, meaning that owners will be required to absorb more of these costs				

Memorandum

Date: Tuesday, June 18, 2019

To: Members of Council

From: Devan Lobo, Senior Analyst (A), Corporate Initiatives, Strategic Initiatives

Subject: 2019 Association of Municipalities of Ontario (AMO) Conference

The Mayor and Members of Council continue to attend a number of municipal association conferences on behalf of the Town of Caledon, offering policy input and engaging with other orders of government. This memo is to provide Members of Council with an overview of staff support with respect to the Association of Municipalities of Ontario (AMO) Conference and proposed delegation requests.

From August 18-21, 2019, the AMO Conference will occur in Ottawa. This year's conference, Municipalities: Ontario's Frontline, will be a full educational conference, with access to industry experts, provincial representatives, and product and service providers discussing and debating current municipal issues. In addition, the Province is accepting delegation requests with provincial Ministers. Delegation requests with the Ministry of Municipal Affairs and Housing, the Ministry of Infrastructure, the Ministry of Transportation and the Ministry of Natural Resources and Forestry will be submitted to address advocacy priorities identified in the 2018-2022 Council Work Plan:

- Regional governance and rural representation
- Senior's housing challenges particularly aging in place amenities
- Broadband internet access for rural communities
- Natural gas expansion and affordable energy in Caledon
- Greater Toronto Area (GTA) West Corridor
- Caledon Transportation challenges including GO Transit
- Aggregate Rehabilitation Master Plans

The deadline to request a meeting is June 28, 2019. The Caledon delegation also plans to meet with the Official Opposition and NDP Caucus, Liberal Caucus and Green Party of Ontario who are currently accepting delegation requests via email.

As part of the Town's government relations efforts, municipalities can request delegations with Ontario government ministries as well as representatives of the opposition parties to present issues and challenges that require provincial support. In advance of these conferences, staff monitor provincial policy announcements and other issues impacting Caledon and submit delegation requests that align with previously endorsed Council policy positions. Leading up to the conferences, staff coordinate background information and briefing materials for the Mayor and Council, as well as provide support when requested at the advocacy meetings.

Next Steps

Once the Ministries confirm the Town's delegation requests (traditionally one week before the beginning of the conference), staff will work with the Office of the Mayor to co-ordinate conference briefing materials and schedule time to brief those attending the Conference.

Following the Conference, staff will provide further information to Council with a summary of what was requested and any follow-up action that was committed to in the meetings.

Memorandum

Date: Tuesday, June 18, 2019

To: Members of Council

From: Steven Lee, Financial Analyst, Finance and Infrastructure Services

Subject: 2019 Q1 Operating Budget Variance Report

MEMO HIGHLIGHTS

- There is an overall net favourable variance of \$1,372,732 in the 2019 Operating Budget variance as of March 31, 2019 (Quarter 1, 2019) comprised of:
 - \$673,346 favourable variance in overall revenues; and
 - \$699,386 favourable variance in overall expenditures

DISCUSSION

The purpose of this memo is to provide a high level overview of the 2019 Operating Budget variance (i.e. budget vs. actuals) for the first three months of 2019, from January 1, 2019 to March 31, 2019.

Variances reported during the year may be related to timing differences where the budget for a revenue or expense is in a particular month/quarter and the actuals occur in a different month/quarter. Timing differences reported in a quarter may be offset in another quarter, resulting in no overall surplus or deficit by the end of the year. Any realized surplus or deficit at the end of the year will be reported to Council along with recommendations for transfers to or from the Town's Operating Contingency Reserve, if necessary.

Staff within each department is responsible for the delivery of their programs and/or services while managing their budgets within the Council approved 2019 Operating Budget. The responsibility for monitoring the operating budget variances is shared by Finance and departmental staff.

Finance and Department managers have worked together to review the actual revenues and expenditures as of March 31, 2019 and have compared them to the 2019 approved operating budget to identify trends and provide comments for any issues or budget variances.

2019 Operating Budget Variance (Quarter 1, 2019)

Based on the results for the quarter ending March 31, 2019, the Town has a \$1,372,732 favourable operating budget variance comprised of a \$673,346 favourable variance in revenues and a \$699,386 favourable variance in expenditures. The table below provides an overview of the first quarter variance by department and by revenues/expense:

SUMMARY OF YTD MARCH 2019 OPERATING BUDGET VARIANCE BY DEPARTMENTS

Department		2019 Q1 Budget	2019 Q1 Actuals	Variance Favourable / (Unfavourable)	Variance %
Community Services	Revenue	(2,326,174)	(2,728,204)	402,030	17.3%
	Expense	7,237,009	6,885,505	351,504	4.9%
	Net Budget	4,910,835	4,157,301	753,534	15.3%
Corporate Services	Revenue	(925,650)	(856,715)	(68,935)	(7.4%)
	Expense	3,080,922	2,735,567	345,355	11.2%
	Net Budget	2,155,272	1,878,852	276,420	12.8%
Finance & Infrastructure Services	Revenue	(377,663)	(525,955)	148,292	39.3%
	Expense	6,699,298	6,914,942	(215,644)	(3.2%)
	Net Budget	6,321,635	6,388,987	(67,352)	(1.1%)
Strategic Initiatives	Revenue	(19,557)	(36,066)	16,509	84.4%
	Expense	1,986,527	1,733,196	253,331	12.8%
	Net Budget	1,966,970	1,697,130	269,840	13.7%
Corporate Accounts	Revenue	(33,581,228)	(33,756,678)	175,450	0.5%
	Expense	21,862,500	21,897,660	(35,160)	(0.2%)
	Net Budget	(11,718,728)	(11,859,018)	140,290	(1.2%)
TOTAL	Revenue	(37,230,272)	(37,903,618)	673,346	1.8%
	Expense	40,866,256	40,166,870	699,386	1.7%
	Net Budget	3,635,984	2,263,252	1,372,732	

Note: Included in Community Services is a favourable variance for Building Services for \$124,702. Building Services will net to zero at year-end in accordance with *Bill 124* that mandates Building Services must be fully funded by its revenue from building permits.

The March 31, 2019 operating budget variances are further broken down by division within each department and are available on Schedule A of this memo.

Department Overview

The following comments by department are high-level, relevant explanations of the Quarter 1, 2019 variances. Variance review and explanations are derived through the combined efforts of Finance and department staff.

Community Services

Quarter 1, 2019 favourable variance of \$753,534

- \$517,109 favourable variance in Planning and Development revenue mostly due to higher than budgeted volume of subdivision administration and engineering fees (Digram, Argo), as well as higher volume of site plan application, proposed official plan amendment (POPA) and rezoning fees.
- \$154,627 favourable variance in salaries and wages in Community Services department due to gapping or delays in filling vacant positions in various divisions offset by an increase in fire response incidents.
- \$76,066 favourable variance in maintenance and repairs mainly due to timing of Fire & Emergency Services fleet, building and equipment maintenance.
- \$68,132 favourable variance due to timing of Heritage Grant expenses. This variance includes \$31,128 in previously approved grants for 2017 and \$37,004 for 2018 pending payment to the applicants.
- \$59,702 favourable variance in Fire & Emergency Service revenue mostly due to higher volume of motor vehicle accidents and cost recovery related to the house explosion incident in Caledon Village
- \$178,025 unfavourable variance in Recreation revenues mainly due to timing. Some lower enrollment for fitness memberships and less usage in ice rentals for minor hockey programs.

Corporate Services

Quarter 1, 2019 favourable variance of \$276,420

- \$240,249 favourable variance in salaries, wages and benefits across the department due to salary gapping, vacant positions and delay in hiring for vacancies; partially offset by backfilling vacant positions with contract staffing.
- \$29,423 favourable variance in Parking Fines/Payment as result of proactive enforcement and more timely processing and collection of parking fines.
- \$26,167 favourable variance in Legal from agreement administration fees and registry office recovery as result of higher than expected volume of site plan applications.
- \$58,983 unfavourable variances in POA mainly due to less than budgeted tickets filed by the OPP.

Finance & Infrastructure Services

Quarter 1, 2019 unfavourable variance of \$67,352

- \$122,035 favourable variance in Engineering Fees related to subdivision developments due to unbudgeted fees received from Argo Caledon Corporation and Digram Developments. Engineering fees that are in surplus of the budget at the end of the year may be transferred to the Development Approvals Stabilization Reserve to fund future work on the same development applications.
- The following unfavourable expense variances totaling \$271,077 are due to higher than budgeted costs relating to winter maintenance activities. Compared to the first quarter of 2018, there were 11 more days of precipitation with 55.7cm more snow in the first quarter of 2019. As it is difficult to predict weather conditions, the Town has a Winter Maintenance Reserve that may be used to fund expenses in years when severe weather causes spending in excess of the

budget that is based on historical averages. The unfavourable variance of \$271,077 is further detailed below:

- \$117,183 unfavourable variance in Roads and Fleet Operations overtime costs to manage increased incidents of snow events. The total overtime budget for 2019 has already been exceeded at the end of quarter one/March 2019. Accordingly, this line will be unfavourable at the end of the year after accounting for anticipated November/December 2019 winter maintenance work.
- \$112,617 unfavourable variance in higher salt purchases. The salt inventory on hand at the end of 2018 was depleted and additional purchases were made in the first quarter 2019 to replace the inventory in preparation for further winter activity. Annual salt purchases are predicted to be within budget for the year.
- \$94,466 unfavourable variance in higher diesel fuel usage for extended hours of operations equipment.
- \$53,148 favourable variance in equipment rentals and small equipment purchases mainly due to proactive efforts by Operations staff to manage Town-owned sidewalk plows and avoid rental costs for equipment that could potentially be out of service for repairs.
- \$23,049 favourable salary gapping mainly due to vacant positions in the Facilities and Traffic divisions. This favourable variance is net of a \$32,860 unfavourable variance primarily due to lower than budgeted salaries (related to internal project management) recovered from capital projects which have reached their maximum project management fee budgets.

These first quarter variances do not include an estimated \$34,000 in unbudgeted emergency repair invoices associated with the Town's response to severe flooding in downtown Bolton that started the week-end of March 15th 2019. Invoices related to contractors hired to assist in the Town's response were processed in the second quarter of 2019 and will be reflected in a future operating budget variance report.

Strategic Initiatives

Quarter 1, 2019 favourable variance of \$269,840

- \$104,984 overall favourable variance in salaries, wages and benefits across the department due to salary gapping including \$53,294 in Caledon Public Library.
- \$79,427 favourable variances for Community Improvement Plan (CIP) Grant due to the timing of committed grant payments to grantees.
- \$53,616 favourable variance in Contracted Services, CBIZ Expenses, Training and Development and Marketing and Promotions. The favourable variance is mainly due to timing, with the budget expected to be fully utilized by the end of the year.

Corporate Accounts

Quarter 1, 2019 favourable variance of \$140,290

- \$96,998 favourable variance from higher than anticipated interest revenue earned on investments mainly resulting from higher than budgeted cash balances invested in high interest savings accounts. There were lower than budgeted outgoing payments for purchases/commitments in Q1 which are expected to be paid out later in the year. Also,

proactive cash flow projections helped identify investment opportunities which resulted in more investment revenue being earned.

- \$37,717 favourable variance in corporate insurance due mainly to fewer claims requiring deductible payouts during the first three months of the year as well as lower than budgeted payments for insurance adjustor services due to timing.
- \$26,117 favourable variance in penalties and interest collected on tax arrears due to a higher than budgeted volume of late tax payments in the first quarter of 2019.
- \$22,676 favourable variance in higher than budgeted Payments-In-Lieu (PIL) of taxes received in the first quarter of 2019.
- \$87,319 unfavourable variance in higher than budgeted tax adjustments due mainly to the timing of recording the Region of Peel and school board portions of the charitable rebate adjustment. Tax adjustments are predicted to be within budget for the year.

FINANCIAL IMPLICATIONS

At the end of three months (January to March, 2019), the Town is showing a \$1,372,732 favourable operating variance.

Finance and department staff will continue to review and monitor the Town-wide budget to actual variances and report the results to Council after the end of the second quarter of 2019.

Development Approvals Stabilization Reserve

Included in the \$1,372,732 overall favourable variance at the end of the first quarter, there is a \$517,109 favourable variance in Planning and Development revenue and \$122,035 favourable variance in Engineering Fees which is due to higher than budgeted subdivision application and administration revenues received. Any surplus at year-end is transferred to the Development Approvals Stabilization Reserve Fund. The purpose of this reserve is to collect excess revenues from the Development application in-take, review, and approval process and fund future Development approval related work which may extend up to 4 years from the time revenues are collected. The funds contributed to this reserve will allow for future budgets to draw from the reserve to fund the direct and indirect costs related to development application approval process/activities should there be a slow-down in development applications in those future years

The current uncommitted balance in the Development Approval Stabilization Reserve fund is \$4,130,471.

Building Permit Stabilization Reserve

Included in the \$1,372,732 overall favourable variance is a \$124,702 favourable variance for the Building Services division which is due to greater than expected building permits applications processed in the first quarter of 2019. However, under the *Building Code Act*, the Building division operates at full cost recovery and any surplus or deficit in the division is accounted for by a transfer to/from the Building Permit Stabilization Reserve fund. Accordingly, there will be no impact to the Town's year-end financials from the Building division variance.

The current uncommitted balance in the Building Permit Stabilization Reserve fund is \$4,415,160.

COUNCIL WORK PLAN

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

ATTACHMENTS

Schedule A – 2019 Q1 Operating Variances

2019 QUARTER 1 - OPERATING BUDGET VARIANCE BY DEPARTMENT / DIVISION

DEPARTMENT	DIVISION	REVENUE / EXPENSE	2019 Q1 BUDGET	2019 Q1 ACTUALS	VARIANCE FAVOURABLE / (UNFAVOURABLE)	VARIANCE %
Community Services						
	Building Services¹	Revenue	(431,891)	(434,174)	2,283	0.5%
		Expense	544,093	421,674	122,419	22.5%
		Net Budget	112,202	(12,500)	124,702	
	Fire & Emergency Services	Revenue	(70,294)	(129,996)	59,702	84.9%
		Expense	2,207,025	2,219,499	(12,474)	-0.6%
		Net Budget	2,136,731	2,089,503	47,228	2.2%
	Parks	Revenue	(27,628)	(28,466)	838	3.0%
		Expense	518,626	514,655	3,971	0.8%
		Net Budget	490,998	486,189	4,809	1.0%
	Planning & Development	Revenue	(235,884)	(752,993)	517,109	219.2%
		Expense	743,249	724,372	18,877	2.5%
		Net Budget	507,365	(28,621)	535,986	105.6%
	Policy & Sustainability	Revenue	-	(122)	122	-
		Expense	315,964	218,121	97,843	31.0%
		Net Budget	315,964	217,999	97,965	31.0%
	Recreation	Revenue	(1,560,477)	(1,382,453)	(178,024)	-11.4%
		Expense	2,908,052	2,787,184	120,868	4.2%
		Net Budget	1,347,575	1,404,731	(57,156)	-4.2%
Community Services Total			4,910,835	\$4,157,301	\$753,534	15.3%

¹ Building Services nets to zero at year-end as this division is self-funded as per Bill 124.

Corporate Services						
	Information Technology	Revenue	(348)	(157)	(191)	-54.9%
		Expense	484,844	457,701	27,143	5.6%
		Net Budget	484,496	457,544	26,952	5.6%
	Legal Services	Revenue	(118,282)	(144,907)	26,625	22.5%
		Expense	465,919	323,280	142,639	30.6%
		Net Budget	347,637	178,373	169,264	48.7%
	Provincial Offences Court	Revenue	(642,285)	(582,402)	(59,883)	-9.3%
		Expense	846,561	845,659	902	0.1%
		Net Budget	204,276	263,257	(58,981)	28.9%
	Regulatory/By-Law	Revenue	(163,184)	(100,129)	(63,055)	-38.6%
		Expense	504,582	364,366	140,216	27.8%
		Net Budget	341,398	264,237	77,161	22.6%
	Legislative Services/Council Support	Revenue	(1,551)	(29,120)	27,569	1777.5%
		Expense	779,016	744,561	34,455	4.4%
		Net Budget	777,465	715,441	62,024	8.0%
Corporate Services Total			2,155,272	\$1,878,852	\$276,420	12.8%

2019 QUARTER 1 - OPERATING BUDGET VARIANCE BY DEPARTMENT / DIVISION

DEPARTMENT	DIVISION	REVENUE / EXPENSE	2019 Q1 BUDGET	2019 Q1 ACTUALS	VARIANCE FAVOURABLE / (UNFAVOURABLE)	VARIANCE %
Finance & Infrastructure Services						
	Energy & Environment	Revenue	(23,550)	(22,287)	(1,263)	-5.4%
		Expense	95,290	98,784	(3,494)	-3.7%
		Net Budget	71,740	76,497	(4,757)	-6.6%
	Engineering & Capital Projects	Revenue	(45,409)	(186,557)	141,148	310.8%
		Expense	934,253	929,488	4,765	0.5%
		Net Budget	888,844	742,931	145,913	16.4%
	Facilities	Revenue	(111,968)	(112,479)	511	0.5%
		Expense	581,049	565,564	15,485	2.7%
		Net Budget	469,081	453,085	15,996	3.4%
	Finance	Revenue	(13,713)	(17,697)	3,984	29.1%
		Expense	635,160	659,919	(24,759)	-3.9%
		Net Budget	621,447	642,222	(20,775)	-3.3%
	Roads & Fleet	Revenue	(169,367)	(170,491)	1,124	0.7%
		Expense	3,864,175	4,125,437	(261,262)	-6.8%
		Net Budget	3,694,808	3,954,946	(260,138)	-7.0%
	Transportation	Revenue	-	(2,962)	2,962	0.0%
		Expense	245,903	199,925	45,978	18.7%
		Net Budget	245,903	196,963	48,940	19.9%
	Administration	Revenue	-	-	-	-
		Expense	164,717	160,874	3,843	2.3%
		Net Budget	164,717	160,874	3,843	2.3%
	Purchasing & Risk Management	Revenue	(13,656)	(13,482)	(174)	-1.3%
		Expense	178,751	174,951	3,800	2.1%
		Net Budget	165,095	161,469	3,626	2.2%
Finance & Infrastructure Services Total			6,321,635	6,388,987	(67,352)	-1.1%

Strategic Initiatives						
	Administration/Communications	Revenue	-	(3,763)	3,763	0.0%
		Expense	270,754	233,648	37,106	13.7%
		Net Budget	270,754	229,885	40,869	15.1%
	Economic Development & Tourism	Revenue	-	(9,150)	9,150	0.0%
		Expense	263,959	147,021	116,938	44.3%
		Net Budget	263,959	137,871	126,088	47.8%
	Library	Revenue	(13,761)	(17,456)	3,695	26.9%
		Expense	1,006,466	944,284	62,182	6.2%
		Net Budget	992,705	926,828	65,877	6.6%
	Customer Service Centre	Revenue	(5,796)	(5,697)	(99)	-1.7%
		Expense	161,492	151,381	10,111	6.3%
		Net Budget	155,696	145,684	10,012	6.4%
	Human Resources	Revenue	-	-	-	0.0%
		Expense	283,856	256,862	26,994	9.5%
		Net Budget	283,856	256,862	26,994	9.5%
Strategic Initiatives Total			1,966,970	1,697,130	269,840	13.7%

2019 QUARTER 1 - OPERATING BUDGET VARIANCE BY DEPARTMENT / DIVISION

DEPARTMENT	DIVISION	REVENUE / EXPENSE	2019 Q1 BUDGET	2019 Q1 ACTUALS	VARIANCE FAVOURABLE / (UNFAVOURABLE)	VARIANCE %
Corporate Accounts						
		Revenue	(33,581,228)	(33,756,678)	175,450	0.5%
		Expense	21,862,500	21,897,660	(35,160)	-0.2%
		Net Budget	(11,718,728)	(11,859,018)	140,290	1.2%
Corporate Accounts Total			(\$11,718,728)	(\$11,859,018)	\$140,290	1.2%
		Revenue	(37,230,272)	(37,903,618)	673,346	1.8%
		Expense	40,866,256	40,166,870	699,386	1.7%
TOTAL to March 31, 2019		Net Budget	3,635,984	\$2,263,252	\$1,372,732	

Memorandum

Date: Tuesday, June 18, 2019

To: Members of Council

From: Fuwing Wong, General Manager, Finance & Infrastructure Services

Subject: Motion regarding Caledon Village - Landscaping Request

This memo provides supplementary information related to the Notice of Motion on the 18-June-2019 General Committee agenda related to the landscaping request in Caledon Village.

To address the issue of cars and small trucks parked on an asphalt pad at the closed section of James Street (just west of Hurontario Street) in Caledon Village, resolution #2018-27 was approved by Council on 20-February-2018:

Whereas the Tim Horton's at Highway 10 and Charleston Sideroad has completed the majority of the works outlined in the site plan agreement with the exception of the work on the James Street road allowance;

Whereas the owners of both the Tim Horton's and the residential property abutting the James Street road allowance acknowledge that the road allowance is being used to dump garbage;

Whereas the site plan outlines landscaping features for the James St. road allowance; and

Whereas the landscaping will not mitigate the garbage issue;

Now therefore be it resolved that the Town complete curbing and landscaping on the road allowance to prevent the negative impacts to the residential properties to an upset limit of \$10,000;

That the Town maintain the grass-cutting on a continual basis; and

That the cost of the curbing and landscaping works be funded from the Operating Contingency Reserve fund in 2018 to an upset limit of \$10,000, if required.

The \$10,000 cost estimate was developed by staff based on the requirements communicated at the time and included the following:

- Installation of a curb to prevent cars and trucks from accessing the asphalt pad from Hurontario;
- Removal and disposal of existing asphalt;
- Installation of top soil in the previous asphalt pad area; and
- Landscaping the area with sod

Unfortunately due to other works within the Town of Caledon in 2018, the concrete curb could not be installed before the end of the 2018 construction season. This work has been carried over into

2019. Following the removal of asphalt and installation of the curb, the soil will be brought in and sod installed. The budget allocated to this work, per the 2018 resolution, is an upset limit of \$10,000. Staff's current cost estimate for the work is \$9,000

Since the 2018 resolution was passed, Town staff received further requests to:

1. Remove the new planters installed in 2018 to address the parking issue originally;
2. Remove the old planters installed several years ago when the road was originally closed up; and
3. Install bushes and other plantings in the current asphalt pad area.

Staff agreed to the first two requests as the work involves staff resources only. Staff noted that the old planters are fragile and may break during the re-location but have agreed to re-locate all planters to the Public Works Yard for future re-use, if appropriate. On the issue of bushes and additional plantings, staff's position is that if there is budget remaining after the work, additional plantings will be considered. Based on the budget and current cost estimate noted above, there is a projected \$1,000 remaining (= \$10,000 - \$9,000) for this project.

Based on the proposed notice of motion on the 18-June-2019 agenda, the Parks division has costed planting coniferous trees in the space (noted above) to be approximately \$10,000 (=\$500 per tree x 20 trees). Should Council wish to proceed with the Notice of Motion on the 18-June-2019 General Committee meeting, additional budget of \$10,000 (for coniferous trees) should be allocated from the Operating Contingency Reserve to supplement the original \$10,000 upset limit per resolution #2018-27.

The current uncommitted balance of the Operating Contingency Reserve (account 08-00-900-35005-000-25000) is \$2,798,857.12.