

## COMMUNITY AND CORPORATE AFFAIRS COMMITTEE AGENDA

**Meeting #:** CCA-02-2019  
**Date:** Monday, February 4, 2019, 3:00 p.m.  
**Location:** Halton Hills Town Hall, Council Chambers  
1 Halton Hills Drive  
**Members:** Mayor R. Bonnette (Ex-Officio), Councillor J. Fogal, Chair,  
Councillor C. Somerville, Councillor J. Hurst, Councillor T. Brown,  
Councillor W. Farrow-Reed, Councillor A. Lawlor

Pages

1. CALL TO ORDER
2. DISCLOSURE OF PECUNIARY INTEREST
3. COMMITTEE DELEGATIONS/PRESENTATIONS
  - a. Zachery Sharp, Senior Manager - Audit, KPMG  
Presentation to Committee regarding the 2018 Audit Planning Report.  
(Refer to Item 4a)
  - b. Damian Szybalski, Manager of Economic Development, Innovation and Culture  
Presentation to Committee regarding State of Economy Snapshot - Q4 2018. (Refer to Item 4g)
  - c. Dharmen Dhaliah, Corporate Asset Manager  
Presentation to Committee regarding State of Infrastructure. (Refer to Item 4b)
4. REPORTS & MEMORANDUMS FROM OFFICIALS  
Vet Reports to be considered by the Community and Corporate Affairs Committee  
  
Reports will be automatically held when there is a presentation or delegation on the matter.

- a. **REPORT NO. CORPSERV-2019-0013 (AUTOMATIC HOLD)** 3  
CORPORATE SERVICES REPORT NO. CORPSERV-2019-0013 dated January 31, 2019 regarding KPMG 2018 Audit Planning Report.
- b. **REPORT NO. RP-2019-0001 (AUTOMATIC HOLD)** 6  
RECREATION AND PARKS REPORT NO. RP-2019-0001 dated February 4, 2019 regarding Town's CAM Program update and State of Infrastructure Report.
- c. **REPORT NO. RP-2019-0002** 15  
RECREATION AND PARKS REPORT NO. RP-2019-0002 dated December 19, 2018 regarding Proposal Award P-026-18 for Playground Equipment – Blanket Order.
- d. **REPORT NO. RP-2019-0003** 20  
RECREATION AND PARKS REPORT NO. RP-2019-0003 dated January 3, 2019 regarding Award of Request for Proposal P-18-160 for Property Appraisal Services.
- e. **REPORT NO. RP-2019-0005** 24  
RECREATION AND PARKS REPORT NO. RP-2019-0005 dated February 4, 2019 regarding Capital Investment Planning Optimized Decision Making Tool Implementation - Award of Single Source Contract.
- f. **REPORT NO. RP-2019-0006 (AUTOMATIC HOLD)** 30  
RECREATION AND PARKS REPORT NO. RP-2019-0006 dated January 11, 2019 regarding Municipal Assistance Program Request.
- g. **MEMORANDUM NO. MEM-ADMIN-2019-0002 (AUTOMATIC HOLD)** 35  
OFFICE OF THE CAO MEMORANDUM NO. MEM-ADMIN-2019-0002 dated January 23, 2019 regarding State of Economy Snapshot - Q4 2018.

**5. CLOSED SESSION**

**Committee to Convene into Closed Session if necessary.**

- a. **REPORT NO. RP-2019-0004**  
RECREATION AND PARKS REPORT NO. RP-2019-0004 dated January 4, 2019 regarding a proposed or pending acquisition or disposition of land by the municipality or local board. (Trail Connection)

**6. RECONVENE INTO OPEN SESSION**

Motion to approve items pertaining to Closed Session.

**7. ADJOURNMENT**

## **REPORT**

**REPORT TO:** The Chair and Members of Community & Corporate Affairs Committee

**REPORT FROM:** Dana Stanescu, Accounting Supervisor

**DATE:** January 31, 2019

**REPORT NO.:** CORPSERV-2019-0013

**RE:** KPMG 2018 Audit Planning Report

### **RECOMMENDATION:**

THAT Report CORPSERV-2019-0013 dated January 31, 2019 regarding the KPMG 2018 Audit Planning Report be received as information.

### **BACKGROUND:**

The Municipal Act, under Section 296, requires a municipality to appoint an auditor licensed under the Public Accounting Act for a term not to exceed five years. The auditor is responsible for:

1. Annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit.
2. Performing duties required by the municipality or local boards.

As appointed auditors for the Town of Halton Hills, KPMG will provide a formal Audit Plan (under separate cover) for the year-ending December 31, 2018.

### **COMMENTS:**

The Audit Plan is an integral part of the year-end audit as it outlines the scope, audit approach, assumptions and overall timing.

The engagement is limited for the year ending December 31, 2018 for the following entities:

1. Town of Halton Hills consolidated financial statements
2. Trust Funds held by the Town of Halton Hills
3. Halton Hills Public Library Board
4. Acton Business Improvement Area
5. Georgetown Central Business Improvement Area
6. Community Support Programs

#### **RELATIONSHIP TO STRATEGIC PLAN:**

This report supports Council's priorities regarding municipal service delivery: "Effective, efficient and economic delivery of the Town's existing services".

#### **FINANCIAL IMPACT:**

The 2018 Audit Fees are covered under the existing operating budget.

#### **CONSULTATION:**

The KPMG Engagement Partner was consulted on the Audit Plan during the interim audit planning meeting in November 2018.

#### **PUBLIC ENGAGEMENT:**

There is no public engagement associated with this report.

#### **SUSTAINABILITY IMPLICATIONS:**

The Sustainability Implications of the recommendations of this report were reviewed against the requirements of the Town's Sustainability Implications Worksheet. The Worksheet is completed for substantial non-administrative reports, major projects, studies, policies and initiatives that are relevant to advancing the Town's economic, cultural, environmental and social wellbeing, and quality of life. Since the report is none of the latter, the Sustainability Implications section is not applicable to this report.

#### **COMMUNICATIONS:**

The local boards and entities will be advised of KPMG's 2018 Audit Plan, as it relates to them.

**CONCLUSION:**

KPMG conducted interim audit work in October 2018 and will be returning to complete the year-end audit from April 23, 2019 to May 04, 2019. The audit reports are expected to be completed and presented to the Audit Committee in June 2019.

Reviewed and Approved by,

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Moya Jane Leighton, Manager of Accounting and Town Treasurer

A handwritten signature in black ink, appearing to read "Jane Diamanti".

Jane Diamanti, Commissioner of Corporate Services

A handwritten signature in black ink, appearing to read "Brent Marshall".

Brent Marshall, CAO

## REPORT

**REPORT TO:** Chair and Members of the Community and Corporate Affairs Committee

**REPORT FROM:** Dharmen Dhaliah, Corporate Asset Manager

**DATE:** February 4, 2019

**REPORT NO.:** RP-2019-0001

**RE:** Town's CAM Program update and State of Infrastructure Report

### RECOMMENDATION:

That Report No. RP-2019-0001 dated February 4, 2019 regarding the Town's CAM Program update and State of Infrastructure Report be received;

AND FURTHER THAT staff report back to Council with progress on the Town Strategic Asset Management Plan (SAMP) in the third quarter of 2019.

### BACKGROUND:

To meet the requirements of **O.Reg.588/17: Asset Management Planning in Municipal Infrastructure** the Town of Halton Hills is progressing with the development and implementation of its Corporate Asset Management (CAM) program. On June 25, 2018 Council endorsed the Town of Halton Hills Corporate Asset Management Policy (Report RP-2018-0018). The next key component of the CAM program is the development of the Town's State of Infrastructure (SOI) Report to include in its Strategic Asset Management Plan (SAMP)

In September 2017 directed staff to apply to the Federation of Canadian Municipalities' Municipal Asset Management Program to complete an "Asset Data Collection & Condition Assessments" project (Resolution No. 2017-0168). On November 21, 2017 FCM approved a grant in the amount of up to \$50,000 for the Town of Halton Hills to carry out the project. On January 25, 2018 Council authorized the award of the Request for Proposal P-121-17 for Asset Inventory and Condition Assessment to R.V. Anderson Associates Limited (RP-2018-0009).

The main objective of the "Asset Data Collection & Condition Assessments" project was for R.V. Anderson Associates to assist in preparing the Town's first SOI report. The SOI report provides a 'snapshot' of the current state of infrastructure repair and includes a comprehensive asset inventory, assessing the current condition and risks of the assets, estimating asset service life, estimating rehabilitation and replacement costs that will be used to better

understand the financial requirement to maintain these assets, and identifying the impact on the Town's budget and long-term financial plans.

## **COMMENTS:**

### **State of Infrastructure (SOI) Report**

The purpose of the State of Infrastructure (SOI) report is to facilitate communication with Council and the public on the state of repair for infrastructure assets essential to the delivery of public services and to outline the sustainable financial requirements to maintain the current stock of assets. The report is also essential to provide key information on infrastructure asset refurbishment and replacement needs that would be considered when developing the Town's Long Range Financial Plan (LRFP).

In general, the SOI report is intended to provide information to answer the six key asset management questions, listed below:

1. What do you have?
2. What is it worth?
3. What condition is it in?
4. What do you need to do to it?
5. When do you need to do it?
6. How much money do you need?

### **Current State**

The current replacement value of all Town assets is estimated to be around \$871 million. Breakdown of the inventory is shown Appendix A. The asset inventory is believed to be mostly complete. However, there are still some asset categories (e.g. parks, facilities, walkways, retaining walls, guiderails) which are likely incomplete and require additional investigation and assessment. Many of the assets included in the inventory are believed to be inaccurate and do not reflect the current reality or conditions of the asset. This inaccuracy is attributed to two major items: condition and cost estimates. (See Confidence Band in Appendix A)

Overall, the Town of Halton Hills assets are in a "Good" to "Fair" condition. On a replacement value-weighted basis, only a small percentage (11%) of these assets are in a condition of Poor or worse. It should be noted the condition rating of most assets is based on a theoretical value. Only a limited number of assets (e.g. roads, bridges, facilities) undergo regular condition assessments. (Appendix B shows the Condition distribution).

### **Funding Impacts**

The long-term financial forecast (Appendix C) presents the future capital expenditures (replacement and rehabilitation) for all assets. The forecast highlights the current

infrastructure deficit (value of assets which are at or beyond the end of their useful lives), the average annual investment requirement for the next 10 decades, and the sustainable funding requirement. The sustainable funding requirement is the average annual funding required to maintain all assets over a 100-year period (including the infrastructure deficit). Currently the infrastructure deficit (infrastructure at or beyond its theoretical service life) is \$64.8 million which is approximately 8% of the inventory value. To maintain the current stock of inventory in a state of good repair over a 100-year period, it is estimated the Town will require an average sustainable investment of \$28.5 million per year. This estimate includes the rehabilitation and replacement of all assets at pre-determined intervals and the infrastructure deficit. Over the next 10 years, the Town of Halton Hills has planned to allocate roughly \$12.5 million per year to the replacement and renewal of existing infrastructure. This represents an estimated infrastructure investment gap of \$16.0 million per year.

Having an infrastructure gap is common to many municipalities. The SOI report shows the current infrastructure deficit for the Town to be at \$64.8 million and over time this deficit will keep increasing due to the yearly estimated investment gap. Good asset management planning and long-term financial planning can help decrease the deficit over time if the recommended annual investment targets are met (note the numbers will be refined as better quality data becomes available and the confidence in the data increases).

### **Next Steps**

It is recommended the Town develop a long-term plan in conjunction with the Long Range Financial Plan to increase the capital investment slowly over time (a certain percentage increase every year) combined with operational savings and adjustments in the levels of service provided, with a target date (generally 2030s or 2040s) of completely eliminating the infrastructure deficit and being fully financially sustainable.

In the short-term it is recommended to focus on reaching the annual sustainable funding requirement slowly over time and keep assigning a reasonable percentage of the capital budget to renewal or replacement of existing infrastructure assets.

In 2019 as part of the CAM program's Capital Investment Planning process we are planning to introduce tools and practices to guide Council in making decisions with regards to capital investments to prevent condition/levels of service from decreasing over time.

Staff will be reporting back on the progress of the CAM Program Implementation Plan with updates on the SAMP, in the third quarter of 2019.



## **RELATIONSHIP TO STRATEGIC PLAN:**

The SOI Report is an integral part of the CAM Program which aligns with the Town of Halton Hills Strategic Action Plan related to Municipal Service Delivery, Financial Sustainability and Sustainability:

1. Effective, efficient and economical delivery of the Town's existing services;
2. Establish sustainable financing, asset management and master plans to acquire, operate, maintain, renew and replace infrastructure;
3. Develop a Climate Change Adaptation Plan to address community responsiveness and resiliency to climate change

## **FINANCIAL IMPACT:**

The SOI report presents the sustainable funding requirement (the future investments needed to refurbish or replace existing infrastructure before or at the end of its service life) necessary to maintain the current levels of services. Information on the distribution of the asset conditions and risks will be used to facilitate decisions during future capital budgets.

Furthermore, the SOI Report will be a key source of information to be used during the development of the Town's long-range financial plan and strategy to reduce the infrastructure deficit.

## **CONSULTATION:**

RV Anderson and staff consulted with the Asset Management Network Team, Corporate Asset Management Steering Committee, and Senior Management during the preparation of this report.

## **PUBLIC ENGAGEMENT:**

Not applicable.

## **SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendation outlined in this report advances the Strategy's implementation.

This report supports the Environmental Health and Economic Prosperity pillars of Sustainability and in summary the alignment of this report with the Community Sustainability Strategy is Good.

**COMMUNICATIONS:**

Staff will communicate the approved State of Infrastructure Report to staff by making the document available on the HUB and to the public by posting on the Town's website.

**CONCLUSION:**

Staff recommend the approval and endorsement by Council of the proposed Town of Halton Hills State of Infrastructure Report and to continue with the CAM program to be in compliance with the O.Reg.588/17: Asset Management Planning in Municipal Infrastructure.

Reviewed and Approved by,



Dharmen Dhaliah, Corporate Asset Manager



Warren Harris, Commissioner of Recreation and Parks

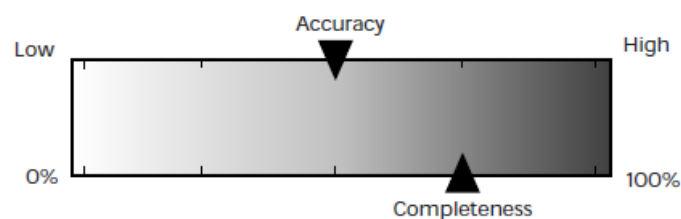


Brent Marshall, CAO

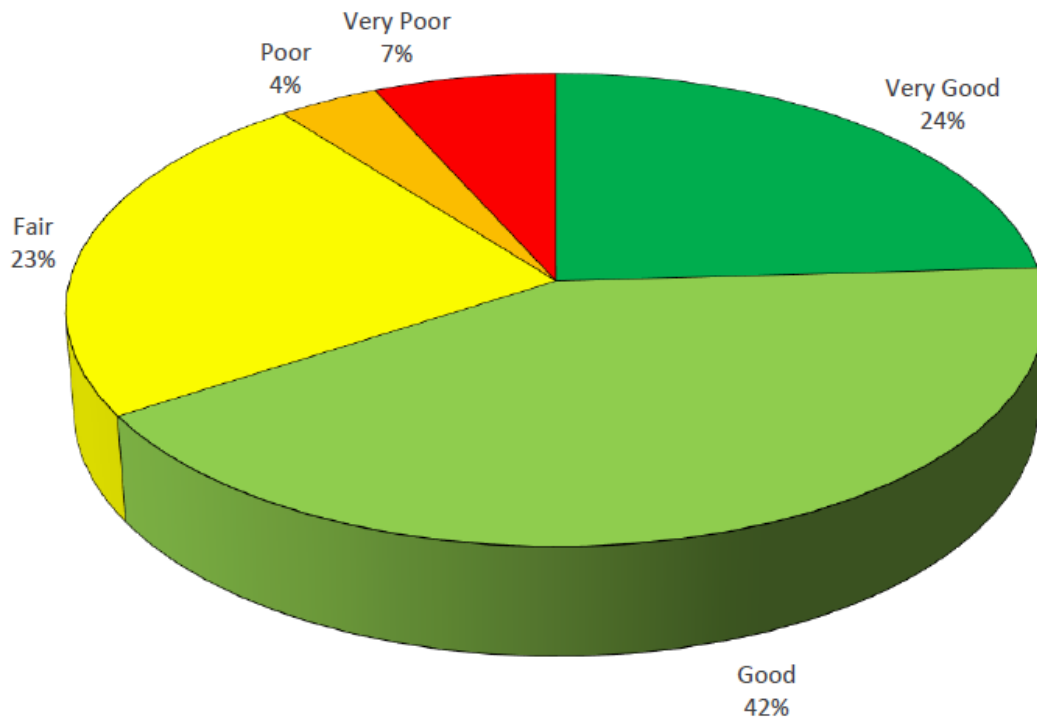
## APPENDIX A - Town of Halton Hills Inventory and Valuation

Asset	Quantity	Value	Deficit %
<b>Administration</b>			
Town Hall	1	\$10,684,790	52%
Information Technology (IT)	821	\$1,056,954	44%
<b>Transportation and Transit</b>			
Roadways	447 lane-km	\$326,670,480	2%
Bridges	75	\$90,623,231	0%
Culverts	66	\$30,845,459	3%
Sidewalks	238 km	\$31,412,932	18%
Other		\$70,251,912	17%
<b>Fire Services</b>			
Fire Facilities	3	\$15,024,397	10%
Fire Apparatus	17	\$6,130,000	0%
Light Vehicles	15	\$663,129	50%
Fire Equipment		\$936,850	58%
<b>Recreation and Culture</b>			
Community Centers	7	\$72,358,538	20%
Aquatic Facilities	2	\$358,117	47%
Miscellaneous Facilities	4	\$1,701,781	85%
<b>Parks and Open Spaces</b>			
Cemeteries	4	\$609,901	7%
Trails	25.7 km	\$1,386,495	12%
Parks	63	\$36,241,111	25%
<b>Environmental Services</b>			
Stormwater Management Ponds	39	\$24,947,188	0%
Stormwater Mains	190	\$62,469,655	0%
Manholes	3,236	\$28,625,794	0%
Catchbasins	5,524	\$20,964,238	0%
Drainage Culverts	23.3 km	\$8,233,103	1%
Other		\$8,050,000	1%
<b>Library Services</b>			
Library Facilities	2	\$16,736,592	30%
Library IT and Equipment	107	\$66,950	63%
Library Content	138,224	\$3,768,517	0%
<b>TOWN OF HALTON HILLS</b>		<b>\$870,818,113</b>	<b>7%</b>

Confidence Band

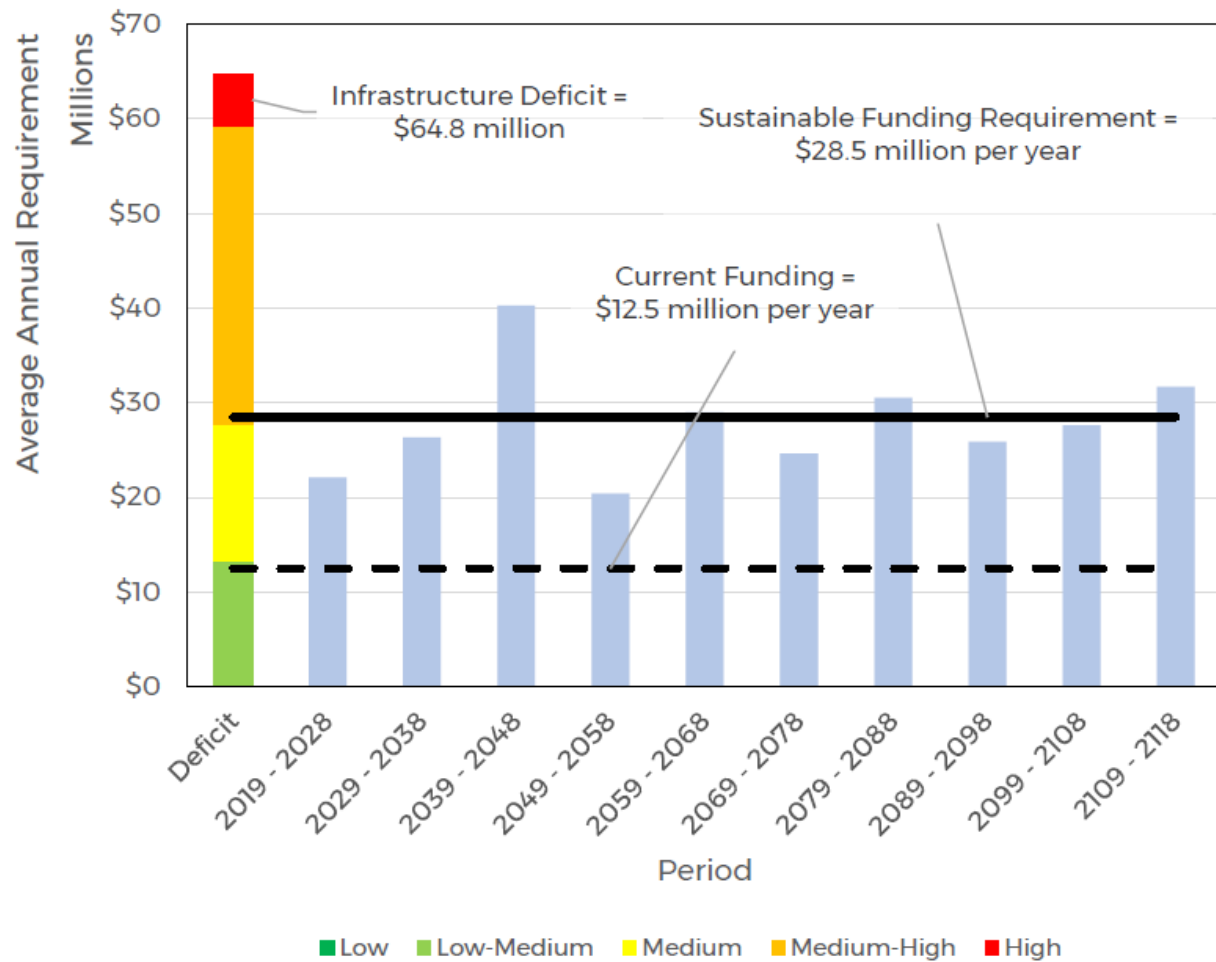


## APPENDIX B – Condition Distribution



Rating	Condition	Definition (check if any apply)
1	Very Good	<ul style="list-style-type: none"> <li>Fit for the future. Well maintained, good condition.</li> <li>New or recently rehabilitated.</li> </ul>
2	Good	<ul style="list-style-type: none"> <li>Good working condition.</li> <li>Generally approaching mid-stage of expected service life.</li> </ul>
3	Fair	<ul style="list-style-type: none"> <li>Signs of deterioration, some elements exhibit deficiencies.</li> <li>Mid-stage of expected service life.</li> </ul>
4	Poor	<ul style="list-style-type: none"> <li>Condition below standard, large portion of system exhibits significant deterioration.</li> <li>Approaching end of service life.</li> </ul>
5	Very Poor	<ul style="list-style-type: none"> <li>Widespread signs of advanced deterioration, asset may be unusable.</li> <li>Near or beyond expected service life.</li> </ul>

## APPENDIX C – Long-Term Financial Forecast



## APPENDIX D – Capital Investment Planning

### Capital Investment Planning Process



## REPORT

**REPORT TO:** Chair and Members of the Community and Corporate Affairs Committee

**REPORT FROM:** Mark Taylor  
Senior Landscape Architect

**DATE:** December 19, 2018

**REPORT NO.:** RP-2019-0002

**RE:** Proposal Award P-026-18 for Playground Equipment – Blanket Order

### RECOMMENDATION:

THAT Report RP-2019-0002, dated December 19, 2018, regarding the Proposal Award P-026-18 for Playground Equipment - Blanket Order be received;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a purchase order in the amount of \$750,000 plus applicable taxes to PlayPower LT Canada Inc. PO Box 125, Paris Ontario N3L 3E7, as the play equipment supplier for a one year period (commencing in February 2019) with an option to renew for four one-year terms.

AND FURTHER THAT the Manager of Purchasing be authorized to issue a phased purchase order to an upset limit of \$1,250,000 plus applicable taxes to PlayPower LT Canada Inc., for additional playground projects approved by Council as part of future annual capital budgets.

### BACKGROUND:

The Town of Halton Hills has been purchasing playground equipment from Playpower as the successful vendor since 2005.

In 2005, Council approved the proposal P-088-650-04 through Council report R-2005-0005 awarding the playground equipment blanket order to PlayPower LT Canada Inc. (Little Tikes Commercial) for a two year period, with three one year options to renew.

Subsequent playground equipment blanket orders were awarded to PlayPower LT Canada Inc. in 2009 and 2014 for one year periods plus four one year options to renew.

As part of each capital budget, Council approves Play Equipment Replacement. In 2019, this includes play equipment at Robert Little Public School, Barber Mill Park and

the design of Gellert Community Park playground equipment. This was reviewed by Council at Budget Committee on January 15<sup>th</sup>, 2019 and approved by Council January 21, 2019.

## **COMMENTS:**

As the current contract with Playpower has expired, Town staff requested proposals from experienced vendors for the supply and installation of playground equipment in order to secure another long-term relationship with one vendor with a firm percentage discount from list price.

The goal of establishing a single vendor for playground equipment is to ensure high quality standard of product and design, reduce staff time in administration, expedite the replacement of existing and new play structures, while securing a firm percentage discount from list price.

A Request for Proposal (P-026-18) was issued for the supply and installation of play structures and proposals were evaluated based on the following criteria:

- Layout, Design & Play Value (types of components, accessibility and play value)
- Pricing Structure (discount offered, value of equipment and price list)
- Catalogue (variety company had to offer, ingenuity)
- Experience (company and designer experience)
- Installation (certified installer, experience)
- Warranty/Durability/Safety (compliance with standards, maintenance)
- Lead Time (design, delivery, install)

The RFP was posted on bidsandtenders.ca and the Town's website. Ten (10) companies downloaded the bid document. Submissions were received from seven (7) companies on November 20, 2018.

<b>Company (in alphabetic order)</b>	<b>Location</b>
ABC Recreation Ltd	Paris, ON
Blue Imp (Ontario)	Newmarket, ON
New World Park Solutions	Brantford, ON
Openspace Solutions Inc.	Wellesley, ON
Park N Play Design Co Ltd.	Rocky View County, AB
PlayPower LT Canada Inc.	Paris, ON
PlayQuest Recreation	Edmonton, AB



Staff recommend the proposal from PlayPower LT Canada Inc., having the highest overall score including pricing value, providing excellent play value, installation and warranty for the structures proposed. PlayPower has provided firm pricing for new play structures for the next year with four consecutive, one-year options to renew. Due to the uncertainty in the commodities market and fuel prices, which significantly impact playground equipment (steel and plastic construction), it was determined that the fairest option to suppliers was to focus on one year terms with options for renewal. The Town has the right to cancel the proposal if the list price increase is not acceptable from one year to another.

In the past fifteen years, PlayPower has supplied and installed approximately thirty-five play structures throughout the Town of Halton Hills. PlayPower is in good standing with the Town and staff have not had any difficulties over the past fifteen years.

### **RELATIONSHIP TO STRATEGIC PLAN:**

- A.3.** To provide a broad range of educational, recreational and cultural services that meet the needs of our residents.
- H.1** To provide infrastructure and services that meets the needs of our community in an efficient, effective and environmentally sustainable manner.
- H.2** To ensure that infrastructure required for growth is provided in a timely manner.
- H.4** To partner with other orders of government, and the private sector, to plan and finance infrastructure expansion and improvements.

### **FINANCIAL IMPACT:**

Funding for new and replacement playgrounds will be subject to Council approval each fiscal year. With the firm pricing provided by PlayPower LT Canada Inc., staff will be able to install structures with greater value play.

The chart below itemizes the average playground equipment cost for play grounds with approved funding for 2019 and estimation for the remaining years of the proposal:

Year	Site	Budget / Cost
2019	Robert Little Public School	\$50,000.00
2019	Barber Mill Park	\$60,000.00
2020	Gellert Community Park	\$200,000.00
2020	Yearly replacement and replacement parts	\$50,000.00
2021-2023	Yearly replacement of structures and replacement parts	Based on future annual capital (estimate \$130,000/yr.)
	<b><u>TOTAL (HST EXTRA)</u></b>	<b>\$750,000.00</b>

Based on past years' proposal awards, staff are recommending the addition of a further upset limit of \$1,250,000 for a phased purchase order should additional playground equipment be approved through capital budgets, community partnerships or other funding sources.

#### **CONSULTATION:**

Staff from the Corporate Services Department administered the Request for Proposal process and are in agreement with the recommendation.

#### **PUBLIC ENGAGEMENT:**

As part of each playground project, staff conduct comprehensive public consultation with the local community and users.

#### **SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life. The recommendation outlined in this report advances the Strategy's implementation.

This report supports the cultural vibrancy and social well-being pillar(s) of Sustainability and in summary the alignment of this report with the Community Sustainability Strategy is Good.

**COMMUNICATIONS:**

None.

**CONCLUSION:**

Staff recommend that proposal P-026-18 be awarded to PlayPower LT Canada Inc. as it received the highest overall ranking for providing the best value, excellent play features, service, installation and warranty for the structures proposed.

Reviewed and Approved by,

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Simone Gourlay, Manager of Purchasing

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Kevin Okimi, Manager of Parks & Open space

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Warren Harris, Commissioner of Recreation and Parks

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**Brent Marshall, CAO**

## **REPORT**

**REPORT TO:** Chair and Members of the Community and Corporate Affairs Committee

**REPORT FROM:** Kevin Okimi, Manager of Parks and Open Space

**DATE:** January 3, 2019

**REPORT NO.:** RP-2019-0003

**RE:** Award of Request for Proposal P-18-160 for Property Appraisal Services

### **RECOMMENDATION:**

THAT Report RP-2019-0003, dated January 3, 2019, regarding Award of Request for Proposal P-18-160 for Property Appraisal Services, be received;

AND FURTHER THAT the contract for Property Appraisal Services be awarded to the following roster at a total estimated amount of \$40,000.00 (plus HST) per year for a two (2) year contract with two (2) one (1) year options to renew based on satisfactory service and price negotiations:

1. Antec Appraisal Group Inc. 1022 Waterdown Road, Burlington, ON L7T 1N3
2. Cushman & Wakefield Ltd. 161 Bay Street, Suite 1500, PO Box 602, Toronto, ON M5J2S1
3. Jacob Ellen & Associates Inc., 25 Main Street West, Suite 920, Hamilton ON, L8P 1H1
4. Stephen P. Saxe Ltd., 10319 15 Side Road, Halton Hills, ON L7G 4S6

AND FURTHER THAT Council authorize the Manager of Purchasing to issue the necessary purchase orders as required for the two (2) year period and additional renewals if exercised.

### **BACKGROUND:**

The Town of Milton, on behalf of the Town of Halton Hills and the Town of Milton, solicited proposals for Property Appraisal Services. The objective of the Request for Proposal process was to select a roster of qualified property appraisal firms. Staff will select a firm from the roster whose expertise best meets the requirements of the assignment. Services include property appraisals for property acquisitions, dispositions

or other land transactions such as cash-in-lieu of parkland and easement valuations, road widenings, open space lands and lands for expropriation purposes.

## **COMMENTS:**

A Request for Proposal was issued on November 7, 2018 by the Town of Milton. The bid was advertised on the Town of Milton's website and on the bidsandtenders.ca website. Seven (7) firms downloaded the bid document and six (6) proposals were received on November 28, 2018. Proposals were received from the following firms:

Antec Appraisal Group Inc., Burlington  
Avison Young Valuation & Advisory Services, Markham  
Cushman & Wakefield Ltd., Toronto  
Jacob Ellens & Associates Inc., Hamilton  
McKenzie Ray Heron & Edwardh, Toronto  
Stephen P. Saxe Ltd., Halton Hills

The following criteria were used to evaluate the information contained in each submission. The evaluation criteria and weighting was stated in the Request for Proposal.

- Qualifications and Experience of the Firm, Project Team and each Team Member (30%)
- Experience with the Local Market (15%)
- Value Added Services (5%)
- Understanding and Methodology of the Project and Timeframes for Report Delivery (25%).
- Financial (25 %).

Staff recommends that the proposals for Property Appraisal Services be awarded to the four (4) highest ranked proponents meeting the qualifications outlined in the Request for Proposal. The recommended firms are Antec Appraisal Group Inc., Cushman & Wakefield Ltd., Jacob Ellens & Associates Inc. and Stephen P. Saxe Ltd. Antec Appraisal Group Inc. and Stephen P. Saxe Ltd. have completed work for the Town in previous years, and have demonstrated satisfactory knowledge of the local market. Staff will select appraisers for the specific assignments based on the areas of expertise outlined in their proposals.

All requests for proposals are submitted in confidence and evaluated on several pre-determined criteria. As price is only a portion of the bid, the prices of the unsuccessful proponents are not included in this report.

**RELATIONSHIP TO STRATEGIC PLAN:**

There is no direct relationship to the Strategic Plan.

**FINANCIAL IMPACT:**

The initial term of this contract is for two years with firm pricing for this term. There are two (2) additional one (1) year renewal options based upon satisfactory service and negotiated pricing. It is estimated that the annual value will be \$40,000.00 plus HST. Monies would come from the individual department's operating and respective capital budgets.

**CONSULTATION:**

Recreation & Parks staff have worked together with staff from the Purchasing section and Transportation and Public Works department as well as staff from the Town of Milton on this joint project and all are in agreement with the report.

**PUBLIC ENGAGEMENT:**

Not applicable.

**SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendation outlined in this report is not applicable to the Strategy's implementation.

**COMMUNICATIONS:**

Purchasing staff will communicate this recommendation to all staff that require these services.

**CONCLUSION:**

Staff recommend the award of the Request for Proposal for Property Appraisal Services to Antec Appraisal Group, Cushman & Wakefield, Jacob Ellens & Associates and Stephen P. Saxe Ltd. and that the Manager of Purchasing issue the appropriate purchase orders as required for the term of the contract.

Reviewed and Approved by,

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Simone Gourlay, Manager of Purchasing

A handwritten signature in cursive script that reads "Warren Harris".

Warren Harris, Commissioner of Recreation and Parks

A handwritten signature in cursive script that reads "Brent Marshall".

Brent Marshall, CAO

## REPORT

**REPORT TO:** Chair and Members of the Community and Corporate Affairs Committee

**REPORT FROM:** Dharmen Dhaliah, Corporate Asset Manager

**DATE:** February 4, 2019

**REPORT NO.:** RP-2019-0005

**RE:** Capital Investment Planning Optimized Decision Making Tool Implementation – Award of Single Source Contract

### RECOMMENDATION:

THAT Report No. RP-2019-0005 dated February 4, 2019 regarding the Town's Capital Investment Planning Optimized Decision Making Tool Implementation – Award of Single Source Contract be received;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a single source purchase order to GM BluePlan Engineering, 410 Lewis Road, Unit 18, Stoney Creek, ON. L8E 5Y7, to an upset limit of \$61,570 plus HST.

### BACKGROUND:

To meet the requirements of **O.Reg.588/17: Asset Management Planning in Municipal Infrastructure** the Town of Halton Hills is progressing with the development and implementation of its Corporate Asset Management (CAM) program. On June 25, 2018 Council endorsed the Town of Halton Hills Corporate Asset Management Policy through Resolution 2018-0114. The Policy outlines the Town's commitment and mandated requirements for asset management to meet the strategic objectives and priorities.

Another major component of the CAM program has just been completed, namely the Town's State of Infrastructure (SOI) Report (also on the Community and Corporate Affairs Agenda: Report No. RP-2019-0001). The SOI Report developed by R.V. Anderson Associates Limited provides a 'snapshot' of the current state of infrastructure repair and includes a comprehensive asset inventory, the current condition and risks of the assets, the estimated asset service life, and estimated rehabilitation and replacement costs required to maintain these assets in order to maintain required levels of service while minimizing risks.



On July 20, 2018 GM BluePlan Engineering was awarded a contract in the amount of \$48,960 through the Town's bidding process (RFP No. P-066-18) to develop a Corporate Fleet Management Strategy in order to streamline and standardize current fleet management practices across all service areas as well as recommend an implementation strategy to create a more efficient and cohesive Town wide fleet management approach. Part of the deliverables of the Corporate Fleet Management Strategy project is an Optimized-Decision Making (ODM) application that will help the Town make better informed decisions on when to invest in fleet assets based on fleet condition, levels of service and risk consequences. It allows to build different scenarios of capital investment and to see the short-term and long-term impacts on the Town's assets/Levels of Service (LOS) and capital budgets.

The ODM application is a specialized and innovative tool developed by GM BluePlan Engineering and is already being implemented in Waterloo Region, Peel, Guelph, London, and Metro Vancouver. GM BluePlan is a leader in Ontario in developing and implementing the ODM tool.

GM BluePlan (GMBP) Engineering also supported the Town to develop a LOS Framework for all service areas that are supported by infrastructure assets as part of the FCM's Municipal Asset Management Program LOS project.

As part of the CAM program the Town would like to roll out the same ODM tool in a standard manner to all its other asset classes and service areas as part of its Capital Investment Planning (CIP) process.

## **COMMENTS:**

Currently the Town is in the process of reviewing its Capital Investment Planning (CIP) process for its current assets to include all the elements of the SOI Report, the levels of service requirements and risk consequences. This will help better understand the financials, identifying the impact on the Town's budget plans and make informed decisions in putting together future capital budgets for existing assets.

Optimized Decision Making tool is a key component of the CIP process and the linchpin to bring all the above elements together (See Appendix A). Forward focused asset investment planning provides time to make good decisions and plan and coordinate activities in an effective and efficient manner. At the core of the investment planning process is the ODM application, which will provide information and rationale to better understand the relationship between infrastructure-related expenditures, levels of service (LOS) provided and risks.

So far the SOI Report has compiled a robust data set on the current state of infrastructure. This combined with the LOS metrics provide a strong foundation on which to develop a tailored analytical process that will enable the Town to forecast LOS in future years based on planned expenditures, which is one of the core requirements of

O.Reg.588/17. Understanding the consequence of an asset failing to provide its intended service is foundational to prioritizing infrastructure expenditures. The ODM tool provides an operationalized approach to Level of Service that results in the delivery of capital and operating budget line items complete with priorities, costs and timing over both a short and long-term horizon. The Tool will provide the ability to determine the best way to spend money on the Town's assets to prevent condition/LOS from decreasing over a project time horizon.

The ODM Tool will help the Town in its Capital Investment Planning process to determine how to best spend its money to manage assets affordably and achieve optimized Level of Service targets over time.

Capital Investment Planning is a key component of the Town's Strategic Asset Management Plan (SAMP) and Long Range Financial Plan (LRFP) as shown in Appendix A.

#### **RELATIONSHIP TO STRATEGIC PLAN:**

The ODM Tool is an integral part of the CAM Program which aligns with the Town of Halton Hills Strategic Action Plan related to Municipal Service Delivery, Financial Sustainability and Sustainability:

1. Effective, efficient and economical delivery of the Town's existing services;
2. Establish sustainable financing, asset management and master plans to acquire, operate, maintain, renew and replace infrastructure;

#### **FINANCIAL IMPACT:**

There is no direct financial impact associated with this report. Funding for this scope of work was approved as part of the 2019 Capital Budget (Asset Management Data Analysis). The cost of the project will be funded from the Ontario Community Infrastructure Fund (OCIF) for which this type of project is fully eligible under asset management planning expenditures.

#### **CONSULTATION:**

The CIP process and ODM approach has been discussed and reviewed with Town staff as part of the CAM program road map during the Asset Management Network Team, Corporate Asset Management Steering Committee, Senior Management Team and other departmental meetings. The Manager of Purchasing is in agreement with this award.

**PUBLIC ENGAGEMENT:**

Not applicable.

**SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendation outlined in this report advances the Strategy's implementation.

This report supports the Economic Prosperity pillar of Sustainability and in summary the alignment of this report with the Community Sustainability Strategy is Good.

**COMMUNICATIONS:**

Staff from all departments submitting capital plans including Finance will be involved in the roll out of the ODM tool.

**CONCLUSION:**

The Optimized Decision Making Tool will be a key source of information to be used during the development of the Town's capital budget and ten-year capital plan. It will play an instrumental role in prioritizing capital projects and ensuring that capital investment are made based on an optimized decision making model to make best use of the Town's available funds.

Staff recommend the approval of the sole source award to GM BluePlan as they are currently engaged by the Town through a competitive process, and offer a specialized and innovative decision making tool. The scope of work will allow staff to continue progress with the CAM program and be in compliance with the O.Reg.588/17: Asset Management Planning in Municipal Infrastructure.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read 'Dharmen Dhaliah', written in a cursive style.

Dharmen Dhaliah, Corporate Asset Manager

A handwritten signature in black ink, appearing to read 'Warren Harris', written in a cursive style.

Warren Harris, Commissioner of Recreation and Parks

A handwritten signature in black ink, appearing to read 'Brent Marshall', written in a cursive style.

Brent Marshall, CAO

## APPENDIX D – Capital Investment Planning

### Capital Investment Planning Process



## REPORT

**REPORT TO:** Chair and Members of the Community and Corporate Affairs Committee

**REPORT FROM:** Heather Kaufmann, Community Development Supervisor

**DATE:** January 11, 2019

**REPORT NO.:** RP-2019-0006

**RE:** Municipal Assistance Program Request

### RECOMMENDATION:

THAT Report RP-2019-0006 dated January 11, 2019 regarding requests for Municipal Assistance Program be received;

AND FURTHER THAT funding in the amount of \$536.30 for the Georgetown Bread Basket Coldest Night of the Year be;

1a) derived from the Municipal Assistance Program based on the proposal's own merits as it does not meet the eligibility criteria as outlined in Report RP-2019-0006;

OR

1b) declined as the proposal does not meet the eligibility criteria as outlined in Report RP-2019-0006;

### BACKGROUND:

In September of 2008, Council adopted a revised Municipal Assistance Program Policy CL-2008-0001. The policy reflects the values and benefits of the municipality working in collaboration with community partners to provide opportunities and services that promote and enhance a healthy, safe and active community. Seven categories of assistance have been established for the Community Affairs Committee of Council to evaluate requests for municipal assistance from community members, organizations, and businesses based on the principles contained in the policy.

**COMMENTS:**

New Request:

	Organization	Description Rationale	2013	2014- 2018	Amount Requested 2019	
					Requested	Eligible
	<b>Georgetown Bread Basket “Coldest Night of the Year” Fundraiser</b>	Waiver of Fees	\$500.00	N/A	\$536.30	\$0.00
	<b>Total</b>				\$536.30	\$0.00
<b>Meets Criteria</b>		The fundraiser is not eligible under the waiver of municipal fees. Other charity events have been funded previously in accordance with the municipal assistance policy exemption that states “Consideration may be given to the organizations noted above for activities/events that support the strategic priorities of Council as contained in the Town’s Strategic Plan and Municipal Assistance Policy.”				
<b>Comments</b>		<p>The Georgetown Bread Basket provides and promotes access to healthier eating for clients. In the spirit of caring, and with community support, the Georgetown Bread Basket helps provide food for those in need in our community.</p> <p>The Coldest Night of the Year is a family-friendly walk that raises money for charities serving hungry, homeless, and hurting people in our community. This event is the Bread Basket’s major fundraising event that addresses food insecurity in the community. The Bread Basket is solely volunteer based and all funds go back to programming and providing food to families in need.</p> <p>The third annual event will take place on February 23, 2019 at the Hillsvie Active Living Centre – Georgetown. The group is requesting a waiver of municipal fees for the facility rental to allocate the funds raised directly back to the food bank. The group utilizes this site as the walk takes place on Highway 7 and the hope is to bring awareness to food insecurity.</p> <p>The approval of this request would be at the discretion of the Committee based on its own merit and in light of the policy review currently underway.</p>				

**Other Program Requests for Information Only:**

In February of 2015, Council authorized staff to administer returning Municipal Assistance Program requests that are in compliance with the Municipal Assistance Program Policy CL-2008-0001 and i) less than \$500 in total or ii) no greater than ten (10) per cent of the previous year’s approved program request. As per this change in procedure, staff has approved the following returning requests.

Organization	Event	Amount Approved
POWER	Eco Film Festival	\$562.40
Halton Hills Chamber of Commerce	At Home in the Hills	\$2,330.79
Acclaim Health	Partnership Agreement	\$5,000.00
Willow Park Ecology Centre	Partnership Agreement	\$12,350.00

Staff will be providing an update to Council on proposed revisions to the Municipal Assistance Program Policy in Spring of 2019.

## **RELATIONSHIP TO STRATEGIC PLAN:**

**A.2** To attract and retain a suitable range of health and social services.

**A.3.** To provide a broad range of educational, recreational and cultural services that meet the needs of our residents.

**A.9** To support and enhance a variety of arts and cultural opportunities for the enjoyment of residents.

**A.10** To encourage and promote community volunteerism

## **FINANCIAL IMPACT:**

The Municipal Assistance Program 2019 budget (Appendix A) does contain funds to support all requests in this Report.

## **CONSULTATION:**

Organizations requesting assistance were provided with information and support from Recreation and Parks Department staff. Where appropriate, staff in other Departments were consulted.

## **PUBLIC ENGAGEMENT:**

No public engagement was required at this time.

## **SUSTAINABILITY IMPLICATIONS:**

The Town is committed to implementing our Community Sustainability Strategy, Imagine Halton Hills. Doing so will lead to a higher quality of life.

The recommendation outlined in this report advances the Strategy's implementation.

This report supports the cultural vibrancy and social well-being pillar(s) of Sustainability and in summary the alignment of this report with the Community Sustainability Strategy is Good.



**COMMUNICATIONS:**

Upon authorization, staff will notify all applicants in writing with the outcome of Committee's decision and assist applicants with the processing of their requests.

**CONCLUSION:**

The Town of Halton Hills appreciates and recognizes the value and benefits of working in collaboration with agencies, governments, businesses, groups and individuals as demonstrated in the Corporate Strategic Plan and the Municipal Assistance Policy.

As a result, Council for the Town of Halton Hills established a municipal assistance program budget and criteria for determining eligibility for receiving municipal support. All proposals received are reviewed and evaluated for eligibility. Staff request Committee's evaluation of the Municipal Assistance Program proposals received for this review period.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "Kevin Okimi".

Kevin Okimi, Manager of Parks & Open Space

A handwritten signature in black ink, appearing to read "Warren Harris".

Warren Harris, Commissioner of Recreation and Parks

A handwritten signature in black ink, appearing to read "Brent Marshall".

Brent Marshall, CAO

2019 Municipal Assistance Program								
Organization	Fee Waiver Requests	Marketing & Promotion Requests	Special Projects & Start Up Requests	Partnership Agreements	Volunteer Training	Personal Subsidies	Green Initiatives Requests	Total Requested
<b>Proposed Budget Amount</b>	<b>\$ 56,000.00</b>	<b>\$ 6,500.00</b>	<b>\$ 10,000.00</b>	<b>\$21,500.00</b>	<b>\$200.00</b>	<b>\$10,000.00</b>	<b>\$1,000.00</b>	<b>\$115,500.00</b>
<i>Acclaim Health and Community Care Services - Volunteer Services Agreement</i>				\$5,000.00				\$5,000.00
<i>Ballinafad - agreement</i>				\$5,000.00				\$5,000.00
<i>Willow Park Ecology Centre - agreement</i>				\$12,350.00				\$12,350.00
<i>Proposed - Subsidy (programs)</i>						\$10,000.00		\$10,000.00
<i>Proposed - Volunteer Training</i>					\$200.00			\$200.00
Acton Agricultural Society - Fall Fair	\$15,875.00	\$750.00						\$16,625.00
Acton BIA - Canada Day and Leathertown Festival (Summer Events)	\$2,900.00	\$750.00						\$3,650.00
Acton Farmer's Market on 7	\$1,850.00	\$750.00						\$2,600.00
Acton Fire Fighters Association - Acton Santa Claus Parade	\$400.00	\$750.00						\$1,150.00
Acton Fire Fighters Association - Canada Day	\$930.00							\$930.00
Acton Horticultural Society - Plant Sale	\$980.00							\$980.00
Acton Our Kids Network - Kindergarten Fun Fair	\$500.00							\$500.00
Acton Royal Canadian Legion - Music in the Park	\$500.00							\$500.00
CANCELLED - Acton BIA - Winter Carnival	\$0.00							\$0.00
Georgetown Agricultural Society - Fall Fair	\$15,000.00	\$750.00					\$750.00	\$16,500.00
Georgetown BIA - Farmers Market, Bike It and Rock n' Roll Classics	\$1,300.00	\$750.00						\$2,050.00
Georgetown Bread Basket - Coldest Night of the Year	\$536.30							\$536.30
Georgetown Highland Games	\$8,100.00	\$750.00					\$700.00	\$9,550.00
Georgetown Horticultural Society - Annual Plant Sale	\$660.00	\$550.00						\$1,210.00
Georgetown Lions Club - Santa Claus Parade	\$140.00	\$750.00						\$890.00
Glen Williams Town Hall - Canada Day	\$1,600.00	\$750.00					\$750.00	\$3,100.00
Halton Hills Chamber of Commerce - At Home in the Hills Community Show	\$2,330.79							\$2,330.79
Head for the Hills - Craft Beer Festival	\$3,200.00	\$750.00					\$750.00	\$4,700.00
Isaac's Trek for Treats	\$285.00							\$285.00
Light Up the Hills - Ignition Night	\$5,200.00	\$750.00						\$5,950.00
Movie Under the Stars - Georgetown Chevrolet	\$620.00	\$750.00						\$1,370.00
P.O.W.E.R - Eco-Film Festival	\$562.40							\$562.40
Acton House League Hockey Association - AGM	\$70.00							\$70.00
Acton Ladies Rec Hockey League - AGM	\$50.00							\$50.00
Acton Skating Club - AGM	\$110.00							\$110.00
Georgetown Agricultural Society - AGM	\$175.00							\$175.00
Georgetown Skating Club - AGM	\$150.00							\$150.00
Georgetown Slo Pitch League - AGM	\$60.00							\$60.00
Halton Hills Blue Fins - AGM	\$60.00							\$60.00
Halton Hills Minor Hockey Association - AGM	\$120.00							\$120.00
<b>Total:</b>	<b>\$64,264.49</b>	<b>\$9,550.00</b>	<b>\$0.00</b>	<b>\$22,350.00</b>	<b>\$200.00</b>	<b>\$10,000.00</b>	<b>\$2,950.00</b>	<b>\$109,314.49</b>
Declined								
Requests on current report								
Approved								



## MEMORANDUM

To: Chair and Members of the Community and Corporate Affairs Committee

From: Damian Szybalski, Manager Economic Development, Innovation and Culture

Mem No. MEM-ADMIN-2019-0002

Subject: State of Economy Snapshot - Q4 2018

Date: January 23, 2019

### PURPOSE OF THE MEMORANDUM:

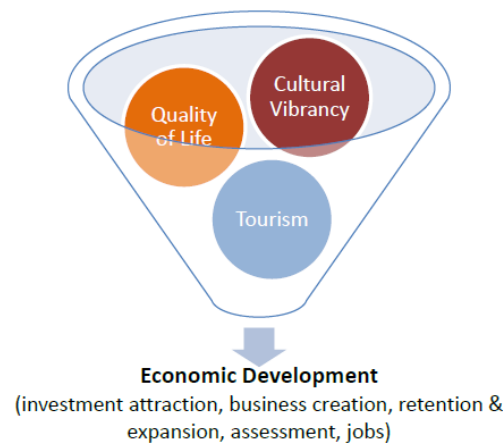
The purpose of this Memorandum is to provide Committee with a quarterly snapshot of the 'State of the Economy' in Halton Hills. As part of a comprehensive economic development workplan, this Memorandum highlights numerous initiatives that generally took place in Q4 of 2018, of which many are continuing into 2019. Highlighted accomplishments are a reflection of partnerships, collaboration and/or initiatives of various Town departments and numerous external stakeholders/partners.

Building on past semi-annual 'State of Economy' reports, to provide Committee with the most timely information, Town staff will now provide more frequent updates in the form of quarterly 'State of Economy Snapshots'. To complement the 'State of Economy Snapshots', separate 'State of Culture' reports will also be provided. Cultural initiatives are closely linked to the Town's economic prosperity as they elevate quality of life which helps retain and attract investment.

### BACKGROUND:

With its strategic location in the GTA, an 'open for business' approach, proximity to major markets and transportation networks, high quality of life, and a competitive business environment, the Halton Hills economy continues to grow, adding to the 1452 businesses and 21,175 jobs recorded in the 2017 Employment Survey. Strong demand

for industrial development as well as the expansion of the Toronto Premium Outlets continue to demonstrate robust growth in the Premier Gateway. The Acton and Georgetown industrial areas continue to experience new investment, but at a smaller scale. Record uptake of the Community Improvement Plan (CIP) program has made significant contributions to downtown Acton and Georgetown. Strategic management of the tourism portfolio is creating new economic development opportunities for local businesses by increasing the amount of spending in the local economy.



*Figure 1: Cultural vibrancy, quality of life and tourism contributing to local economic development*

As illustrated in Figure 1, the synergies between economic development, culture and tourism are helping to raise quality of life and make Halton Hills an attractive location for investment.

## COMMENTS:

### 1. Q4 2018 Highlights

Numerous economic development-related initiatives are detailed in Appendix 1. Highlights include:<sup>1</sup>

- Official opening of the expansion of the Toronto Premium Outlets in November 2018.
- Robust growth in the Premier Gateway with major new tenants occupying and adding to the approximately 5 million square feet of existing non-residential development.
- Millions of additional square feet of non-residential development is in various stages of being constructed, undergoing review, and/or being contemplated for future development in the Premier Gateway.
- Completion of projects that are already underway and the realization of those that are pending/under discussions for the future is anticipated to result in

<sup>1</sup> Because of the dynamic nature of the economy and the continuously changing status of individual projects, information contained in this report and the appendices was current at the time of writing. Any applicable Town approvals and the applicants' response to these may have timeline implications. The content is therefore subject to change.

substantial employment growth across multiple sectors, including in manufacturing and logistics.

- In collaboration with other Town departments, economic development staff have:
  - Provided assistance and/or coordination of a growing number of strategic economic development opportunities that represent hundreds of millions of dollars in initial land investments, and have the potential to add significant employment and assessment.
  - In collaboration with Strategic Planning, and Planning and Sustainability, Economic Development staff assisted in identifying and/or evaluating key pieces of legislation for impacts on the Town.
  - Assisted with a growing number of site selection inquiries from investors considering relocation and/or expansion in Halton Hills, including for food processing, advanced manufacturing and logistics businesses.
  - In partnership with Finance staff, researched real estate market analysis tools to enable the Town to search and analyze local non-residential real estate transactions.
  - Submitted \$120,000 in grant funding applications to the provincial and federal governments in support of the Town's investment attraction and tourism marketing efforts.
- 2018 was a record-breaking year for the Community Improvement Plan (CIP) with about \$79,500 in grants approved by the Town, supplemented by about \$393,500 in private-sector investment.
- Managed the tourism portfolio strategically which has resulted in the collection of valuable local tourism data, development of a workplan to maximize the economic benefits of tourism for local businesses, and the development of an industry workshop that will leverage synergies between local businesses in the tourism sector.
- Strengthened the tourism sector by attending/assisting with 19 community events, completing nearly 900 surveys (representing about 2800 visitors), and developing a new workplan with the Town's Tourism Committee.
- Downtown Acton BIA continued to experience business growth, with the remaining vacancies being sought after and in the process of being filled. Eight new business openings in Q3 & Q4 of 2018 have brought vacancies to a minimum. Fall events such as "Haunted Hills", Remembrance Day ceremonies and the Christmas parade brought in substantially increased participation from BIA businesses and the community. The Town and the BIA continue to work closely together on advancing the downtown's economic prosperity.
- Downtown Georgetown BIA saw outstanding attendance at both the Masquerade on Main and the newly revitalized Holiday Magic & Market events. The Town and the BIA continue to work closely together on advancing the downtown's economic prosperity.
- Significantly expanded communications and marketing to position Halton Hills as a top-of-mind destination for investment. This has included creating the Town's first-ever industry sector profiles, a community demographic profile, a workforce availability info-graphic, as well as a comprehensive economic development e-newsletter. Enhancements to the [visithaltonhills.ca](http://visithaltonhills.ca) website and the design of

new tourism marketing material were also completed, resulting in a nearly 34% increase in traffic to [visithaltonhills.ca](http://visithaltonhills.ca)

- Continued to work closely with numerous partners to support Halton Hills' economic prosperity, including with the BIAs, Chamber, Halton Region, RTO3, provincial ministries and individual businesses.

## *2. Economic Conditions*

While Halton Hills' economy remains strong, several broader economic factors are creating some uncertainty. The unresolved trade issues between the United States and Canada; geo-political tensions between the United States, Canada and China; lack of shovel-ready industrial lands and existing buildings to accommodate new investment and expansions; concerns over the health of the housing market; household debt; and potential ripple effects of restructuring in the automotive sector are among potential risks.

## *3. Appendices*

This Memorandum is supplemented by two appendices. Appendix 1 expands on the summary provided in the Memorandum with a focus on:

- Business Attraction
- Business Retention and Expansion, including the CIP
- Premier Gateway
- Georgetown and Acton Development
- Tourism as an Economic Driver
- Partnerships and Industry Engagement
- Marketing and Communications
- Priorities for Q1 2019

Provided under separate cover, confidential Appendix 2, provides additional market detail on specific projects.

**CONCLUSION:**

Halton Hills' economy remains strong, despite broader economic factors creating some uncertainty. Economic Development staff continually monitor the economy, and this Snapshot will be presented each quarter to keep Committee updated on current economic issues and opportunities.

Reviewed and approved by,

A handwritten signature in black ink that reads "Brent Marshall". The signature is written in a cursive, flowing style.

Brent Marshall, CAO

## Appendix 1 to MEM-ADMIN-2019-0002 State of Economy Snapshot - Q4 2018



*Inside of the 564,000 square foot Triovest building on Cleve Court in the Premier Gateway*

This Appendix highlights key economic development matters that transpired in Q4 2018. Some of the projects have carried over to 2019 and/or are ongoing. The highlights are organized into these sections:

1. Business Attraction
2. Business Retention & Expansion, Including Community Improvement Plan (CIP)
3. Premier Gateway
4. Georgetown and Acton Development
5. Tourism as an Economic Driver
6. Partnerships and Industry Engagement
7. Marketing and Communications
8. Priorities for Q1 2019

### 1. Business Attraction

Business Attraction is the process of positioning and promoting Halton Hills as 'The' location choice (in Halton, GTA, Canada, internationally) for business investment. Key services and initiatives include various local and regional marketing tactics and assisting with business site selection inquiries. Highlights include:

- 17 inquiries for land purchase, building purchase and/or building leases.
- 3 food processing inquiries.
- 3 inquiries from existing Halton Hills' businesses looking to relocate.
- 7 inquiries for industrial-zoned lands.



*New Halton Hills location of HPG on Brownridge Road, Premier Gateway*



- HPG LP (a division of Trimaster Group) is anticipated to open shortly in the Premier Gateway at 29 Brownridge Road. Trimaster Group is in the precision machining sector, serving aerospace, power generation, defense, industrial and digital cinema markets. Over 100 jobs are anticipated to be created once the company is fully operational.

## 2. Business Retention & Expansion, including Community Improvement Plan (CIP)

Business Retention and Expansion (BR&E) is the process of implementing and executing relevant and timely policy and programs which support business prosperity in order to retain or grow business investment, jobs and assessment. Key services and initiatives include building contacts and positive relationships; offering access to business resources, guidance and support through regional, provincial and federal partners' services and programs; offering incentives such as the Community Improvement Plan and Manufacturing Expansion Fund grants; and the collection and sharing of business and market data to support the strength of sector clusters.

### 2.1 Community Improvement Plan (CIP)

Halton Hills offers loans and grants through its Community Improvement Plan (CIP) program for business improvements such as façade design, building improvements, revitalization/redevelopment, feasibility studies, retail commercial conversions, environmental site assessments, brownfields and landscape improvements. These financial incentives aim to revitalize, redevelop, and renew businesses. These initiatives translate into new investment in the community. The CIP continues to be a very successful program and local economic development tool.

#### ➤ *CIP Investments to Date*

- Total grant money committed since program started in 2015: \$350,000 (\$75,000/year)<sup>1</sup>
- 2017 & 2018 total projects: 18 signed agreements; 12 completed (6 in process)
- 2017 & 2018 total grants issued: \$212,641
- 2017 & 2018 total private sector investment: \$699,685
- Projects completed in Q4 2018:
  - Helson's Law Office, 33 Mill St. East, Acton (Façade Improvement and Residential Rehabilitation)
  - MCO Acton (aka Giant Tiger Plaza), 8 & 12 Main St. North, Acton (Façade Improvement at both addresses)

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<sup>1</sup> The project cycle on any grant can span multiple years, which means project reporting does not always align with the calendar year

➤ *Active CIP Files and Status (projected \$77,908 total in CIP funding)*

- 48 Main St. South, Georgetown (Façade Improvement) – project complete
- 33-47 Main St. South, Georgetown (Façade Improvement) – project complete
- 13-15 Mill St. East, Acton (Façade Improvement) – project complete
- Stonebridge (aka Ventawood), 89 Guelph St. Georgetown (Environmental Site Assessment) - project extended to spring 2019
- Acton Vet Clinic, Façade Improvement, 77 Mill St. East, Acton – construction started
- Downtown Acton BIA Streetscaping - fixed amount of \$27,500 through the CIP

➤ *CIP Program Administration*

With the 2019 Budget approved, the CIP program is actively being promoted for 2019. The funding envelope for 2019 is \$191,500. This includes the Town's capital contribution, supplemented by approximately \$84,000 is funding received from the Association of Municipalities of Ontario (AMO).



*CIP cheque presentation to Helsons Law Office, Acton*



*CIP cheque presentation to MCO Acton, property owners of "Giant Tiger Plaza"*

## **2.2 BIA Façade Improvement Program**

Up to \$10,000 annually is earmarked from the Town's CIP for the Downtown Georgetown BIA (\$5,000) and Downtown Acton BIA (\$5,000) to administer and fund smaller façade projects (typically \$800-\$4000, e.g. new awnings, refreshed signs, power washing, etc.). In 2018, six such projects were implemented in the Georgetown BIA. The Acton BIA has promoted the program and is seeking applicants. Both BIAs have refreshed their CIP program administration and marketing for 2019.



*Main Video & Variety – sign before facade improvements (Google Streetview)*



*Main Video & Variety – after façade improvements for signage*

## 2.3 Manufacturing Expansion Fund (MEF)

The Manufacturing Expansion Fund (MEF) was established to assist with the expansion of manufacturing businesses by covering the cost of certain Town fees, including Site Plan, Site Alteration, Minor Variance, Cash in Lieu of Parkland, and fees related to obtaining Conditional Building Permits. Criteria to qualify include: manufacturing use; minimum 5 years on the Halton Hills site; minimum 50 employees; minimum 5000 square foot expansion, and others. Currently, one MEF project is nearing completion and a new project is being evaluated. As part of the 2019 Budget, dedicated funding has been allocated to support implementation of the MEF.

## 3. Premier Gateway

The Premier Gateway is the Town's strategic employment area and source of the vast majority of new employment growth. The Gateway accounts for a significant portion of all jobs in Halton Hills. Today, there are about 5 million square feet of development in the Gateway. Significant additional development is pending and/or being contemplated for the future.

Demand for commercial and industrial development continues to be robust in the Premier Gateway. One recent example has been the expansion of the Toronto Premium Outlets (TPO) – officially opened in mid-November 2018.

Additional detail on new tenants and developments is noted in confidential Appendix 2.



*Aerial view of the Premier Gateway, looking west along Steeles Avenue.*

## 4. Georgetown and Acton Development

### 4.1 Georgetown

#### ➤ *Georgetown Industrial Area*

As a mature employment area, the Georgetown Industrial Area has limited land supply and therefore limited opportunities for new development. However, the area continues to evolve according to the natural course of business cycles, such as occasional changes in ownership and small expansions.

For example, the recent sale of *Mold Hotrunner Solutions (MHS)*, located at 60 Armstrong Avenue, to U.S.-based Westfall Technik is expected to result in the expansion of the local operation. MHS specializes in hot runner and injection moulding technology for precision plastic parts. MHS' parts are used in medical devices, including insulin syringes and inhalers. MHS also produces larger moulds used in the automotive and packaging industries.

#### ➤ *Notable Commercial Projects*

- The Furnace Room Brewery opened in December 2018, providing a unique business and tourism destination in Halton Hills.



*Furnace Room Brewery exterior, 1 Elgin Street*

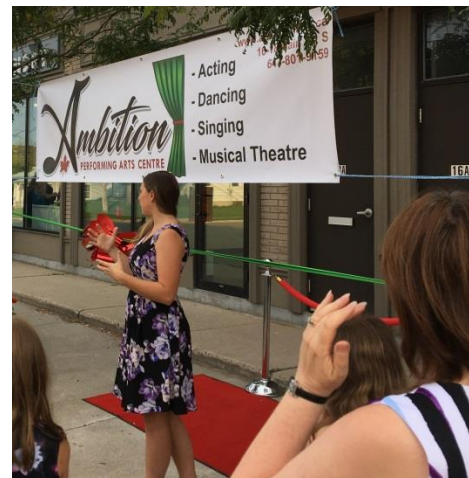
## 4.2 ACTON

### ➤ *Acton Industrial Area*

Similar to the Georgetown Industrial Area, the Acton industrial employment area is a mature area, and continues to evolve according to the natural course of business cycles. The Halton Hills Industrial Park being developed by Futura Properties continues to be actively marketed.

### ➤ *Acton BIA*

- Economic Development staff continued to collaborate closely with the Acton BIA to support downtown vitality.
- 8 new business openings in Q3 & Q4 2018:
  - Ambition Performing Arts Studio
  - Helson Law Office
  - House of Work Wear
  - JV Computer Repair
  - Oh Behave Canine Pawellege
  - One Stop Medical Clinic and Pharmacy
  - Plant Kitchen Society / Vegan Food Services
  - TicToc Watch and Clock Repair



*Opening of Ambition Performing Arts Centre, Acton, Q3 2018*

## 5. Tourism as an Economic Driver

As a \$34 billion business in Ontario, tourism offers a significant untapped economic development potential for Halton Hills. In partnership with the Town's Tourism Committee, a strategic workplan has been developed and implementation is underway.

### 5.1 Tourism Market Data

Staff designed and implemented a new Economic Development and Tourism survey to collect valuable local tourism data to establish benchmarks and guide decision-making. From May to December 2018, staff:



- Attended 19 community events to administer survey and strengthen partnerships.
- Completed 883 surveys, representing over 2,805 visitors.
- Of those surveyed, 15.6% were tourists and 36.4% were out-of-towners. The Province defines a “tourist” as someone who travels more than 40km and an “out-of-towner” is defined as someone who travels 10km plus.
- Based on this sample of surveys, each same-day visitor to Halton Hills spent about \$29.
- Provincially, on average, each same-day visitor spends \$82. Within the Regional Tourism Organization (RTO3) of which Halton, Hamilton and Brant are part, about 11 million visitors generate about \$850 million in visitor spending or almost \$59 per person same-day visit.
- A key objective of the Town’s tourism program is to implement initiatives that will close the gap between the average spending at the local and regional levels, and hence raise the associated economic benefits for Halton Hills.



*Head for the Hills –Craft Beer Festival*

## 5.2 Tourism Marketing & Communications

- Leading the production of a modern and multi-purpose promotional video which will showcase Halton Hills’ economic prosperity, quality of life, cultural vibrancy and tourism opportunities as a vehicle for marketing Halton Hills as a top-of-mind investment and tourism destination.
- Distributed over 7,400 pieces of tourism marketing materials. This includes providing Ontario Travel Information Centres with Halton Hills’ tourism material.
- Completed an initial audit of the content and functionality of the [visithaltonhills.ca](http://visithaltonhills.ca) website. Based on the audit, the website has been updated and refreshed. Although additional work needs to be done, the update has led to significant improvements resulting in a more visually attractive, streamlined, engaging, updated and easier to navigate website.



*Videotaping line dancing class at Hillview Active Living Centre (Acton)*

- Visitor traffic to the website has expanded and continues to grow. Between May and December 2018, visithaltonhills.ca had about 15,100 website visits – a traffic increase of 33.7% from the same period in 2017.
- Expanded social media promotion and created a dedicated tourism hashtag: #hhTourism.
- Published over 420 tourism specific social media posts.
- Created a new Visit Halton Hills rack card (in English and Chinese) to highlight local tourism assets and drive traffic to the visithaltonhills.ca website. The English version of the rack card is now on display at a variety of locations around Town including the Toronto Premium Outlets, Town Hall, arenas, etc.

### **5.3 Tourism Committee**

- Held the first three meetings of the Town's Tourism Committee to provide a status update and discuss recommended workplan priorities for 2018 and 2019. Information, knowledge and potential partnership opportunities continue to be exchanged to maximize the economic benefits of tourism.
- Prepared a comprehensive Tourism workplan to leverage tourism for economic development. Priority deliverables include:
  - Collecting, analyzing and publishing local tourism data
  - Updating the Tourism Committee Terms of Reference
  - Updating the 2014 Tourism Strategy
  - Developing tourism itineraries and packages to raise economic benefits.
  - Focusing on close collaboration with key tourism stakeholders, including restaurants, local tourism attractions, event organizers, accommodation providers, Toronto Premium Outlets, BIAs, Chamber, Regional Tourism Organization 3 (RTO3), tour operators, neighbouring Regional Tourism Organizations
  - Updating print and digital communications and marketing materials
  - Developing a 'How to Start a Bed and Breakfast Guide' relevant for the local marketplace
  - Implementing a new approach to assisting local event organizers, in partnership with Community Development staff
- In partnership with Corporate Communications, implemented new communication tools, including social media, banners, brochures, e-newsletters, 'Let's Talk Halton Hills' and infographics.
- In an effort to continue to increase the economic impact of tourist visitation and encourage overnight stays, the Tourism Committee - in partnership with the Hamilton Halton Brant Regional Tourism Association (RT03) - will be hosting a tourism workshop titled: "Developing Tourism Offers - Partnering for Success" in March 2019. This workshop will provide local tourism organizations and businesses with valuable tools to develop and/or enhance their experiential activities and programs for residents and tourists.
- Updated Terms of Reference for the Tourism Committee have been prepared for discussion with the existing Committee. These Terms of Reference are based

on examples from across the region to ensure that the Town is aligned with best practices in terms of objectives, committee size, membership base, workplan priorities, etc.

## 5.4 Tourism Stakeholders

- Had discussions with various potential tourism partners (e.g. accommodations, Toronto Premium Outlets, Ontario Baseball Championships, Regional Tourism Organization #3 (RTO3), Tourism Industry Association of Ontario, Halton Region, Halton Small Business Centre, etc) regarding potential cross-promotion and tourism marketing initiatives. Detailed plans for implementation are being developed and implemented.
- Prepared and shared valuable and concise tourism data with event organizers in the form of new “Tourism Snapshot” reports. This new deliverable has been very well received and will assist community groups with their future plans by providing data that can be used to set benchmarks, assess event success, support funding requests and guide future event plans.
- Held follow-up meetings with festival and event organizers to determine how the Town can best support their events from a tourism perspective.

## 5.5 Cycle Tourism

- Collaborated with local and regional tourism, economic development and industry partners, including RTO3 and Halton Region, to promote the area, including Halton Hills, as a tourism destination during the Tissot World Track Cycling World Cup.
- Recently joined the Ontario By Bike™ Network - a program certifying and promoting bicycle friendly businesses and cycle tourism in a growing number of regions across Ontario. The goal of the program is to create a network of businesses that together enhance our regions’ cycle tourism product and collectively Ontario’s cycle tourism sector.
- Became an active member of the Ontario By Bike Industry Partnership Advisory Committee
- Created Ontario By Bike business outreach packages which were hand-delivered to a pilot list of local cycle-tourism ready businesses. Promoted the program via e-newsletter, website and social media. Joining the Ontario By Bike Network is FREE for all businesses and locations interested in becoming certified as bicycle friendly.



*Promoting cycle tourism in Halton Hills*



- In partnership with the Town's Transportation division, Corporate Communications and the *Bike It Committee*, supporting the upcoming Halton Hills Cycling Summit.
- Collaborated with Corporate Communications and the *Bike It Committee* to create a half-page promotional ad for inclusion in the upcoming Recreation & Parks Guide.

## 6. Partnerships and Industry Engagement

Economic Development staff continued to strengthen partnerships and engage with the industry to advance local economic development priorities. These partnerships facilitate marketing, industry awareness and delivery of key initiatives. Key partners include the Chamber of Commerce, BIAs, Halton Region, HalTech and Province – among others. All Town departments are also key partners in facilitating the development process.

### 6.1 Halton Hills Chamber of Commerce

- Continued to actively participate on various Chamber committees, including the Membership Services and Economic Development Committees
- Sponsored Business Achievement Awards (Sustainability Award to ISPA Store Fixtures)
- Attended Manufacturing Super cluster/USMCA Trade Agreement event in November

### 6.2 Halton Region Economic Development

#### ➤ *Economic Development*

- Marketed Halton Hills as a business destination at the annual Realtors' Forum held in October.
- Participating in the annual *Halton Employment Survey* project.

#### ➤ *Halton Region Small Business Centre (SBC)*

- SBC continued to conduct twice-monthly complimentary business consultations for entrepreneurs at the Georgetown Branch of HHPL.
- Secured two days of consultation services for the Acton HHPL in Q1 2019.
- Continued to promote all SBC services via the InvestHaltonHills.com website.



#### ➤ *Halton Region Global Business Centre (GBC)*

- Continuing to promote GBC's 4-part *Doing Business in the United States* free seminars; topic is relevant in light of uncertainties posed by the USMCA.

- Co-ordination of an Export Summit is underway for late Q1 2019.

### 6.3 Other Partnerships (RTO3, Haltech, BREB, industry associations, Province, etc.)

- Manager of Economic Development, Innovation and Culture is an active member of:
  - Economic Development Council of Ontario (EDCO) - Professional Development Committee
  - Board of Directors for the Hamilton Halton Brant Regional Tourism Association (RT03)
  - Committees for various Town studies (e.g. Employment Lands Needs Study, Destination Downtown)
- Economic Development and Tourism Coordinator is an active member of:
  - Credit Valley Trail Experience Planning Committee
  - Credit Valley Trail Arts, Culture & Tourism Committee
  - Ontario By Bike Industry Partnership Advisory Committee
  - Tourism HR Canada Advisory Council
  - Hotel Association of Canada/Tourism HR Canada's Destination Employment Advisory Committee
- Economic Development Officer is an active member of:
  - Development Review Committee
  - Staff Sustainability Team
  - Regional Economic Development Officers committee
- Submitted an application for funding to support the production of an Economic Prosperity, Cultural Vibrancy and Tourism video.
- Submitted an application to Industry Canada's "Invest Canada Communities Initiatives" (ICCI) for \$40,000.
- Submitted an application to OMAFRA's "Rural Economic Development" (RED) for \$80,000.
- Attended Halton Region Federation of Agriculture (HRFA) AGM.
- Attended Hamilton Halton Brant Regional Tourism Association (RT03) Tourism Industry Symposium.
- Promoted events and resources offered by industry partners such as HalTech, Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA), Peel Halton Workforce Development Group (PHWDG) via InvestHaltonHills.com website.



*Halton Federation of Agriculture AGM*

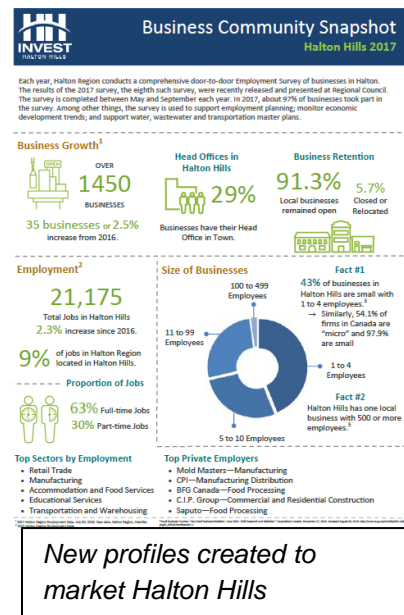
## 6.4 Real Estate Transaction and Market Intelligence

To provide Council and stakeholders with the most reliable market information and to support decision-making, Finance and Economic Development staff are in the process of procuring real estate market software. This new tool will enable the Town to access up-to-date non-residential real estate transaction data. Among other things, this will enable staff to assist investors with site location decisions.

## 7. Marketing and Communications

Expanded marketing and communications approaches are key to effectively engaging existing businesses and attracting new investment to Halton Hills. In partnership with Corporate Communications, in addition to the tourism-related marketing accomplishments noted earlier, Economic Development staff continued to implement a variety of marketing and communications approaches, including:

- Wrote and published two editions of the Economic Development e-Newsletter (Oct, Dec); 321 subscribers at beginning of Q4. The number of subscribers continues to grow.
- Promoted the Halton Region Small Business Centre through an ad developed for the Spring & Summer Recreation & Parks Guide.
- Continued to update and maintain the Town's business-focused website: [investhaltonhills.com](http://investhaltonhills.com)
- 1200 local, regional and international business contacts entered into a new contacts database to assist with business retention and expansion initiatives
- Produced the Town's first-ever industry sector and community demographic profiles, including:
  - State of Economy (spring 2018)
  - Demographic Profile
  - Business Community Snapshot
  - 4 Industry Sector Profiles



## 8. Priorities for Q1 2019

- Economic Development and Tourism Strategy
- Foreign Direct Investment (FDI) Strategy
- Community Improvement Plan (CIP) - program update
- Manufacturing Expansion Fund grant - program update
- Tourism Workshop (see section 5)

- Continued implementation of the Halton Hills – Wenjiang sister-city Action Plan
- Continued marketing of Halton Hills as a prime investment location
- State of Culture report (e.g. Cultural Master Plan, Public Art Master Plan, Culture Days, Helson Gallery)