

## COMMUNITY AND CORPORATE AFFAIRS COMMITTEE AGENDA

**Meeting #:** CCA-05-2019  
**Date:** Monday, April 8, 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
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. | <u>REPORT NO. ADMIN-2019-0010</u><br>OFFICE OF THE CAO REPORT NO. ADMIN-2019-0010 dated March 27, 2019 regarding Next Steps in Cultural Vibrancy Implementation.  | 3  |
| b. | <u>REPORT NO. ADMIN-2019-0011</u><br>OFFICE OF THE CAO REPORT NO. ADMIN-2019-0011 dated March 20, 2019 regarding Tourism Advisory Committee – Terms of Reference.   | 9  |
| c. | <u>REPORT NO. CORPSERV-2019-0006</u><br>CORPORATE SERVICES REPORT NO. CORPSERV-2019-0006 dated March 13, 2019 regarding Remuneration and Expenses Paid to Members of Council and Others During the Year 2018. | 18 |

- d. **REPORT NO. CORPSERV-2019-0007** 22  
CORPORATE SERVICES REPORT NO. CORPSERV-2019-0007 dated April 8, 2019 regarding 2018 Insurance Claim Activity.
- e. **REPORT NO. CORPSERV-2019-0011** 26  
CORPORATE SERVICES REPORT NO. CORPSERV-2019-0011 dated March 20, 2019 regarding Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds and Trust Funds as at December 31, 2018.
- f. **REPORT NO. CORPSERV-2019-0014** 34  
CORPORATE SERVICES REPORT NO. CORPSERV-2019-0014 dated March 15, 2019 regarding 2018 Annual Report on Investment and Cash Management.
- g. **REPORT NO. RP-2019-0017** 45  
RECREATION AND PARKS REPORT NO. RP-2019-0017 dated March 22, 2019 regarding Award of T-037-19 Parks Construction Blanket Order.

**5. CLOSED SESSION**

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

- a. **REPORT NO. ADMIN-2019-0013**  
OFFICE OF THE CAO REPORT NO. ADMIN-2019-0013 dated March 4, 2019 regarding personal matters about an identifiable individual, including municipal or local board employees. (Business Licence)

**6. RECONVENE INTO OPEN SESSION**

Motion to approve items pertaining to Closed Session.

**7. ADJOURNMENT**

## REPORT

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

**REPORT FROM:** Catherine McLeod, Cultural Development Coordinator

**DATE:** March 27, 2019

**REPORT NO.:** ADMIN-2019-0010

**RE:** Next Steps in Cultural Vibrancy Implementation

### RECOMMENDATION:

THAT Report No. ADMIN-2019-0010, dated March 27, 2019, regarding Next Steps in Cultural Vibrancy Implementation be received for information;

AND FURTHER THAT a new “Arts and Culture Working Group” be established consisting of representatives of the local cultural community, with the support of Town staff, to continue to strengthen and grow the local cultural sector, and to facilitate effective community cultural communication and engagement;

AND FURTHER THAT, recognizing that the Halton Hills Cultural Roundtable has dissolved, the existing \$42,100 annual budget previously allocated to the Halton Hills Cultural Roundtable, be reallocated to the Cultural Services budget to fund the new Arts and Culture Working Group, support the delivery of arts and culture programs and initiatives, and to augment resources needed to accelerate Cultural Master Plan implementation;

AND FURTHER THAT the existing \$9800 which has been part of the overall Halton Hills Cultural Roundtable-related allocation be reallocated to the Cultural Services budget and continue to be provided from the Cultural Services budget to the Halton Hills Public Library to offset costs related to staffing the John Elliott Theatre Box Office in support of cultural programming;

AND FURTHER THAT any additional necessary funding and/or resource requirements be brought for consideration to the Budget Committee as part of the development of the 2020 Budget.

## **BACKGROUND:**

In February 2019, the Halton Hills Cultural Roundtable dissolved.

Since 2011, the Roundtable received about \$40,000 annually from the Town under an MOU (plus an economic adjustment in later years). Each year, since 2015, another \$9,800 had been allocated to the Halton Hills Public Library to support the John Elliott Theatre Box Office. The MOU funds currently sit in Council's operating budget, similar to the approach of funding other Town committees.

With the Cultural Roundtable dissolved a new model is needed to keep advancing cultural vibrancy and engage the cultural community. Based on an extensive review of best practices; current and future workplan demands and priorities; available resources; service delivery gaps; and the review of recent input collected from the local arts and culture community as to its priority needs, it is recommended that the existing funding previously allocated to the Roundtable be reallocated to continue to strengthen, maintain, expand and enhance cultural initiatives.

**It is important to note that the recommended approach:**

- **Relies on exiting funding;**
- **Will maximize the benefits of currently available funding;**
- **Proposes the launch of innovative supports to the cultural community such as a Town-first 'micro-grant' program for artists, and arts and cultural groups;**
- **Addresses existing service gaps;**
- **Helps respond to existing workplan and resource needs;**
- **Will result in the launch of enhanced communication tools; and**
- **Represents continued Town investment and support of local arts and cultural initiatives.**

**Overall, the recommended approach will continue to support the growth of a robust arts and culture sector – generating social and economic benefits.**

## **COMMENTS:**

### **1. Best Practices Review**

Research into 12 Ontario cultural roundtables/committees<sup>1</sup> supports the recommendation of adopting a Cultural Working Group/Advisory Committee model that is managed by the Town. Main areas of work of similar groups include:

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<sup>1</sup> Arts Milton; Headwaters Cultural Roundtable; Orangeville Arts & Culture Committee; Dufferin Arts Council; Minto Cultural Roundtable; Gravenhurst Cultural Roundtable; Orillia Cultural Roundtable; Wellington North Cultural Roundtable; Hamilton Cultural Roundtable; Kawartha Lakes Cultural Roundtable; Prince Edward County Arts Council; Dryden Cultural Roundtable.

- Producing cultural events (e.g. Culture Days);
- Developing professional development and networking events;
- Recognition of local arts sector (e.g. awards);
- Administering small grants for cultural organizations or events;
- Reviewing the progress of Cultural Master Plans;
- Providing support to Cultural organizations/members;
- Leading community conversations on culture;
- Being a sounding board for municipal policies, plans, actions, etc; and
- Linking the cultural sector with business and tourism sectors to leverage culture and cultural tourism as economic drivers.

## **2. Local Cultural Community Needs**

In 2018, the Cultural Roundtable conducted a survey of the needs of the local cultural community. The top five priorities that the community identified in the survey were:

- 1) Marketing local cultural activities, events and opportunities to the public;
- 2) Fundraising and support including grants;
- 3) Advocacy;
- 4) Networking opportunities; and
- 5) Annual Cultural Symposium.

Marketing and communications has been an ongoing issue. Not knowing what events are happening in Halton Hills was the highest reported barrier to participation in cultural events with 48% of respondents reporting the issue in a community survey in 2013 for the development of the Cultural Master Plan. The fact that this issue rose to the top of the 2018 survey as well, illustrates that it is an ongoing challenge.

Developing new cultural communications channels that are tailored to the needs of the arts and cultural sector will be critical to strengthening and promoting the cultural sector.

## **3. Recommended Model**

Based on the review of best practices, existing workplans and demands, and identification of gaps, it is recommended that a new “Arts and Culture Working Group” be established.

The “Arts and Culture Working Group” would have representation from key community stakeholders - representing different and diverse aspects of the local cultural community. The Cultural Development Coordinator would actively support the Working Group by acting as a resource and staff liaison. Administrative support would be provided by the Cultural Services Assistant. The Working Group would hold regular meetings and have an annual workplan. The main objectives of the Working Group would be to provide the Town with advice on cultural matters; act as a “sounding board” for cultural matters; develop and deliver cultural opportunities for local artists, arts and

cultural groups, and organizations; be a ‘community-connector’; and develop and facilitate community cultural communication, consultation and engagement.

Subject to the development of new Terms of Reference for the Working Group, confirmation of a detailed workplan and recruitment of members, the Working Group’s potential workplan will likely include the following:

- *Cultural Connections:* Connecting the cultural community by providing opportunities for engagement, collaboration, capacity building and/or professional development, including hosting cultural networking/social events (e.g. artist meet-ups, culture chats, consultations, etc.).
- *Cultural Communications and Marketing:*
  - In consultation and coordination with Corporate Communications, increase community knowledge of cultural events and activities through the establishment of dedicated cultural communication channels that are tailored to the needs of the cultural sector, including the use of the Town’s existing online community engagement tools, as appropriate.
  - Increase the cultural community’s knowledge of potential grant and professional development opportunities through dedicated communication channels.
- *Develop a Culture Days Micro-Grant Program:* Implement the Town’s first-ever micro-granting program of modest amounts to offset the costs of developing and delivering Culture Days activities. Subject to future budget discussions and funding availability, the value and eligibility for the micro-grants may be expanded.
- *Develop New Cultural Programming:* Create, curate and present cultural programming at the Helson Gallery, John Elliott Theatre and other venues, as appropriate.

#### **4. Re-allocation of Existing Funds**

Based on a review of best practices, existing workplans and demands, and identification of gaps, it is recommended that the \$42,100 currently held for the no-longer existing Cultural Roundtable as well as the \$9,800 allocated to the JET Box Office, be integrated into the Cultural Services budget to effectively and efficiently deliver cultural initiatives. Funds will be allocated to:

- Offset staffing costs related to the John Elliott Box Office – this reallocation was already occurring and will be maintained once the budget moves to Cultural Services.
- Launch and support the new Arts & Culture Working Group (e.g. operating costs, artist networking and professional development events, support cultural

communications and marketing, micro-grants for artists and cultural groups for Culture Days and programming fees).

- Support various arts and culture initiatives and staff resource needs, as well as the implementation of the Arts and Culture Working Group's workplan.

## **RELATIONSHIP TO STRATEGIC PLAN:**

Implementing the Arts and Culture Working Group model will support the Strategic Plan's focus on:

- Effective, efficient and economical delivery of the Town's existing services; and
- Continuing to implement the Integrated Community Sustainability Strategy, in particular as it relates to the Cultural Vibrancy pillar.

## **FINANCIAL IMPACT:**

This report recommends the reallocation of existing funds to maximize arts and cultural benefits. By managing funds directly the Town will be able to ensure transparency and accountability, and expedite the delivery of cultural initiatives.

## **CONSULTATION:**

The recommendations of this report are based on past consultations with the local arts and culture community. Communication on relevant aspects of this report took place with appropriate Town staff.

## **PUBLIC ENGAGEMENT:**

The public will be engaged through a call for applications to the new Arts and Culture Working Group and will then be engaged through the activities of the Working Group's workplan.

## **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, Economic Prosperity and Social Well-being pillars of sustainability. In summary, the alignment of this report with the Community Sustainability Strategy is Excellent.

## **COMMUNICATIONS:**

Communication about the Arts and Culture Working Group will be expanded as part of the call for membership for the Working Group.

## **CONCLUSION:**

Since 2015, the Town has continued to substantially increase its commitment and resources allocated to advancing the Cultural Vibrancy pillar. The reallocation of existing funding as recommended in this report will enable the Town to address gaps, respond to growing demand for cultural services, and launch additional innovative supports for the arts and culture sector. The new Arts and Culture Working Group will be an efficient and effective method to respond to identified needs and to continue to engage arts and cultural stakeholders. The Working Group will drive the development of new and innovative programs to support the sector, including micro grants to support artists and community groups that have embraced the Town's award winning Culture Days program. Ultimately, the local cultural sector will continue to grow and strengthen – generating social and economic benefits for Halton Hills.

Reviewed and Approved by,



Damian Szybalski, Manager of Economic Development, Innovation & Culture



Brent Marshall, Chief Administrative Officer



## REPORT

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

**REPORT FROM:** Tammy McQueen, Economic Development and Tourism Coordinator

**DATE:** March 20, 2019

**REPORT NO.:** ADMIN-2019-0011

**RE:** Tourism Advisory Committee – Terms of Reference

### RECOMMENDATION:

THAT Report No. ADMIN-2019-0011, dated March 20, 2019, regarding the “Tourism Advisory Committee – Terms of Reference” be received for information;

AND FURTHER THAT the existing Tourism Advisory Committee members be thanked for their efforts and commitment in advancing initiatives which have contributed to elevating tourism as an important part of Halton Hills’ economy;

AND FURTHER THAT the existing Tourism Advisory Committee be dissolved as of April 16, 2019 and that the new Tourism Advisory Committee Terms of Reference be approved as set out in Appendix A to this report, as a basis to re-establish the new Committee;

AND FURTHER THAT Town staff be authorized to proceed with recruiting members for the new Tourism Advisory Committee, an advisory Committee of Council.

### BACKGROUND:

Report No. ADMIN-2018-0007 (dated February 26, 2018), regarding the “New Strategic Approach to the Management of the Tourism Portfolio” contained Recommendations that resulted in the Town reassuming oversight and strategic management of the tourism portfolio, including the Tourism Advisory Committee from the Chamber of Commerce.

Report No. ADMIN-2018-0025, regarding the “State of Economy” (dated September 12, 2018), referred to the update of the existing Tourism Advisory Committee’s Terms of Reference as one of the priority deliverables of the Tourism workplan.

As part of the transition, Town staff completed 1-on-1 interviews with members of the Tourism Committee to assess past successes, discuss roles and responsibilities, identify target audiences and tourism stakeholders, explore growth opportunities, identify workplan priorities for 2018 and 2019, and assess interest from existing members in continuing with the committee.

Since taking over management of the Town's tourism portfolio, the Economic Development, Culture and Innovation division has been building upon the significant accomplishments of the Chamber of Commerce and its Tourism Committee, and is now ready to proceed with the implementation of new Terms of Reference for the Tourism Advisory Committee.

Staff have reviewed examples of similar Terms of Reference from across the region including Halton Region, Milton, Oakville, Burlington, Mississauga, Brampton, Hamilton, Cambridge and Guelph. This review ensured that the new Terms of Reference align with best practices in terms of committee size, membership structure, meeting schedule and workplan priorities.

Draft Terms of Reference were provided to the Tourism Advisory Committee for input at its February 21, 2019 meeting as well as electronically at a later date. Committee members provided feedback which was incorporated into the recommended Terms of Reference, as appropriate.

## **COMMENTS:**

The new mandate of the Tourism Advisory Committee will be to advise and make recommendations to staff and ultimately to Council on matters pertaining to destination development and tourism service delivery in the Town of Halton Hills.

### **1. Membership**

The new Tourism Advisory Committee is recommended to be an industry-focused body that represents the diverse interests of tourism stakeholders from across the Town. Members of the Tourism Advisory Committee would include industry representatives and professionals from a broad range of tourism businesses interested in working together to achieve the identified goals.

Committee membership would include representatives from:

- Community member(s) at large;
- Representatives from the Business Improvement Areas and/or Chamber of Commerce;
- Representatives from the accommodations sector (e.g. hotel, bed & breakfast);
- Representatives from major tourism destinations/attractions (e.g. major shopping destinations);
- Representatives from community groups (arts, culture, sports, festivals & events);

- Hospitality professionals (e.g. frontline, supervisor, manager and executive roles);
- Government officials and industry associations/organizations; and
- Training / Service providers (e.g. educators, researchers, trainers).

The Committee would be composed of a maximum of ten (10) Members, as follows:

- One (1) Members of Town Council – concurrent with the term of Council.
- Nine (9) Citizen/Industry Members – appointed by Council each term.

The Committee Chair will be appointed by the Mayor and ratified by Council.

The Economic Development and Tourism Coordinator will attend the Tourism Advisory Committee meetings to provide resources and assist the Committee.

## **2. Next Steps**

Provided that the Committee approves the recommendations of this report, the immediate next steps will be to:

- Formally inform the pre-existing Tourism Advisory Committee of the implementation of the new Terms of Reference;
- Issue appropriate communications;
- Recruit new members for the Committee (pre-existing Committee members will be invited to re-apply); and
- Set up a regular meeting schedule for quarterly meetings with the new Committee. The first meeting of the new Tourism Advisory Committee is anticipated to occur in late May.

## **RELATIONSHIP TO STRATEGIC PLAN:**

The Town's Strategic Plan recognizes the role of tourism in fostering a prosperous economy and promoting the unique characteristics afforded by the Town's natural, cultural, arts, sports and retail attractions. This report supports the following strategic priorities:

- Work with the Chamber of Commerce, BIA's, the Region and others to promote sports, heritage, countryside, agricultural and eco-tourism.
- Have regard to our "strong sense of community" in welcoming new residents and businesses to Halton Hills.
- Collaborate with community partners to continue to implement the Integrated Community Sustainability Strategy.
- Effective, efficient and economical delivery of the Town's existing services.

## **FINANCIAL IMPACT:**

There is no direct financial impact related to this report. As part of the 2019 capital budget, a modest budget of \$1,000 has been approved to support the new Tourism Advisory Committee.

**CONSULTATION:**

The Town's existing Tourism Advisory Committee was consulted in the preparation of the new Terms of Reference. Clerks staff were also consulted. A review of best practices is the basis for this report.

**PUBLIC ENGAGEMENT:**

Pending Committee approval, the Town's Economic Development and Tourism Coordinator will proceed with promoting the opportunity to join the new Committee. Promotion will include social media posts and direct emails/correspondence to a broad range of tourism stakeholders (including members of the existing Tourism Advisory Committee). Interested parties will be encouraged to submit an application for consideration and applications will be reviewed by an interview committee.

Those applicants that cannot be accommodated on the Committee at this time will be asked if they wish to potentially participate as members of any future sub-committees, based on their areas of interest.

**SUSTAINABILITY IMPLICATIONS:**

A strong tourism industry in Halton Hills supports the Town's Community Sustainability Strategy. The relationship between this report and the Strategy is summarized below:

Do the report's recommendations advance the Strategy's implementation? Yes.

Which pillar(s) of sustainability does this report support?

- Economic Prosperity
- Cultural Vibrancy

**CONCLUSION:**

This report seeks Committee's approval of new Terms of Reference for the Tourism Advisory Committee. The recommended approach will enable the Town to continue to deliver tourism services in a strategic, efficient and effective manner.

Reviewed and Approved by,

A handwritten signature in black ink that reads "Damian Szybalski". The script is cursive and fluid.

Damian Szybalski, Manager of Economic Development, Innovation & Culture

A handwritten signature in black ink that reads "Brent Marshall". The script is cursive and fluid.

Brent Marshall, Chief Administrative Officer

## **Tourism Advisory Committee**

### **TERMS OF REFERENCE**

#### **1. Purpose of Committee**

##### **Mandate**

- The Tourism Advisory Committee will advise and make recommendations to Council and staff on matters pertaining to destination development and tourism service delivery in the Town of Halton Hills.

##### **Goals/ Objectives**

- To advise and make recommendations pertaining to local tourism;
- To assist with the development and implementation of the tourism workplan;
- To increase awareness and elevate discussions on tourism issues;
- To be a centralized focal point for effectively building tourism as a key economic driver within Halton Hills; and
- To build on existing tourism programs and services, with a focus on optimizing resources and facilitating collaboration/coordination amongst community service providers and other industry stakeholders.

#### **2. Membership**

The Tourism Advisory Committee is to be an industry-focused body that represents the diverse interests of tourism stakeholders from across the Town. Members of the Tourism Advisory Committee will include industry-focused representatives and professionals from a broad range of tourism businesses and stakeholders interested in working together to achieve the identified goals.

The Committee shall seek Membership from:

- Community member(s) at large;
- Representatives from the Business Improvement Areas and/or Chamber of Commerce;
- Representatives from the accommodations sector (e.g. hotel, bed & breakfast);
- Representatives from major tourism destinations/attractions (e.g. major shopping destinations);
- Representatives from community groups (e.g. arts, culture, sports, festivals & events);
- Hospitality professionals (e.g. frontline, supervisor, manager and executive roles);
- Government officials and industry associations/organizations; and
- Training/Service providers (e.g. educators, researchers, trainers).

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The Committee will be composed of a maximum of ten (10) Members, as follows:

- One (1) Members of Town Council – concurrent with the term of Council.
- Nine (9) Citizen/Industry/Stakeholder Members – appointed by Council each term.

The Economic Development and Tourism Coordinator will attend the Tourism Advisory Committee meetings to provide resources and assist the Committee. Clerks staff will provide support.

### **3. Roles and Responsibilities:**

The Tourism Advisory Committee will work collaboratively to serve an advisory function.

Committee members will:

- Attend and participate in Committee meetings;
- Assist with the implementation of the tourism workplan, as appropriate;
- Provide support and insight from the view of their respective roles;
- Exchange and share their knowledge, ideas and advice;
- Review plans and documents and recommend amendments, if required;
- Participate in planning and delivery of project activities as required;
- Participate on sub-committees as appropriate;
- Act as a catalyst for tourism growth;
- Help build a network of tourism stakeholders; and
- Promote the Committee's tourism efforts within the community;

### **4. Recruitment and Selection of Committee Members**

The Town will seek volunteers with tourism expertise and/or community related experience.

### **5. Chair**

The Chair shall be appointed by the Mayor, ratified by Council.

### **6. Meeting Dates**

Times and dates for the Tourism Advisory Committee meetings are set by the Committee and may be altered or cancelled by the call of the Chair. Meetings will be conducted in accordance with the Town of Halton Hills Procedural By-Law No. 2015-0060, unless otherwise specified in these Terms of Reference.

### **7. Time Commitment/Meeting Frequency**

Members of the Tourism Advisory Committee will be invited to participate in four (4) meetings each year. The Term of Office shall be four (4) years in length, to be concurrent with the Term of Council. Members will have the opportunity to announce their interest to sit on the Committee

**1 Halton Hills Drive, Halton Hills, Ontario L7G 5G2**

for another Term in January of the fourth (4<sup>th</sup>) year. The Town will be responsible for planning the meetings, setting agendas, circulating meeting materials, etc. Additional meetings may be called to address specific project requirements.

**8. Quorum**

A quorum means fifty percent (50%) of the membership plus one.

**9. Vacant Seat**

The position of a member of the Tourism Advisory Committee becomes vacant if the Member is absent for two (2) consecutive meetings without prior notification to the Tourism Advisory Committee. The final decision to determine if a position is vacant will be made by the Chair.

**10. Call to Order**

The Chair shall call the meeting to order as soon after the hour fixed for the holding of the meeting provided quorum is present. If no quorum is present, 15 minutes after the time appointed for a meeting, the names of the Members present shall be recorded and the meeting shall stand adjourned until the date of the next regular meeting. In the absence of the Chair, the Chair will appoint another representative on the Committee as the Acting Chair when required.

**11. Voting – Motions**

Members of the Committee must declare any pecuniary interest they may have in any matter under consideration by the Committee and must abstain from any discussion or voting on the matter. In the event of a tie vote, the motion is lost. Motions may be moved verbally except where the Chair requests that the motion be in writing and be reflected in the Minutes as action items.

**12. Minutes**

Minutes of the Tourism Advisory Committee will be forwarded to Council for information.

**13. Agenda**

Agenda will be distributed to Committee Members and posted on the Town's website at least one week prior to the scheduled meeting. A comprehensive Agenda package will be distributed to the Tourism Advisory Committee Members prior to the meeting. In the event the package contains confidential documents, they will be provided on green paper to the Committee on the day of the Tourism Advisory Committee. Once reviewed, confidential packages are to be returned to Administration for shredding.



**14. Town Policies, Guidelines and Procedures**

Members of the Tourism Advisory Committee must adhere to all Town policies, guidelines and administrative procedures.

**15. Reference: Reports & Applicable By-laws**

The Town of Halton Hills Procedural by-law regarding procedures of Town Committees and for the conduct of its Members.

**16. Sunset/Terms of Reference Review Date**

The Terms of Reference shall be reviewed every four (4) years concurrent with the Committee's Term of Office.

## REPORT

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

**REPORT FROM:** Duncan Robertson, CPA, CMA  
Budgets & Financial Reporting Supervisor

**DATE:** March 13, 2019

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

**RE:** Remuneration and Expenses Paid to Members of Council and Others During the Year 2018

### RECOMMENDATION:

THAT Report No. CORPSERV-2019-0006 dated March 13, 2019 regarding Remuneration and Expenses paid to Members of Council and Others during the Year 2018 be received;

AND FURTHER THAT the attached Treasurer's statement on the remuneration and expenses paid to Members of Council, Local Boards and Committees in 2018 be received as information.

### BACKGROUND:

The Municipal Act, S.O. 2001, c. 25, as amended, Section 284 (1) requires the Treasurer to submit a statement to Council itemizing remuneration and expenses paid to each member of Council for the previous year. In addition, the Treasurer is also required to report payments made to Council appointees to serve as a member of any body, including Local Boards and Committees. This requirement applies to the Committee of Adjustment in 2018.

### COMMENTS:

Appendix A outlines remuneration and expenses paid to each member of Council and the members of the Committee of Adjustment in 2018. All payments made were in accordance with Town policy and were provided for in the 2018 operating budget.

In 2018, the Mayor and members of Council were budgeted discretionary spending allowances of \$14,500 and \$3,000 each respectively for community outreach expenses. Discretionary expenses could include items such as communications expenses, community or charity events, souvenirs or promotional items, and/or production costs

for Ward newsletters or other mass mailings. Discretionary expenses were underspent against the budget provision for each Councillor's community outreach budget in 2018.

There were two major conferences attended in 2018 by members of Council – the Federation of Canadian Municipalities (FCM) and the Association of Municipalities of Ontario (AMO). The expenses to attend these conferences are funded from a general Council Administration Budget administered by Town staff. Conferences and seminars represent all related costs including travel, meals, accommodations and registration.

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

This report supports the following strategic objectives:

- Effective, efficient and economical delivery of the Town's existing services.
- Ensure the accountability and transparency of the Town's operations, and that appropriate management policies, practices and procedures are in place.

#### **FINANCIAL IMPACT:**

Remuneration and expenses paid to members of Council are operational costs funded from the 2018 Operating Budget.

#### **CONSULTATION:**

The Mayor and Councillors were advised of the details pertaining to their remuneration and expenses.

#### **PUBLIC ENGAGEMENT:**

No public engagement required in reference to this report.

#### **SUSTAINABILITY IMPLICATIONS:**

The sustainability implications of the recommendations of the 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 this report is none of the latter, the Sustainability Implications section is not applicable.

#### **COMMUNICATIONS:**

There is no communications impact.

**CONCLUSION:**

This report fulfills the requirements of the Municipal Act, S.O. 2001, c. 25, as amended, Section 284(1). All payments were made in compliance with the Council Expense Policy and were funded within the 2018 approved Operating Budget.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "M. J. Leighton".

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, Chief Administrative Officer

**Mayor and Members of Council**  
**Remuneration And Expenses - 2018**

<b>Name</b>	<b>Salaries</b>	<b>Benefits</b>	<b>Conferences &amp; Seminars</b>	<b>Community Outreach</b>	<b>Total</b>
Bonnette, Richard	\$ 77,806.56	\$ 25,474.51	\$ 305.86	\$ 639.16	\$ 104,226.09
Albano, Michael	\$ 31,867.96	\$ 6,652.81	\$ 5,048.53	\$ 500.89	\$ 44,070.19
Brown, Fredrick (Ted)	\$ 31,867.96	\$ 8,610.69	\$ 2,390.72	\$ 1,794.74	\$ 44,664.11
Farrow-Reed, Wendy	\$ 1,526.46	\$ 236.05	\$ -	\$ 45.79	\$ 1,808.30
Fogal, Jane	\$ 31,867.88	\$ 3,644.38	\$ 2,395.59	\$ 1,678.65	\$ 39,586.50
Hurst, Jon	\$ 29,076.55	\$ 2,616.79	\$ -	\$ 815.62	\$ 32,508.96
Inglis, Robert	\$ 31,867.96	\$ 8,610.69	\$ 1,971.00	\$ 2,143.77	\$ 44,593.42
Johnson, Moya	\$ 31,867.96	\$ 3,509.56	\$ 4,600.52	\$ 810.69	\$ 40,788.73
Kentner, David	\$ 30,341.50	\$ 5,589.40	\$ 3,234.00	\$ 2,720.78	\$ 41,885.68
Lawlor, Ann	\$ 31,867.96	\$ 5,514.61	\$ 1,674.38	\$ 1,064.96	\$ 40,121.91
Lewis, Bryan	\$ 31,867.96	\$ 648.03	\$ 3,318.18	\$ 455.11	\$ 36,289.28
Somerville, Clark	\$ 31,867.96	\$ 3,613.71	\$ 182.19	\$ 1,312.29	\$ 36,976.15
<b>TOTAL</b>	<b>\$ 393,694.67</b>	<b>\$ 74,721.19</b>	<b>\$ 25,120.97</b>	<b>\$ 13,982.45</b>	<b>\$ 507,519.28</b>

**Committee of Adjustment**  
**Members Remuneration And Expenses - 2018**

<b>Name</b>	<b>Salaries &amp; Benefits</b>	<b>Other</b>	<b>Total</b>
Cook, Allan	\$ 1,628.77	\$ -	\$ 1,628.77
Jenny, Todd	\$ 1,202.88	\$ 300.36	\$ 1,503.24
Kowal, Erik	\$ 98.51	\$ -	\$ 98.51
Roedding, Blair	\$ 1,202.88	\$ 61.04	\$ 1,263.92
Scott, Wayne	\$ 1,202.88	\$ 214.48	\$ 1,417.36
<b>TOTAL</b>	<b>\$ 5,335.92</b>	<b>\$ 575.88</b>	<b>\$ 5,911.80</b>

## REPORT

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

**REPORT FROM:** Kathleen Reinhardt, Insurance & Risk Coordinator

**DATE:** April 8, 2019

**REPORT NO.:** CORPSERV-2019-0007

**RE:** 2018 Insurance Claim Activity

### RECOMMENDATION:

THAT Report No. CORPSERV-2019-0007 dated April 8, 2019, regarding the 2018 Insurance Claim Activity be received as information.

### BACKGROUND:

Staff prepares this report annually detailing, by category, the insurance claim activity for the previous year. Claims against the Town are categorized according to the Town's insurance policies to which they apply. The Town's insurance policies are broken down into the following categories:

<u>Policy</u>	<u>Purpose</u>
Automobile	Town-owned vehicles
Errors & Omissions	Third party claims for damage of financial loss arising out of any actual or alleged wrongful act committed by Town staff
General Liability	Third party claims such as: - Bodily injury related to slip/trip and falls or road maintenance - Property or vehicle damage
Property	Town property

## COMMENTS:

This report provides general information on insurance claims that the Town received during 2018. It also includes any claims received prior to 2018 that were still outstanding at the end of 2018. Additionally, as part of the year-end process, the potential exposure is calculated by multiplying the relevant deductible amount by the number of outstanding claims. The Town has a deductible of \$15,000 per claim for all insurance categories except automobile, where the deductible is \$5,000. These low deductible amounts protect the Town from a potentially significant payout.

A line item in the Operating Budget has been established to cover the deductible portion in the amount of \$100,000, which is largely funded through a contribution from the Tax Rate Stabilization Reserve; this reserve is reviewed to ensure that the balance is sufficient to cover the potential exposure.

The following table details, by category, the number of claims the Town received during 2018 and any claims received prior to 2018 that were still outstanding at the end of 2018.

**Insurance Claim Outstanding as at December 31, 2018**

Category	2018 Claims Results			Claims Received Prior to 2018 Still Open as at Dec. 31/18	Total Open Claims as at Dec. 31/18	Total Exposure as at Dec. 31/18
	Received	Closed	Open			
Town-owned Auto	11	10	1	2	3	\$ 15,000.00
Errors and Omissions	0	0	0	1	1	\$ 15,000.00
General Liability	59	47	12	20	32	\$ 480,000.00
Property	0	0	0	0	0	\$ -
<b>Total</b>	<b>70</b>	<b>57</b>	<b>13</b>	<b>23</b>	<b>36</b>	<b>\$ 510,000.00</b>

There were a total of 70 claims received in 2018, of which 57 were closed. The 36 open claims at the end of 2018 include 23 from prior years, and represent a total potential exposure of \$510,000. Claim costs incurred in 2018 totaled \$191,268, comprised of \$184,196 in adjustor and legal fees, and \$7,072 in claim settlements.

The high number of open claims from both current and previous years reflects the increased complexity of claim files, which in turn, requires a greater amount of time for staff to resolve.

Staff is currently preparing a presentation for Council that will outline the Town's insurance portfolio, the challenges, the changes underway, and in addition, provide a historical analysis of claim statistics.

**RELATIONSHIP TO STRATEGIC PLAN:**

This report is related to the 2014-2018 Strategic Action Plan priority one (1), Municipal Service Delivery, effective, efficient and economical delivery of the Town's existing services.

**FINANCIAL IMPACT:**

As noted, there is a total potential exposure for the Town of \$510,000 based on the 36 open claims. The Town Treasurer has advised that all or part of this exposure could be funded through future operating budgets, which may also require an increased contribution from the Tax Rate Stabilization Reserve.

**CONSULTATION:**

If Council has any questions on any specific insurance related matter, please address them to the Treasurer/Manager of Accounting.

**PUBLIC ENGAGEMENT:**

There is no public engagement impact.

**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:**

There is no communications impact.



**CONCLUSION:**

This information report is provided to illustrate the 2018 insurance claim activity, by policy category, and to identify the potential total exposure to the Town based on open claims. In 2018, staff received 70 claims, of which 57 were closed. In addition to the remaining 13 claims from 2018, 23 carried over from previous years. The total potential exposure for the 36 open claims amounts to \$510,000, which could be covered through future operating budgets and the Tax Rate Stabilization Reserve.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "M. J. Leighton".

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, Chief Administrative Officer

## REPORT

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

**REPORT FROM:** Amy Prueter, Senior Financial Analyst

**DATE:** March 20, 2019

**REPORT NO.:** CORPSERV-2019-0011

**RE:** Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds and Trust Funds as at December 31, 2018

### RECOMMENDATION:

THAT Report No. CORPSERV-2019-0011 dated March 20, 2019 regarding Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds and Trust Funds as at December 31, 2018 be received;

AND FURTHER THAT Council authorize an interim loan of \$1,000,000 to the Recreation & Parks Services DC Reserve Fund from the New Capital Reserve;

AND FURTHER THAT Council authorize an interim loan of \$330,000 to the Library Services DC Reserve Fund from the New Capital Reserve.

### BACKGROUND:

The Reserves, Discretionary Reserve Funds, Obligatory Reserve Funds and Trust Funds report outlines the status of the various funds held by the Town of Halton Hills as at December 31, 2018.

On July 17, 2018 Council approved changes to the General Reserve and Reserve Fund Policy, POLICY-2018-0004 through Report no. CORPSERV-2018-0030. Changes included the consolidation of various existing reserves, the addition of new reserves, and clarification around the intent and usage of reserves. Staff has presented the balances of reserves, reserve funds and trust funds for the fourth quarter under this new reserve structure.

### COMMENTS:

The attached schedules A to D report a summary of the reserves, discretionary reserve funds, obligatory reserve funds and trust funds held by the Town. The opening balances as at January 1, 2018, the activity from January to December 2018, un-booked commitments against the funds, and any inter-fund borrowing are reported for each separate fund. Additionally, the balances related to the reserves that were identified in

the Reserve Policy requiring amalgamation due to the new reserve structure are recorded under the reserve amalgamation column.

The opening balance column reflects the balance of the reserves, discretionary reserve funds, obligatory reserve funds and trust funds that were reported in the published financial statements. This amount includes the final distribution of the 2017 operating surplus of \$1,486,670 and it does not include any unrecorded amounts or inter-fund loans.

The activity from January to December 2018 includes the interest that has been earned on the reserves, reserve funds, and trust funds during the period and movements in and out of the funds. The December 31, 2018 balance does not include the 2018 annual operating surplus distribution. Reserve balances will be adjusted to reflect the final operating budget surplus once the audit is complete.

Schedule A represents a summary of the detailed Schedules B to D. Schedule B lists the Town's reserves and discretionary reserve funds, Schedule C lists the obligatory reserve funds, and Schedule D lists the trust funds that the Town administers.

The Treasurer has reviewed the estimated December 31, 2018 Reserve and Reserve Fund balances and determined that they are consistent with the Long Range Financial Plan assumptions for that same time period.

#### Development Charges and Inter-fund Borrowing

The governing legislation that permits a municipality to borrow for capital projects is the Municipal Act. Specific restrictions with respect to inter-fund borrowing for growth-related capital projects, is set out in section 36 of the Development Charges Act, 1997. Section 36 states that a municipality may borrow money from a reserve fund.

Inter-fund borrowing is required when the Town needs to pay for growth-related capital works in the short-term. Repayment relies on cash inflows from future development charges (DC), which are dependent upon the realization of projected population increases and the timing of other capital requirements. The intent of using DC funds to pay for growth-related projects is to ensure the burden is on the developer not the taxpayer.

Borrowing from a reserve or reserve fund may occur only when an analysis of the reserve has determined that excess funds are available and that the use of these funds will not adversely affect the intended purpose of the reserve.

The Town has currently borrowed \$14,273,829 from reserves to interim finance growth-related capital projects where cash inflow has not yet been received into the development charge funds as follows:

<u>DC</u>	<u>Borrowed From</u>	<u>\$</u>
Recreation & Parks	SILR	11,421,260
Storm Water Management	SILR	934,181
Library Services	SILR	485,377
Fire Protection	Fire Services	1,095,886
Parking	Capital Replacement Reserve	337,126
		<u>14,273,829</u>

The current balance reported includes two new inter-fund loans as a result of 2018 activity. A loan to the Recreation Services DC of \$1,000,000 to be funded from the New Capital reserve is required to ensure the overall DC reserve balance remains positive. Recreation Services was chosen for the inter-fund loan due to the capital requirements for 2018 exceeding the reserve balance. A loan to the Library Services DC of \$330,000 to be funded from the New Capital reserve is also required to ensure the Library Services DCs maintain a positive balance for financial reporting purposes.

The Development Charges Act permits borrowing between development charge funds, and the Town currently has one such loan in the amount of \$96,857 as follows:

<u>DC</u>	<u>Borrowed From</u>	<u>\$</u>
Library Services DC	Roads & Related DC	96,857
		<u>96,857</u>

Inter-fund loans are managed in accordance with the Inter-Fund Loans – Development Charge Reserve Fund Policy, Policy CORP-2019-0005.

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

This report is related to the 2014-2018 Strategic Action Plan priority 1 Municipal Service Delivery: Effective, efficient and economical delivery of the Town's existing services.

#### **FINANCIAL IMPACT:**

Section 36 of the Development Charges Act, 1997 allows a municipality to borrow money from reserve funds to temporarily cover any gaps resulting from delays in the timing of receipt of development charge revenue.

**CONSULTATION:**

The report was compiled based on data held within the financial accounting system.

**PUBLIC ENGAGEMENT:**

There is no public engagement impact for this report.

**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:**

There is no communications impact for this report.

**CONCLUSION:**

The information provided in this report is to inform Council of the status of the reserves, reserve funds, deferred revenue and trust funds held by the Town of Halton Hills as at December 31, 2018.

Reviewed and Approved by,



Moya Jane Leighton, Manager of Accounting and Town Treasurer



Jane Diamanti, Commissioner of Corporate Services



Brent Marshall, Chief Administrative Officer

Town of Halton Hills  
Summary of Reserves, Reserve Funds and Trust Funds  
December 31, 2018

rpt-CORPSERV-2019-0011  
Schedule A

							Estimated		
	Opening Bal.				Balance	Interfund	Unbooked	Unbooked	Estimated Balance
Schedule	1-Jan-18	Additions	Reductions	Interest	31-Dec-18	Loans	Additions	Commitments	31-Dec-18
Schedule B Reserves									
Capital Reserves	32,512,900	16,429,126	(12,386,289)	487,430	37,043,167	(13,716,194)	75,000	-	23,401,973
Stabilization Reserves	3,013,608	2,702,554	(614,927)	-	5,101,235	-	-	-	5,101,235
Operating Reserves	5,752,882	3,198,862	(2,443,131)	599	6,509,212	(1,095,886)	-	-	5,413,326
Schedule C Reserve Funds									
Development Charges	(1,741,937)	2,184,859	(5,577,271)	154,335	(4,980,014)	14,273,829	-	(9,209,680)	84,135
Other Deferred Revenue	11,036,996	3,747,484	(3,788,184)	313,752	11,310,048	-	-	(604,615)	10,705,433
Discretionary	10,454	-	(300)	288	10,442	-	-	-	10,442
Schedule D Trust Funds	5,084,115	181,229	(98,314)	145,306	5,312,336	-	-	-	5,312,336
Eliminated Reserves									
Eliminated Reserves	2,909,781	1,282,840	(4,192,988)	367	-	-	-	-	-
Eliminated Reserve Funds	659,905	30,000	(662,045)	(27,860)	-	-	-	-	-
Operating Fund						538,251			538,251
Grand Total	59,238,704	29,756,954	(29,763,449)	1,074,217	60,306,426	-	75,000	(9,814,295)	50,567,131

Note: Unbooked additions and commitments are estimated and could vary by year end

Reserve	Fund	Opening Bal. 1-Jan-18	Additions	Reductions	Interest	Balance 31-Dec-18	Interfund Loans	Unbooked Additions	Unbooked Commitments	Estimated Balance 31-Dec-18
<b>Capital Reserves</b>										
Capital Replacement	39	7,593,600	6,254,927	(6,669,347)	183,290	7,362,470	(875,377)	75,000	-	6,562,093
Cemetery Development	66	65,094	41,571	(37,000)	-	69,665	-	-	-	69,665
Equipment	52	1,338,366	1,773,819	(451,792)	-	2,660,393	-	-	-	2,660,393
Library Capital	74	398,627	52,895	(45,718)	-	405,804	-	-	-	405,804
New Capital	40	20,868,823	4,636,538	(2,522,423)	304,140	23,287,078	(12,840,817)	-	-	10,446,261
Public Art Reserve	79	5,230	50,000	-	-	55,230	-	-	-	55,230
Technology Replacement	31	846,408	428,112	(657,009)	-	617,511	-	-	-	617,511
Transportation Infrastructure	55	1,396,752	3,191,264	(2,003,000)	-	2,585,016	-	-	-	2,585,016
Total Capital Reserves		32,512,900	16,429,126	(12,386,289)	487,430	37,043,167	(13,716,194)	75,000	-	23,401,973
<b>Stabilization Reserves</b>										
Contingency	34	-	1,205,676	-	-	1,205,676	-	-	-	1,205,676
Severe Weather Event	51	750,000	-	-	-	750,000	-	-	-	750,000
Tax Rate Stabilization	36	2,263,608	1,496,878	(614,927)	-	3,145,559	-	-	-	3,145,559
Total Stabilization Reserves		3,013,608	2,702,554	(614,927)	-	5,101,235	-	-	-	5,101,235
<b>Operating Reserves</b>										
Community Sustainability Reserve	77	96,001	60,987	(135,587)	599	22,000	-	-	-	22,000
Fire Services	70	4,242,373	2,752,875	(1,995,908)	-	4,999,340	(1,095,886)	-	-	3,903,454
Georgetown Hospital Exp & Reno	38	468,688	335,000	(311,636)	-	492,052	-	-	-	492,052
Strategic Planning	41	300,000	-	-	-	300,000	-	-	-	300,000
WSIB	32	645,820	50,000	-	-	695,820	-	-	-	695,820
Total Operating Reserves		5,752,882	3,198,862	(2,443,131)	599	6,509,212	(1,095,886)	-	-	5,413,326
<b>Reserves Combined with Others Through Report CORPSERV-2018-0030</b>										
Self Insurance	30	134,324	56,467	(190,791)	-	-	-	-	-	-
Election	35	161,508	67,000	(228,508)	-	-	-	-	-	-
Furniture	37	232,554	100,867	(333,421)	-	-	-	-	-	-
Transit & Transportation	53	123,278	-	(123,278)	-	-	-	-	-	-
Municipal Parking Lots	56	25,462	-	(25,829)	367	-	-	-	-	-
Building Repair and Maintenance	61	1,032,043	732,767	(1,764,810)	-	-	-	-	-	-
Ice Resurfacer	62	305,850	77,666	(383,516)	-	-	-	-	-	-
Arena Surcharge Reserves	63	489,682	138,073	(627,755)	-	-	-	-	-	-
Theatre	64	55,080	(0)	(55,080)	-	-	-	-	-	-
OMB Hearing Reserve	78	350,000	110,000	(460,000)	-	-	-	-	-	-
Total Eliminated Reserves		2,909,781	1,282,840	(4,192,988)	367	-	-	-	-	-
<b>Total Reserves</b>		<b>44,189,171</b>	<b>23,613,381</b>	<b>(19,637,335)</b>	<b>488,396</b>	<b>48,653,615</b>	<b>(14,812,080)</b>	<b>75,000</b>	<b>-</b>	<b>33,916,535</b>

Reserve Fund	Fund	Opening Bal. 1-Jan-18	Additions	Reductions	Interest	Balance 31-Dec-18	Interfund Loans	Unbooked Additions	Unbooked Commitments	Estimated Balance 31-Dec-18
<b>Obligatory Reserve Funds (Deferred Revenue)</b>										
<b>Development Charges</b>										
Transportation Services	11	6,185,595	1,504,420	(1,259,248)	95,376	6,526,143	(96,857)		(5,203,305)	1,225,981
Storm Water Management Services	12	(732,049)	48,866	9,397	3,137	(670,649)	934,181		(147,079)	116,453
Municipal Parking Services	13	(321,834)	12,235	3,989	14,018	(291,592)	337,126		-	45,534
Fire Protection Services	14	(1,241,296)	114,835	(390,898)	4,923	(1,512,436)	1,095,886		-	(416,550)
Recreation and Parks Services	15	(6,302,751)	344,675	(3,258,107)	28,983	(9,187,200)	11,421,260		(3,030,178)	(796,118)
Library Services	16	(252,196)	45,506	(378,990)	4,022	(581,658)	582,233		-	575
Administration Services	17	918,987	107,519	(304,773)	3,718	725,451	-		(829,118)	(103,667)
Transit Services	18	3,607	6,803	1,359	158	11,927	-		-	11,927
Total Development Charges		(1,741,937)	2,184,859	(5,577,271)	154,335	(4,980,014)	14,273,829	-	(9,209,680)	84,135
<b>Other</b>										
Building Permit	21	5,589,600	523,914	(999,893)	140,066	5,253,687			-	5,253,687
Deferred Federal Grants	23	-	225,988	-	3,024	229,012			-	229,012
Canada Gas Tax Funding	22	699,177	1,879,461	(1,733,232)	38,662	884,068			(576,854)	307,214
Parkland: Cash-in-Lieu	25	4,748,219	1,118,121	(1,055,059)	132,000	4,943,281		-	(27,761)	4,915,520
Total Library Services		11,036,996	3,747,484	(3,788,184)	313,752	11,310,048	-	-	(604,615)	10,705,433
<b>Total Obligatory Reserve Funds</b>		<b>9,295,059</b>	<b>5,932,343</b>	<b>(9,365,455)</b>	<b>468,087</b>	<b>6,330,034</b>	<b>14,273,829</b>	<b>-</b>	<b>(9,814,295)</b>	<b>10,789,568</b>
<b>Discretionary Reserve Fund</b>										
John Elliott Award	60	10,454	-	(300)	288	10,442				10,442
<b>Total Discretionary Reserve Funds</b>		<b>10,454</b>	<b>-</b>	<b>(300)</b>	<b>288</b>	<b>10,442</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,442</b>
<b>Reserve Funds Combined with Others Through Report CORPSERV-2018-0030</b>										
Ontario Street	20	27,860	-	-	(27,860)	-		-	-	-
Engineering Capital Projects	50	632,045	30,000	(662,045)	-	-		-	-	-
Total Eliminated Reserve Funds		659,905	30,000	(662,045)	(27,860)	-	-	-	-	-
<b>Total Reserve Funds</b>		<b>9,305,513</b>	<b>5,932,343</b>	<b>(9,365,755)</b>	<b>468,375</b>	<b>6,340,476</b>	<b>14,273,829</b>	<b>-</b>	<b>(9,814,295)</b>	<b>10,800,010</b>



Trust Fund	Fund	Opening Bal. 1-Jan-18	Additions	Reductions	Interest	Balance 31-Dec-18	Interfund Loans	Unbooked Additions	Unbooked Commitments	Estimated Balance 31-Dec-18
<b>Trust Funds</b>										
Fairview Cemetery	80	490,615	13,026	(6,928)	13,856	510,569				510,569
Fairview Monuments	81	76,302	1,800	-	2,154	80,256				80,256
Greenwood Cemetery	82	1,084,963	24,594	(15,260)	30,519	1,124,816				1,124,816
Greenwood Monuments	83	185,151	2,150	-	5,215	192,516				192,516
Hornby Presbyterian Cemetery	84	841	-	(12)	24	853				853
Limehouse Presbyterian Cemetery	85	32,807	800	(898)	919	33,628				33,628
Limehouse Presbyterian Monuments	86	3,907	100	(107)	107	4,007				4,007
Union Presbyterian Cemetery	87	3,342	-	-	94	3,436				3,436
Union Presbyterian Monuments	88	905	-	-	25	930				930
Hillcrest Cemetery	89	-	4,915	-	-	4,915				4,915
Wm. Osler Health Cntr.-Geo. Hosp. Campus	91	17,599	-	(2,909)	454	15,144				15,144
Transportation Maintenance	95	2,801,470	117,794	(72,200)	80,803	2,927,867				2,927,867
Gateway Feature	96	149,387	16,050	-	4,510	169,947				169,947
Private Traffic Signal Maintenance Fund	97	236,826	-	-	6,626	243,452				243,452
<b>Total Trust Funds</b>		<b>5,084,115</b>	<b>181,229</b>	<b>(98,314)</b>	<b>145,306</b>	<b>5,312,336</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,312,336</b>

## REPORT

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

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

**DATE:** March 15, 2019

**REPORT NO.:** CORPSERV-2019-0014

**RE:** 2018 Annual Report on Investment and Cash Management

### RECOMMENDATION:

THAT Report No. CORPSERV-2019-0014 dated March 15, 2019 regarding the 2018 Annual Report on Investment and Cash Management be received for information.

### BACKGROUND:

The purpose of this report is to provide information on the investment and cash management performance of the Town as required under the provision regulating municipal investments (Ontario Regulation 438/97).

### COMMENTS:

In 2018, investment income of \$2,548,242 was allocated to the following:

Operating Fund	\$1,437,676
Reserves & Reserve Funds	\$ 482,915
Trust Funds	\$ 145,305
Deferred Revenue / DCs	\$ 468,676
General Deferred Revenue	\$ 13,670
<b>Total</b>	<b><u>\$2,548,242</u></b>

The total investment income of \$2,548,242 provided an average rate of return of 2.76% (2017 – 2.78%).

The cash and investment management portfolio, as of December 31, 2018, at book value consisted of the following:

Cash	\$ 4,196,438
Region of Halton	<u>\$78,373,779</u>
<b>Total</b>	<b><u>\$82,570,217</u></b>

The average rate of return on the investment portfolio is similar to the prior year, with an average rate of return of 2.76%. The investment portfolio is managed by the Region of Halton and a detailed report on the performance of the program as a whole is reported annually to the Regional Administration and Finance Committee. In 2018, the Town earned \$1,437,676 of interest income on its operating fund which surpassed the budgeted earnings of \$900,000. The excess earnings of \$537,676 were transferred to the contingency reserve as per the General Reserve and Reserve Fund policy.

Appendix A sets out the reporting requirements of the Treasurer as prescribed under the provisions regulating municipal investments (Ontario Regulation 438/97). Appendix B sets out the current cash management and investment guidelines. These guidelines are reviewed annually to ensure they reflect the investment objectives of the Town. The guidelines are based on the investment limitations established by Halton Region, as all external investments of the Town are made through the joint municipal investment pool managed and maintained by the Region.

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

This report supports the following strategic objective from Council's 'Top Eight' priorities, 2014-2018:

Establish sustainable financing, asset management and master plans to acquire, operate, maintain, renew and replace infrastructure.

#### **FINANCIAL IMPACT:**

There is no financial impact directly associated with this report.

#### **CONSULTATION:**

Town staff consults with the Halton Region's Investments group periodically to monitor pooled investments and ensure the guidelines reflect the most up to date Regional policies.

#### **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 this report is none of the latter, the Sustainability Implications section is not applicable to this report.

**COMMUNICATIONS:**

There is no communications impact associated with this report.

**CONCLUSION:**

This report fulfills the requirement of Ontario Regulation 438/97 regarding municipal investments.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "M. J. Leighton".

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, Chief Administrative Officer

## **INVESTMENT REPORTING REQUIREMENTS HIGHLIGHTS**

These reporting requirements are in accordance with the investment regulation for municipalities (Ontario Regulation 438/97).

**1. Statement of Performance:**

The Town of Halton Hills earned an annual total rate of return of 2.76% for the year 2018.

**2. Description of the estimated proportion of investments in short and long term:**

The table below provides a term breakdown of Halton Hills general portfolio at year-end 2017 and 2018 based on book value of securities held.

<b>Maturity</b>	<b>2017</b>	<b>2018</b>
Cash (1 year or less)	7.57%	5.08%
Region of Halton Pooled (10 years or less)	92.43%	94.92%

**3. Statement of the Treasurer:**

I, Moya Leighton, Town Treasurer and Manager of Accounting for the Town of Halton Hills, hereby state that in my opinion all investments were made in accordance with the investment policies and goals adopted by the Town of Halton Hills.

Signed.....Date.....March 15, 2019.....

## **CASH MANAGEMENT AND INVESTMENT GUIDELINES**

### **1.0 LEGAL AUTHORITY**

These guidelines are based on the authority for investments provided under section 418 (1) of the Municipal Act S.O. 2001 c.25 and Ontario Regulation 438/97.

#### **1.1 Permitted Investments**

Halton Hills may invest in and only invest in securities issued by the following borrowers, and/or unconditionally guaranteed by them as to principal and interest,\* subject to the restrictions, limitations and terms provided for elsewhere in these guidelines:

- 1.1.1 Government of Canada
- 1.1.2 Government of a Province of Canada
- 1.1.3 A regional or local municipality in Ontario
- 1.1.4 A municipality in any of the other provinces of Canada (including Municipal Finance Authority of British Columbia)
- 1.1.5 School Boards, and Conservation Authorities and other local bodies in Canada
- 1.1.6 Canadian Chartered Banks
- 1.1.7 Trust Companies or Loan Corporations registered under the Loan and Trust Corporation Act
- 1.1.8 Credit Union as defined in the Credit Unions and Caisses Populaires Act
- 1.1.9 Joint Municipal Investment pools permitted under the Municipal Act
- 1.1.10 Investment eligible under the Trustee Act
- 1.1.11 Ontario Strategic Infrastructure Financing Authority (OSIFA)

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\* Provinces of Canada unconditionally guarantee the securities of their Provincial hydro-electric utilities and some of their finance authorities.

- 1.1.12 Post-secondary education institution as defined in s.3 of the Post Secondary Choice and Excellence Act, 2000
- 1.1.13 Board of Governors of college and applied arts and technology
- 1.1.14 Board of a Public Hospital within the meaning of the Public Hospitals Act
- 1.1.15 A non-profit housing corporation as defined in s. 13 of Housing Development Act
- 1.1.16 Local housing corporation as defined in s. 2 of Social Housing Reform Act, 2000
- 1.1.17 A Supranational financial institution or supranational governmental entity

## 2.0 **INVESTMENT QUALITY RESTRICTIONS**

- 2.1 Halton Hills shall not invest in a security offered by a borrower with a bond rating lower than 'A'\*\*\* whether it be a Province of Canada or a Municipality in Canada or a constituent municipality (s) in case of Regions, and its local boards and agencies, e.g.: a Conservation Authority, School Board or other local body.
- 2.2 Halton Hills shall not invest in securities of financial institutions with a commercial paper rating lower than R-1 or a longer term bond rating of AA (low)\*\*.
- 2.3 The parent of a Schedule 'II' bank must also possess a commercial paper rating of A-1\*\* or P-1\*\*.
- 2.4 Trust Companies and Loan Corporations must qualify according to the criteria established under the Trustee Act.
- 2.5 Halton Hills will not invest in securities of a utility with a bond rating lower than 'AA\*\*\*' and must qualify according to the criteria established under the Trustee Act.
- 2.6 Halton Hills shall not invest in any supranational financial institution or supranational governmental entity whose credit rating is below 'AAA'
- 2.7 Halton Hills shall not invest in corporate debt whose credit rating is below 'AA (low)'

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\*\* Section 8 provides rating definitions.

- 2.8 Halton Hills shall not invest in permitted investments as defined by 1.1.12 to 1.1.16 whose credit rating is below 'AA (low)'

### 3.0 **PORTFOLIO SIZE LIMITATION**

#### 3.1 **Institutional Categories**

- 3.1.1 There shall be no restrictions on holdings of securities offered by or conditionally guaranteed by the Government of Canada or an eligible Province in Canada and if prudence so dictates, at times, 100% of the portfolio may be comprised of these securities.
- 3.1.2 Eligible municipal securities including Conservation Authorities, School Boards, and other local bodies shall not exceed 20% of the portfolio.
- 3.1.3 Investments in eligible financial institutions may comprise up to 100% of the portfolio. However, the aggregate holdings of securities in financial institutions other than the six major Canadian Chartered Banks shall not exceed 20% of the portfolio.
- 3.1.4 Investments in Municipal Investment Pools and the Region may comprise up to 100% of the portfolio and invested as per their investment policies.
- 3.1.5 Investments in eligible utilities shall not exceed 20% of the total portfolio.
- 3.1.6 Eligible corporate debt shall not exceed 15% of the total portfolio.
- 3.1.7 Eligible supranationals shall not exceed 20% of the total portfolio

#### 3.2 **Investment Limitations with Individual Institutions**

- 3.2.1 Government of Canada or Province of Ontario: There shall be no restrictions on the purchase of securities offered by or unconditionally guaranteed by the Government of Canada or by the Province of Ontario.
- 3.2.2 Provinces other than Ontario: The aggregate of securities offered by or unconditionally guaranteed by an individual province (other than Ontario) shall not exceed 50% of the total investment portfolio.
- 3.2.3 **Investment Limitations on Municipalities**



3.2.3.1 There shall be no restrictions on the purchase of securities on the Region.

3.2.3.2 The purchase of securities of an individual municipality in Ontario with a minimum bond rating of 'A' shall not exceed 10% of total investment portfolio subject to limitations imposed by 3.1.2.

3.2.3.3 The purchase of securities of any other municipality, conservation authority, or other local body shall not exceed 5% of the total investment portfolio to the limitations imposed by 3.1.2.

3.2.3.4 The purchase of securities of the school board shall not exceed their next requisition from the Town.

#### 3.2.4 Investment Limitations on Financial Institutions

3.2.4.1 The holdings of securities of any one of the six major Canadian chartered banks shall not exceed 60% of the total portfolio subject to the limitations imposed by 3.1.3.

3.2.4.2 The holdings of securities of any other financial institutions shall not exceed 5% of the total portfolio subject to the limitations imposed by 3.1.3.

#### 3.2.5 Investment Limitations on Municipal Pools

There shall be no restrictions on the purchase of securities.

#### 3.2.6 Investment Limitations on Corporate Debt

The holdings of securities of any individual issuer shall not exceed 5% of the total portfolio subject to limitations imposed by 3.1.6.

#### 3.2.7 Investment Limitations on Supranationals

The holdings of securities of any individual issuer shall not exceed 5% of the total portfolio subject to the limitations imposed by 3.1.7.

### 4.0 **TERM**

4.1 There shall be no term restrictions on all securities listed in 1.1 permitted investments except for:

4.2 Term shall not exceed 364 days for all bankers' acceptance

4.3 Term shall not exceed 5 years at the time of purchase for corporate debt.

## 5.0 **TRUST ACCOUNTS**

5.1 The above guidelines for permissible investments shall also apply to investments of trust funds subject to the exceptions under 5.2 and 5.3.

5.2 When an investment is made under a trust name with a financial institution covered by Canada Deposit Insurance Corporation (CDIC) or Ontario Share and Deposit Insurance Corporation (OSDIC), yield consideration may take precedence up to the maximum amount covered under CDIC or OSDIC.

5.3 Investment in stocks and commercial bonds where permitted shall be restricted to Canadian Corporations who qualify under the Trustee Act.

## 6.0 **GUIDELINES MAINTENANCE**

6.1 The Town Treasurer shall develop and maintain suitable procedures which provide for effective control and management of investments and a reasonable assurance that the Town's investments are properly managed and adequately protected.

6.2 All cash management transactions shall be properly recorded and interest earnings distributed to the various funds, as the case may be, in accordance with Town policies and generally accepted accounting principles for Ontario municipalities.

6.3 Periodic internal audits shall be carried out to determine whether or not the investment guidelines provided herein are being followed and to evaluate the adequacy of internal controls.

6.4 Provision shall be made to obtain adequate insurance coverage at all times to guard against any losses that may occur due to misappropriation or theft or other unscrupulous act of fraud by its employees.

## 7.0 **INVESTMENT TRANSACTIONS AND SAFEKEEPING OF SECURITIES**

The Town Treasurer shall be authorized to enter into arrangements with the Region, municipal investment pools, banks, investment dealers and brokers, and other financial institutions for the purchase, sale, redemption, issuance, transfer and safekeeping of securities and to execute and sign documents on behalf of Halton Hills and perform all other related acts in the day to day operation of the investment program.

## 8.0 **DEFINITIONS**

### **Rating Agencies**

8.1 References to credit ratings are as follows:

8.1.1 Long-term credit ratings developed by Dominion Bond Rating Service (DBRS), or Moody's Investors Service (Moody's), or Standard and Poor's (S & P), or Fitch Ratings (Fitch).

<u>Rating</u>	<u>Moody's</u>	<u>S&amp;P</u>	<u>DBRS</u>	<u>Fitch</u>	<u>Investment Grade</u>
Triple A	Aaa	AAA	AAA	AAA	Highest rating possible; capacity to repay principal Extremely strong
Double A	Aa1 Aa2 Aa3	AA+ AA AA-	AA(high) AA AA(low)	AA+ AA AA-	Has a very strong capacity to pay interest and principal
Single A	A1 A2 A3	A+ A A-	A(high) A A(low)	A A A-	Has a strong capacity to pay interest and principal, but more susceptible to adverse developments than higher rated debt categories

8.1.2. Short-term credit ratings developed by Dominion Bond Rating Service (DBRS), or Moody's Investors Service (Moody's), or Standard and Poor's (S & P), or Fitch Ratings (Fitch).

<u>Rating</u>	<u>Moody's</u>	<u>S&amp;P</u>	<u>DBRS</u>	<u>Fitch</u>	<u>Investment Grade</u>
Highest Quality	Prime-1	A-1+	R-1 (high)	F-1+	Degree of safety regarding timely repayment is extremely strong
High Quality		A-1	R-1 (low)	F-1	Degree of safety regarding timely repayment is strong
Good Quality	Prime-2	A-2	R-2 (high) R-2 (mid) R-2 (low)	F-2	Capacity for timely payment on these issues is good

8.2 Portfolio size limitations imposed under 3.0 above for various institutional categories will be applicable based on the allowable percentage of the portfolio on the Day a restricted investment is made. The limits percentage will be based on the portfolio's adjusted book value.

8.3 Major Chartered Bank

The following are the six major chartered banks referred to in these guidelines:

- The Royal Bank of Canada
- The Canadian Imperial Bank of Commerce
- Bank of Montreal
- The Bank of Nova Scotia
- The Toronto Dominion Bank
- The National Bank of Canada

8.4 Other Banks

The other banks referred to in the guidelines include all the banks, except those described in 8.3 above named in Schedule I and II of the Bank Act (Canada) who qualify under the criteria established in these guidelines.

8.5 Joint Municipal Investment Pools

For the purpose of these guidelines, Joint Municipal Investment Pools refers to ONE – The Public Sector Group of Funds.

8.6 Region

For the purpose of these guidelines, Region refers to the Regional Municipality of Halton.

8.7 Investment Dealers and Brokers

Professional advice and full investment services offered by specialized investment institutions working in association with the major chartered banks.

9.0 **PRUDENCE**

The guidelines provided for the investment and cash management purpose reflect the desire of Council to ensure foremost the preservation and liquidity of Town funds. The Town Treasurer is directed to act with prudence in managing Town money and to take all actions necessary in the interest of preserving capital if conditions in the financial markets so dictate.

## REPORT

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

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

**DATE:** March 22, 2019

**REPORT NO.:** RP-2019-0017

**RE:** Award of T-037-19 Parks Construction Blanket Order

### RECOMMENDATION:

THAT Report RP-2019-0017, dated March 22, 2019, regarding the Award of T-037-19 Parks Construction Blanket Order be received;

AND FURTHER THAT the Manager of Purchasing be authorized to issue a purchase order in the amount of \$800,000 plus applicable taxes to Grade Control Ltd., 558 Main St. Glen Williams Ontario, as the parks construction blanket order contractor for a one year period (commencing in April 2019) including options to renew for four (4) 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 Grade Control Ltd, for additional park construction projects approved by Council as part of future annual capital budgets.

### BACKGROUND:

In order to address the need for standard park, playground, trail and cemetery construction elements like curbing, concrete walkways and grading, staff issue a multi-year blanket order for General Contractors for Park Construction. Unit prices are requested for construction of park features that are included in recurring projects like playground revitalizations. The duration of the contract is typically for a one year term, with options to renew for four one-year terms. The intent is three-fold:

- reduce the amount of staff time securing bids for recurring elements;
- have a consistent high level of quality for work;

- secure competitive unit prices which allows for easier budgeting and reduces overall expenditures including staff time required for contract administration due to familiarity with the Contractor's ability.

Staff have been using the blanket order system since 2005 in the implementation of playground and park construction projects and it has been very effective. It is estimated that approximately \$150,000 to \$200,000 of work annually would be undertaken through this contract in coordination with playground replacements, and other minor park & cemetery projects based on approved capital budgets.

Grade Control Ltd has been the successful contractor for twelve of the past fourteen years.

#### **COMMENTS:**

The Town issued pre-qualification P-005-19 on January 9<sup>th</sup>, 2019 and proposals were evaluated based on criteria of performance, personnel, equipment and project methodology.

The pre-qualification was posted on bidsandtenders.ca and the Town's website. Thirty seven (37) companies downloaded the bid document. Submissions were received from fifteen (15) companies on January 30, 2019. They are listed below in alphabetical order.

<b>Company</b>	<b>Location</b>
5 Star Paving (Cambridge) Inc.	Cambridge, ON
Bomar Landscaping Inc.	Elora, ON
Buildscapes Construction Ltd.	Toronto, ON
Cambridge Landscaping & Construction Ltd.	Cambridge, ON
Canada Construction Ltd.	Mississauga, ON
CSL Group Ltd.	Ancaster, ON
Gerd Hermanns Landscape Contractor Inc.	Schomberg, ON
Grade Control Ltd.	Glen Williams, ON
Hawkins Contracting Services Ltd.	Stouffville, ON
Laven Associates Ltd.	Mississauga, ON

Lomco Ltd.	Stouffville, ON
M&S Architectural Concrete Ltd.	Gilford, ON
Oakridge Group Inc.	Hannon, ON
Patterned Concrete Ontario Inc.	Toronto, ON
Serve Construction Ltd.	Toronto, ON

Based on staff review, four companies were pre-qualified to bid on tender T-037-19 which was issued on February 21, 2019. Bids were received from all four companies on March 14, 2019 and the results are listed below.

<b>Company</b>	<b>Location</b>	<b>Total Bid w/ HST</b>
Grade Control Ltd.	Glen Williams, ON	\$27,881.62
Bomar Landscaping Inc.	Elora, ON	\$49,090.59
Gerd Hermanns Landscape Contractor Inc.	Schomberg, ON	\$81,789.44
Oakridge Group Inc.	Hannon, ON	\$89,337.80

Grade Control Ltd. from Glen Williams represented the lowest bid and also has extensive experience working for the Town as the successful contractor for a majority of the past 15 years, as well as on other stand-alone projects.

Based on the historic amounts, staff estimate that \$800,000 for the 5 year term would be adequate for the projects anticipated. Should additional projects be added through the budget process, staff are requesting a phased approval up to \$1,250,000 to be issued by the Manager of Purchasing.

**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:**

There is no financial impact. Funding will be allocated from each approved Capital project, based on the annual Capital Budget Program

**CONSULTATION:**

Staff from the Purchasing Section administered the pre-qualification Request for Proposal process and issued the Tender to the pre-qualified contractors. The Manager of Purchasing is in agreement with the recommendation.

**PUBLIC ENGAGEMENT:**

As part of each park or 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 Tender T-037-19 for the Parks Construction Blanket Order be awarded to Grade Control Ltd.

Reviewed and Approved by,

A handwritten signature in black ink, appearing to read "Kevin Okimi". The script is cursive and fluid.

Kevin Okimi – Manager of Parks & Open Space

A handwritten signature in black ink, appearing to read "Warren Harris". The script is cursive and fluid.

Warren Harris, Commissioner of Recreation and Parks

A handwritten signature in black ink, appearing to read "Brent Marshall". The script is cursive and fluid.

Brent Marshall, Chief Administrative Officer