

TOWN OF HALTON HILLS – GENERAL INFORMATION PACKAGE

COUNCIL MEETING – June 13, 2022

ADVISORY/SPECIAL COMMITTEES AND BOARD MEETING MINUTES

PAGE	COMMITTEE/BOARD	MEETING DATE
3-6	Site Alteration	May 19, 2022
7-9	Committee of Adjustment	May 4, 2022
10-14	Halton Hills Public Library	April 13, 2022
15-17	Georgetown BIA	April 12, 2022
18-21	Halton Hills Public Library	March 9, 2022

GENERAL CORRESPONDENCE

PAGE	INFORMATION
22-25	MINISTRY OF NORTHERN DEVELOPMENT, MINES, NATURAL RESOURCES AND FORESTRY – Rabies Control Operations Notification (May 31, 2022)
26	CITY OF BELLEVILLE – Resolution from the Town of Halton Hills – Temporary Moratorium on all New Gravel Mining Applications (May 12, 2022)
27-29	AMO – WatchFile (June 2, 2022)
30-32	AMO – WatchFile (May 26, 2022)
33-35	AMO – WatchFile (May 19, 2022)
36-38	AMO – WatchFile (May 12, 2022)

PASSED RESOLUTIONS

PAGE	INFORMATION
39-43	CITY OF PICKERING – Resolution passed at its Council meeting held on May 24, 2022 regarding Build it Right the First Time.
44-52	HALTON REGION – Resolution passed at its Council meeting held on May 25, 2022 regarding Toronto Global Municipal Funding Agreement Renewal.
53-102	HALTON REGION – Resolution passed at its Council meeting held on May 25, 2022 regarding Asset Management Program and Lifecycle Models Update.

PASSED RESOLUTIONS CONTINUED

PAGE	INFORMATION
103-115	HALTON REGION – Resolution passed at its Council meeting held on May 25, 2022 regarding Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection.
116-124	HALTON REGION – Resolution passed at its Council meeting held on May 25, 2022 regarding Blue Box Transition and Negotiation with Producer Responsibility Organizations.
125-167	HALTON REGION – Resolution passed at its Council meeting held on May 25, 2022 regarding Halton Region Solid Waste Management Strategy 2023-2030.



SITE ALTERATION COMMITTEE MEETING

Minutes of the Site Alteration Committee held on Thursday May 19, 2022, at 3:00 p.m., via Zoom meeting.

MEMBERS PRESENT: Councillor Ted Brown (Chair)
Andrew Stabins (Vice-Chair)
Councillor Clark Somerville
Councillor Bryan Lewis
David McKeown
Ralph Padillo

REGRETS: Bill Allison

STAFF PRESENT: Jeff Jelsma, Director of Development Engineering
Maureen Van Ravens, Director of Transportation
Steve Burt, Development Engineering Coordinator
Andrew Mason, Development Inspector
Reece D'Souza, Development Engineering Coordinator
Nova Bonaldo (Recording Secretary)

OTHERS PRESENT: Rob Russell, Russell Planning
Steve Grace, C.F. Crozier & Associates Inc.

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST

Nil.

3. DELEGATIONS

- a) SA-22006, Delegations: Rob Russell, Steve Grace, Agents representing 2810007 Ontario Ltd. o/a Essence Homes Ltd., Property Owners – 11571 to 11605 Trafalgar Road, Halton Hills (Trafalgar Meadows Site Condominium Development)

The Applicant is requesting an amendment to their previous request for Exemption or Variance to the Site Alteration By-law 2017-0040 as approved in

Recommendation No. 2022-0001 by the Site Alteration Committee on April 21, 2022. The applicant is requesting a further Exemption or Variance to the Site Alteration By-law 2017-0040 to extended hours of operation and to increase the daily number of trucks.

Facts

The applicant is requesting to extend the hours of operation beyond the hours of 8:30 a.m. to 3:30 p.m. and an increase of truck loads above the 100 loads per day permitted in By-law 2017-0040 to decrease the number of working days required to complete this project and to lessen the impact on the surrounding area. The applicant is requesting the hours be extended to 7:00 a.m. to 5:00 p.m. with an increase of 150 truckloads per day for the summer months, once school is finished. The extended hours are within the allotted hours of the Noise By-law.

The proposed haul route is from the source site, via Trafalgar Road to the development site.

Analysis and Discussion

The applicant indicated soil lab analysis and available quantity of fill from the Highway 401 expansion site is still pending. The developer is also pending the Record of Site Condition. Once received, importing of fill will commence and the project is anticipated to be complete with 20 days.

The applicant believes that the extended hours of operation and increase of truckloads per day will be adequate to complete the project prior to the start of school in September. In the event the project is not complete at that time, the hours of operation will revert to the conditions in By-law 2017-0040.

The Site Alteration Committee, staff, and applicant discussed that the project start and finish date should be provided and communicated to the surrounding residents and businesses, and also discussed the actual number of truckloads and days required to complete the works.

Conclusion

The Site Alteration Committee Members support the proposed extended hours of operation during the summer months while school is out to allow for an increase in truckloads per day.

Recommendation No. SA-2022-0004

THAT the Site Alteration Committee supports the Exemption or Variance to the Site Alteration By-law 2017-0040 for the Site Alteration Application at 11571 – 11605

Trafalgar Road, Halton Hills, to extend hours of operation to 7:00 a.m. to 5:00 p.m. during the summer months, June 30, 2022 to September 5, 2022;

AND FURTHER THAT the Site Alteration Committee supports the truck haul route from the source site, via Trafalgar Road to the development site at 11571 – 11605 Trafalgar Road;

AND FURTHER THAT the Site Alteration Committee supports the works, subject to the applicant meeting all conditions to the satisfaction of staff.

CARRIED

4. HAUL ROUTES

Staff requested that haul routes be excluded from Site Alteration Committee meeting minute recommendations and to alternatively discuss and notify Site Alteration Committee Members via email. Staff discussed concerns with including haul routes as part of minutes of Site Alteration Committee meetings as applicants may not have a confirmed source at the time of the meeting or the site might change after the meeting has been held. A source may also be lost due to the timing of Site Alteration Committee meetings if the change occurs after the original meeting.

Staff would ensure the haul routes are kept firstly on Ministry of Transportation and Regional roads then use local roads that allow trucks and local deliveries, ensuring to follow load restrictions. Once the applicant's source site and preferred haul routes are confirmed, staff would inform the Site Alteration Committee via email for notification and to seek comments from the Members.

The Site Alteration Committee Members advised that staff must be mindful of sensitivities and/or events in the areas being affected by haul routes and expressed concerns of the impact on Halton Hills' communities. Also discussed whether staff can create a list of roads indicating which roads can be used or not and what condition they are in.

The Site Alteration Committee Members motioned to stay status quo and to further discuss this subject when the Terms of Reference are reviewed for the next Site Alteration Committee after the Election as some Members are opposed to allowing staff to discuss and notify Site Alteration Committee Members of haul routes via email.

NOTE: Quorum was lost at 3:35pm.

5. FILL OPERATIONS – UPDATE

Staff provided verbal updates regarding on-going fill operations and responded to Site Alteration Committee questions and concerns.

6. ITEMS TO BE SCHEDULED FOR NEXT MEETING

Nil.

7. NEXT MEETING

Thursday June 16, 2022

8. ADJOURNMENT

The meeting adjourned at 3:45 p.m.



COMMITTEE OF ADJUSTMENT MINUTES

Minutes of the Committee of Adjustment hearing held on **May 4, 2022**, at 6 p.m. via Zoom.

Members Present: Todd Jenney (Chair), Jane Watson, Lloyd Hillier, Neal Panchuk, Thomas Hill

Staff Present: John McMulkin, Planner
Niloo Hodjati, Secretary-Treasurer, Committee of Adjustment & Consent Official

1. CALL TO ORDER

2. DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST

None.

3. APPLICATIONS HEARD

The Chair's comments about the procedure were as follows:

- Town staff would speak.
- Owner or agent would be given an opportunity to speak.
- Any members of the public would be given an opportunity to speak (owner or agent would have an opportunity to respond, if needed).
- The Committee would then deliberate, ask any questions, and make a decision.
- A decision would be subject to a 20 day appeal period.

a) Minor Variance D13VAR22.012H – CSPAC Industrial

Location: 52 Futura Drive, Town of Halton Hills (Acton), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To increase the height for a building from the maximum 11 m to permit a height of 14.2 m.
2. To reduce the rear yard setback from the minimum 7.5 m, to permit a rear yard setback of 6.1 m (proposed stairs).

To accommodate a proposed warehouse building.

Owner(s): CSPAC Industrial Futura Dr. GP Inc., Wade Dobbin c/o Adam Lambros, **Agent:** WEBB Planning Consultants, James Webb

The Town Planner noted no staff objections to approval. The agent was present to speak to the application; discussed the proposal, and answered questions.

Committee deliberations included: the height (required for functional warehousing), and visibility of the building.

It was MOVED by Lloyd Hillier, SECONDED, and CARRIED

THAT the application be approved.

The Committee considered the requested variance(s) to:

1. Meet the intent and purpose of the Official Plan.
2. Meet the intent and purpose of the Zoning By-law.
3. Be desirable for the appropriate use of the land, building or structure.
4. Be minor in nature.

b) Minor Variance D13VAR22.013H – Felton

Location: 7078 17 Side Road, Town of Halton Hills (Esquesing), Regional Municipality of Halton

Purpose: Requesting relief from Zoning By-law 2010-0050, as amended,

1. To increase the height for an accessory structure from the maximum 5 m to permit a height of 5.41 m.
2. To increase the floor area for an accessory structure from the maximum 80 sq m to permit a floor area of 94.2 sq m.
3. To increase the total floor area for all accessory structures from the maximum 120 sq m to permit a total floor area of 162.4 sq m.

To accommodate a proposed accessory building.

Owner(s): Elise Felton & Axel Noriega, **Agent:** Green Propeller Design, Marina Huissoon

The Town Planner noted no staff objections to approval, subject to conditions. The owner (E. Felton), and agent were present to speak to the application.

It was MOVED by Lloyd Hillier, SECONDED, and CARRIED

THAT the application be approved, subject to conditions.

The Committee considered the requested variance(s) to:

1. Meet the intent and purpose of the Official Plan.
2. Meet the intent and purpose of the Zoning By-law.
3. Be desirable for the appropriate use of the land, building or structure.
4. Be minor in nature.

4. ADJOURNMENT

Adjourned at approximately 6:30 p.m.

Halton Hills Public Library Board

Wednesday, April 13, 2022

Zoom Videoconference

7:00 p.m.

Minutes

Present: Ted Brown, Betsy Cosper, Matt Kindbom, Ann Lawlor, Keith Medenblik (Chair),
Joanna Meler, James Schumacker

Staff Present: Barb Elliott (Recorder), Clare Hanman, Beverley King, Mary Querques, Dennis Roberts,
Melanie Southern

Guests: Greg Young, Director, TCI Management Consultants
Jon Linton, Director, TCI Management Consultants
Susan McGibbon, Chief Experience Officer, 360 Collective

Regrets: Lisa Caissie, Tamara Smith, Marilyn Willis

1.0 Declaration of Quorum

K. Medenblik declared a quorum was present and called the meeting to order at 7:00 p.m.

2.0 Land Acknowledgement

We would like to begin by acknowledging that the land on which we gather is part of the Treaty lands and Territory of the Mississaugas of the Credit First Nation on Treaty 19.

3.0 Approval of Agenda

Moved by B. Cosper

That the agenda be approved as presented.

Seconded by J. Meler

04/13/22-1

CARRIED

4.0 Declaration of pecuniary interest

None declared.

5.0 Minutes of March 9, 2022

Moved by B. Cosper

That the Minutes of March 9, 2022 be approved as presented.

Seconded by M. Kindbom

04/13/22-2

CARRIED

6.0 Consent Agenda – None

7.0 Correspondence

7.1 Email from L. Hawes (March 20, 2022) re: Resignation from Board

The correspondence of May 20, 2022 was received.

8.0 Delegations/Presentations

8.1 TCI Management re: Overview of work to date

G. Young reported that the firm of Key Gordon, which was to be responsible for the branding and logo design portions of the TCI contract, is unable to complete the required work at this time. After discussions with the Strategic Planning Working Group, it was decided that S. McGibbon (as Lead) and her firm 360 Collective, would take over Key Gordon's responsibilities as they have branding experience. S. McGibbon provided a review of the designer's credentials and indicated that there would be no impact to the project budget or hours required, and that work would be delivered as scheduled.

S. McGibbon provided an overview of the Environics research used to determine the makeup of the core base of library members. It was noted that of the 8 market segments that comprise most of HHPL's member base, the majority (6) are families, and that 92% of members reside within the boundaries of the Town.

S. McGibbon reviewed work completed for the Brand Blueprint and introduced the draft Vision, Mission and Values and discussed how information from the brand survey was used to form an understanding of members' connection to the community, what makes it unique and special, and how this applies to the role of the Library in the community. The aim is to have the Library brand be its own entity but align with the characteristics of the community as reflected in the brand identity.

G. Young discussed the draft Strategic Plan Framework including proposed Goals, and highlighted changes resulting from conversations at the last Board strategic planning workshop.

Further information and updates will be provided at the May Board meeting.

9.0 Business Arising – None

10.0 Updates – including sub-committees

10.1 Advocacy Committee – No update

10.2 Friends of the Library

M. Southern reported that the next Friends meeting will be held on April 14 and that an update would be provided to the Board at the May meeting.

10.3 Council Update

T. Brown reported that the old post office on Main St., and the lawn bowling club on Edith St., had been officially designated as heritage sites. Both properties are near to the Georgetown Branch.

10.4 Community Connections Update

No updates.

11.0 Financial Report

11.1 Month End Report (verbal update)

M. Southern reported that due to network issues, copies of this month's financial report is unavailable. Information that is available indicates that as of the end of February, spending is at the expected level. Staffing gaps are now being filled.

12.0 New Business

12.1 Report No. LBD-2022-014 re: Overview of HHPL's social media engagement (Facebook, Twitter, Instagram)

M. Southern and D. Roberts provided information on the status of HHPL's social media platforms in comparison to other library systems, and outlined strategies to increase social media engagement. It was noted that while each platform attracts different users and offers different features, the percentage of cardholders engaging with HHPL through Facebook, Twitter, and Instagram is generally at the same level or above, when compared to similar-sized libraries.

Moved by M. Kindbom

That Report No. LBD-2022-014 regarding Overview of HHPL's social media engagement be received as information.

Seconded by J. Meler

04/13/22-3

CARRIED

12.2 Report No. LBD-2022-015 re: Social Media Policy

C. Hanman presented the new Social Media Policy for Board consideration. This policy is being introduced to guide staff when posting on social media, and how to respond to other postings.

Moved by J. Schumacker

That Report No. LBD-2022-015 dated April 7, 2022 regarding the Board Policy Recommended Addition – Social Media Policy be received and approved as presented.

Seconded by B. Cospers

04/13/22-4

CARRIED

12.3 Annual Report 2021 – draft

M. Southern presented the final draft of the HHPL 2021 Annual Report for Board consideration.

Moved by M. Kindbom

That the Annual Report 2021 be approved.

Seconded by J. Schumacker

04/13/22-5

CARRIED

12.4 Report No. LBD-2022-016 re: Use of Corporate Resources during an Election Year

M. Southern provided the Town's policy regarding the Use of Corporate Resources (PLCY-2022-0001) during an Election Year, to inform Board members of the expectations when dealing with candidates and political parties, and the use of library resources during campaign periods. This policy applies to all Board members and Town staff.

Moved by J. Meler

That Report No. LBD-2022-016 dated April 7, 2022 regarding the Use of Corporate Resources during an Election Year be received as information.

Seconded by A. Lawlor

04/13/22-6

CARRIED

12.5 Report No. LBD-2022-013 re: Chief Librarian's Report – April 2022

Highlights noted from the Chief Librarian's Report – April 2022:

- The mask mandate was lifted on March 21 and to date there have been no related issues. Staff and patrons can continue to wear masks if they wish.
- HHPL is participating in the One eRead Canada program. During April there will be unlimited copies of "The Break" by Katherine Vermette available to borrow from OverDrive.
- Website renewal work is progressing. A number of areas to consider for change/improvement have been identified.
- The Acton Reading Deck will be launched on May 14. A number of activities are being planned.

Moved by B. Cospier

That Report No. LBD-2022-013 dated April 7, 2022 regarding the Chief Librarian's Report – April 2022 be received as information.

Seconded by T. Brown

04/13/22-7

CARRIED

13.0 Health & Safety Report

M. Southern reported that there had been no Health & Safety incidents reported since the March Board meeting.

14.0 Next Meeting

Wednesday, May 11, 2022

7:00 p.m.

Zoom Videoconference

15.0 Adjournment

Moved by J. Meler

Seconded by M. Kindbom

04/13/22-8

The meeting adjourned at 8:37 p.m.

That the meeting be adjourned.

CARRIED

Signed: _____

Keith Medenblik, Chair

Halton Hills Public Library Board

Signed: _____

Melanie Southern, Chief Librarian

Halton Hills Public Library

APPROVED: May 11, 2022

DATED: May 11, 2022

To Attend: Derek Smith (Board Chair), Beverley King (Secretary), Cindy Robinson (Treasurer), Randy Kerman (Past Chair), Jane Fogal (Council Appointee), Suzanne Clarke, Ted Flanagan, Ron Quinlan

Regrets: Jamie Watt (Vice Board Chair)

Staff Attending: Nikki Jackson (BIA Manager)

Guests: None

1. Declaration of Quorum and meeting called to order 9:04 AM by Derek Smith, Chair
2. Approval of Agenda - approved as presented
3. Declaration of Conflict of Interest – none declared
4. Approval of Previous Meeting Minutes
 - a) March 8, 2022
 - b) March 15, 2022 Executive Meeting
 - c) March 17, 2022 Executive Meeting
 - d) March 22, 2022 Executive Meeting

Motion to approve the Executive minutes of March 15, 17, 22, 2022.

Moved by Beverley King, Seconded by Cindy Robinson. Motion passed.

Motion to approve the Board meeting minutes of March 8 2022.

Moved by Beverley King, Seconded by Suzanne Clarke. Motion passed.

5. Correspondence
 - a) None.
6. Financial Report – Cindy
 - Discussion of financials. Note that cleaning of stones will be included in Beautification.

Motion to accept March 2022 financial statements as presented.

Moved by Randy Kerman, Seconded by Randy Kerman. Motion passed.

7. Manager's Report – Yaw/Nikki
 - Highlights include:
 - Busy with lots of emails into Farmer's Market, Manager, Info and Marketing
 - Meeting with Economic Development late this week
 - Farmer's Market vendor applications timely
 - OBIAA Conference April 24-27
8. Business arising
 - a)

9. Council Update

Councillor Fogal provided update on the current issues at Council including recent public meeting on the development on Dayfoot Drive which will provide additional foot traffic Downtown, Town growth noting no further expansion past 2041, and an update on the Stop Sprawl moment with goal to preserve prime agricultural land.

10. Committee updates

a) Marketing and Events Committee

- Nikki and Suzanne met with IFP/Metroland to renew contract
- Print campaign before Farmer's Market

b) Farmers Market

- Applications arriving. Deadline is April 29.
- Yaw had approved some vendors but hadn't send confirmation emails to vendors.
- Discussed market vendor spacing
 - Reverted to 2019 map since no spacing restrictions.
 - Discussed impact of patio on market. Determined no adjustments are needed to market layout.
 - Staff will review mapping of vendor spots to confirm the actual number spots for accuracy.
- Discussed the vendor application approval process.
 - Vendors are selected with priority given to returning farm vendors
 - All vendors must meet Farmer's Market Ontario guidelines e.g. % of farmers, hand/locally made crafts, etc.
 - Discussed BIA members wanting seasonal spots.
 - Confirmed that priority should be given first to returning vendors that meet the FMO guidelines.
 - Confirmed that all vendor applications must fit with the market mandate and meet the criteria for a booth.
 - Discussed that priority to businesses wanting seasonal spots should be first given to those on side streets, then east side of Main St., and then on west side of street.
 - Confirmed that BIA members wanting spots close to their store cannot be guaranteed. When seasonal vendor spots open up (likely in next season), then BIA members would be moved closer to their storefront, when possible.
 - Confirmed that don't necessarily want two groups of people selling the same items, although it doesn't preclude that from happening. If demand doesn't warrant two similar products, then preference will be given to BIA member, when appropriate.
 - Reviewed process that new seasonal vendors are typically put into the parking lot until another seasonal spot on Main St is available. Note that BIA business may end up in parking lot if all returning seasonal vendor spots are full.
- Discussed options for business to participate in market
 - Businesses encouraged to make use of sidewalks in front of their businesses as done by Casa Lena, Inspirit, etc.
 - Intention of using sidewalk is to sell or promote the product or service of the business itself, and not third party.
 - Potentially consider asking businesses typically closed for day to allow those businesses not on Main St and who don't qualify as a market vendor to use those storefront sidewalks.

- One daily BIA spot that businesses can use twice per season.
- Ron Quinlin will be Board rep on Farmer's Market Committee

c) Beautification Committee

- Meeting is being planned
- Quotes arrived from Flower Shed
- Following up with Town for cleaning stone signs, then staff will coordinate timing with painting, Wendy Farrow-Reid also volunteered to assist with painting.
- Jamie Watt is Board rep on Beautification Committee.

d) Strategic Planning Committee

- Jane Fogal confirmed that Strategic Plan is approved and with Nikki to assign timelines
- Nikki to contact Damian to review next steps for lighting at Mill St to determine how to best coordinate with AMICO who currently working there. Ted and Jane will provide support.

11. New Business

a) Events Coordinator

- Currently working on develop job description for new position with different

12. Next Meeting:

May 10, 2022

13. Adjournment

Motion to Adjourn.

Moved by Ted Flanagan. Seconded by Cindy Robinson. Motion passed.

Halton Hills Public Library Board

Wednesday, March 9, 2022

Zoom Videoconference

7:00 p.m.

Minutes

Present: Betsy Cospers, Larry Hawes, Matt Kindbom, Ann Lawlor, Keith Medenblik (Chair),
James Schumacker

Staff Present: Barb Elliott (Recorder), Clare Hanman, Beverley King, Mary Querques, Dennis Roberts,
Melanie Southern

Guests: Greg Young, Director, TCI Management Consultants
Jon Linton, Director, TCI Management Consultants

Regrets: Ted Brown, Lisa Caissie, Joanna Meler, Tamara Smith, Marilyn Willis

1.0 Declaration of Quorum

K. Medenblik declared a quorum was present and called the meeting to order at 7:00 p.m.

2.0 Land Acknowledgement

We would like to begin by acknowledging that the land on which we gather is part of the Treaty lands and Territory of the Mississaugas of the Credit First Nation on Treaty 19.

3.0 Approval of Agenda

Moved by M. Kindbom

That the agenda be approved as presented.

Seconded by A. Lawlor

03/09/22-1

CARRIED

4.0 Declaration of pecuniary interest – None declared

5.0 Minutes of February 9, 2022

Moved by J. Schumacker

That the Minutes of February 9, 2022 be approved as presented.

Seconded by B. Cospers

03/09/22-2

CARRIED

6.0 Consent Agenda

Moved by A. Lawlor

That Consent Agenda items:

6.1 OLA 2022 Moccasin Identifier Presentation

6.2 2022 Approved Board Objectives
be approved.

Seconded by M. Kindbom

03/09/22-3

CARRIED

7.0 Correspondence – None

8.0 Delegations/Presentations

8.1 TCI Management re: Strategic Planning

G. Young provided a review of the work to date on the Brand Strategy Process. Work is progressing well on the development of the Vision, Mission and Values and the draft strategic framework and emerging strategic initiatives were reviewed. Three strategic objectives along with corresponding action items were presented for discussion and consideration. Considerable feedback was received from Board members which will be used to further refine the draft plan.

It was noted that 250 responses were received to the Community Brand Survey of which 95% identified as library patrons. Survey results indicated that a majority of respondents feel the Library should be the 'heart' of the community, and that 'building community' should be a key role of the Library.

Next steps: Possible dates/times for the next Board workshop will be identified and communicated to the Board.

9.0 Business Arising

9.1 Board Legacy Report

M. Southern reported that she attended the Ontario Library Service training and discussed that this report is an important tool used for the orientation of new Board members, in advocacy to promote the Library, and as an aid in the Board member recruitment and appointment process. This report is usually prepared by two or three Board members with assistance from the Chief Librarian. In view of the current strategic planning work, there was a concern regarding the time commitment needed to develop a new document. In reviewing information that would potentially need to be reviewed for a new report, M. Southern noted that the Board recruitment document (brochure) will require the most attention.

There was consensus that the Board recognizes the importance of the Legacy Report and as many of the elements of this document are being met, time will be put toward updating the recruitment document rather than developing a new report.

10.0 Updates – including sub-committees

10.1 Advocacy Committee – No update

10.2 Friends of the Library – No update

10.3 Council Update

A. Lawlor reported that beginning on March 21, Council will be moving to hybrid (Zoom/in-person) meetings.

10.4 Community Connections Update

M. Kindbom discussed the possibility of the Library providing information to the public regarding the ongoing war in Ukraine. B. King reported that in response to community questions, a donation page has been created in the Halton Community Service Directory which is accessible through the HHPL website. Consideration may be given to future programming on such topics as communications, propaganda and social media use.

11.0 Financial Report

11.1 Month End Report (Preliminary Year-end)

M. Southern reported that spending is at the expected level. It was noted that the Fines revenue amount has been adjusted this year as this is an increasingly unreliable revenue source.

M. Southern reviewed the Library Capital Reserve which includes the surplus from 2020. Capital Reserve funds have been allocated over the next 10 years for planned capital projects.

12.0 New Business

12.1 Report No. LBD-2022-011 re: Evolving Library Space Needs

M. Southern presented information about the changing requirements for, and uses of, library space. Many factors have led to a significant increase in demand for library space including, but not limited to, extra staffing and public space needs due to pandemic physical distancing requirements, dedicated space for expanded virtual services, alternative work spaces for residents who work from home, additional staffing requirements, and new technology services.

Moved by M. Kindbom

That Report No. LBD-2022-011 re: Evolving Library Space needs be received for information.

Seconded by J. Schumacker

03/09/22-4

CARRIED

12.2 Report No. LBD-2022-012 re: Fine Free Libraries: Changes in the Past Year

M. Southern presented updated information on the growing trend for libraries to move to a fine free model as a means to removing barriers to service.

Moved by B. Cospers

That Report No. LBD-2022-0012 re: Fine Free Libraries:
Changes in the Past Year be received for information.

Seconded by M. Kindbom

03/09/22-05

CARRIED

12.3 Report No. LBD-2022-010 re: Chief Librarian's Report – March 2022

M. Southern noted highlights from the Chief Librarian's Report – March 2022:

- Library Love Promo encouraged patrons to search for large laminated paper hearts hidden throughout the branches. When found, they were presented to staff and exchanged for a HHPL Book Bag. A total of 38 book bags were awarded.
- One Book, On Halton Hills 2022 was launched on February 15. This year's book is *The Day the Work Stops Shopping* by J.B. McKinnon.
- March Break in-branch programming is being planned and significant participation is expected as pandemic restrictions are lifted.

Moved by J. Schumacker

That Report No. LBD-2022-010 re: Chief Librarian's Report
– March 2022 be received for information.

Seconded by B. Cospers

03/09/22-06

CARRIED

13.0 Health & Safety Report

M. Southern reported that there had been no Health & Safety incidents reported since the February Board meeting.

14.0 Next Meeting

Wednesday, April 13, 2022

7:00 p.m.

Zoom Videoconference

15.0 Adjournment

Moved by M. Kindbom

That the meeting be adjourned.

Seconded by A. Lawlor

03/09/22-7

CARRIED

The meeting adjourned at 9:02 p.m.

Signed: _____

Keith Medenblik, Chair

Halton Hills Public Library Board

Signed: _____

Melanie Southern, Chief Librarian

Halton Hills Public Library

APPROVED: April 13, 2022

DATED: April 13, 2022

**Ministry of Northern Development, Mines,
Natural Resources and Forestry**

Wildlife Research and Monitoring Section
2140 East Bank Drive
DNA Building, c/o Trent University
Peterborough, ON K9L 1Z8

**Ministère du Développement du Nord, des
Mines, des Richesses naturelles et des Forêts**

Phone: 1-888-574-6656
Fax: 705-755-1559
Email: rabies@ontario.ca

May 31, 2022

In 2022, the Ministry of Northern Development, Mines, Natural Resources and Forestry (NDMNRF) will once again be conducting Oral Rabies Vaccine (ORV) bait distribution and trap-vaccinate-release (TVR) programs in Ontario. Baiting and TVR operations will begin June 27 and continue until the end of October. TVR operations in St. Catharines began May 2.

Please find attached:

- 1) Map of planned baiting area for 2022
- 2) Rabies Vaccine Bait Information Sheet

Per the attached map, rabies vaccine bait distribution will be conducted in rural areas with NDMNRF aircraft and by hand in urban areas by NDMNRF wildlife technicians. These are the details of bait distribution work in 2022 (dates are subject to change depending on weather conditions):

- Grey shaded areas will be completed with a combination of Twin Otter airplane and Eurocopter EC130 helicopter. Twin Otter flights will occur from August 15 through to August 21, with Eurocopter EC130 flights occurring August 22-26.
- Urban hand baiting, including the use of temporary bait stations, will occur in the brown shaded areas starting June 27 and continue through to the end of October.
- Live trapping and vaccinating wildlife (trap-vaccinate-release) will occur in the areas surrounding Hamilton, Niagara, St. Catharines and Welland shaded in yellow starting May 2 and will continue through to the end of October.
- Preventative baiting of the purple shaded areas in eastern Ontario will take place in early August and will take one day to complete.

In addition to the activities mentioned above, NDMNRF may conduct localized rapid response baiting and trap-vaccinate-release measures, which would take place in the event of a raccoon or fox strain rabies case outside of the planned baiting area.

The ministry is committed to the research, surveillance, control and elimination of the outbreak of rabies in southwestern Ontario to prevent the disease from spreading. Since the start of the rabies outbreak in 2015, the first of its kind in over a decade, NDMNRF has taken quick action to protect communities, distributing 7.5 million vaccine baits by air and ground. Rabies cases have decreased by 95% since 2016.

In keeping with current World Health Organization guidelines, the 2022 rabies control zone has been reduced as some areas have had no reported cases in over two years. The control zone encompasses an area within approximately 50 km of positive cases that are less than two years old (positive cases since July 1, 2020).

Any warm-blooded mammal can contract rabies. If a human contracts rabies and does not receive treatment, the disease is fatal.

The khaki-green coloured bait being distributed by hand and by aircraft is made of wax-fat with an attractant flavour (vanilla-sugar). A label with a toll-free telephone number (1-888-574-6656) and the message “Do not eat” is located on the exterior of the bait, and a plastic package containing the liquid rabies vaccine is embedded in the centre. If found, the bait should not be touched, but left for raccoons, skunks and foxes to consume. (See attached bait identification hand out for detailed description.)

Ontario’s rabies vaccine baits have been tested to ensure they are safe for wildlife, people, and pets. However, eating a vaccine bait does not replace the regular rabies vaccination provided by a veterinarian for pets. If a pet has eaten a bait and the owner is concerned, they should contact their vet as a precaution.

Ontario’s rabies control program is a joint effort that receives important input and contributions from a variety of partners across the province. Partnerships with provincial ministries, federal agencies, regional health units, municipalities, wildlife rehabilitators, licensed trappers, wildlife control agents and Indigenous communities are all key to the continued success of Ontario’s rabies control program.

For further information about rabies in Ontario, please visit [Ontario.ca/rabies](https://ontario.ca/rabies) or contact the ministry’s rabies information line at 1-888-574-6656.

Larissa Nituch

Rabies Science Operations Supervisor

705-313-2043 (cell)

Larissa.Nituch@ontario.ca

Rabies vaccine bait identification

June 2022

The Ultra-lite vaccine bait, ONRAB®, is used in Ontario for both fox strain and raccoon strain rabies control. Exposure to the bait is not harmful to people or pets; however, in the unlikely event that people or pets come in contact with the vaccine contained in the bait, contacting a doctor or veterinarian as a precaution is recommended.

Bait Ingredients

The bait formula coats the blister pack containing the vaccine. This formula consists of vegetable based fats, wax, icing sugar, vegetable oil, artificial marshmallow flavour and dark-green food grade fat-soluble dye.

Ultra-lite blister-pack (Vaccine Carrier)

This is a polyvinyl chloride (PVC) blister pack (40 mm x 22 mm x 10 mm) which weighs approximately 4.3 grams. The blister pack is a white/clear polyester flocked container with a heat-sealed laminated polyester lidding. The body of the blister pack is embedded in the bait matrix but the green lidding is exposed and has a black warning label printed on it.



Inside Baits: ONRAB® oral rabies vaccine

Description: a recombinant live virus liquid vaccine

Volume/bait: 1.8 ±0.1 ml in the blister pack

Other inclusions: vaccine stabilizers

Colour: clear

Target species: skunk, fox, and raccoon

Contact: Wildlife Research and Monitoring Section

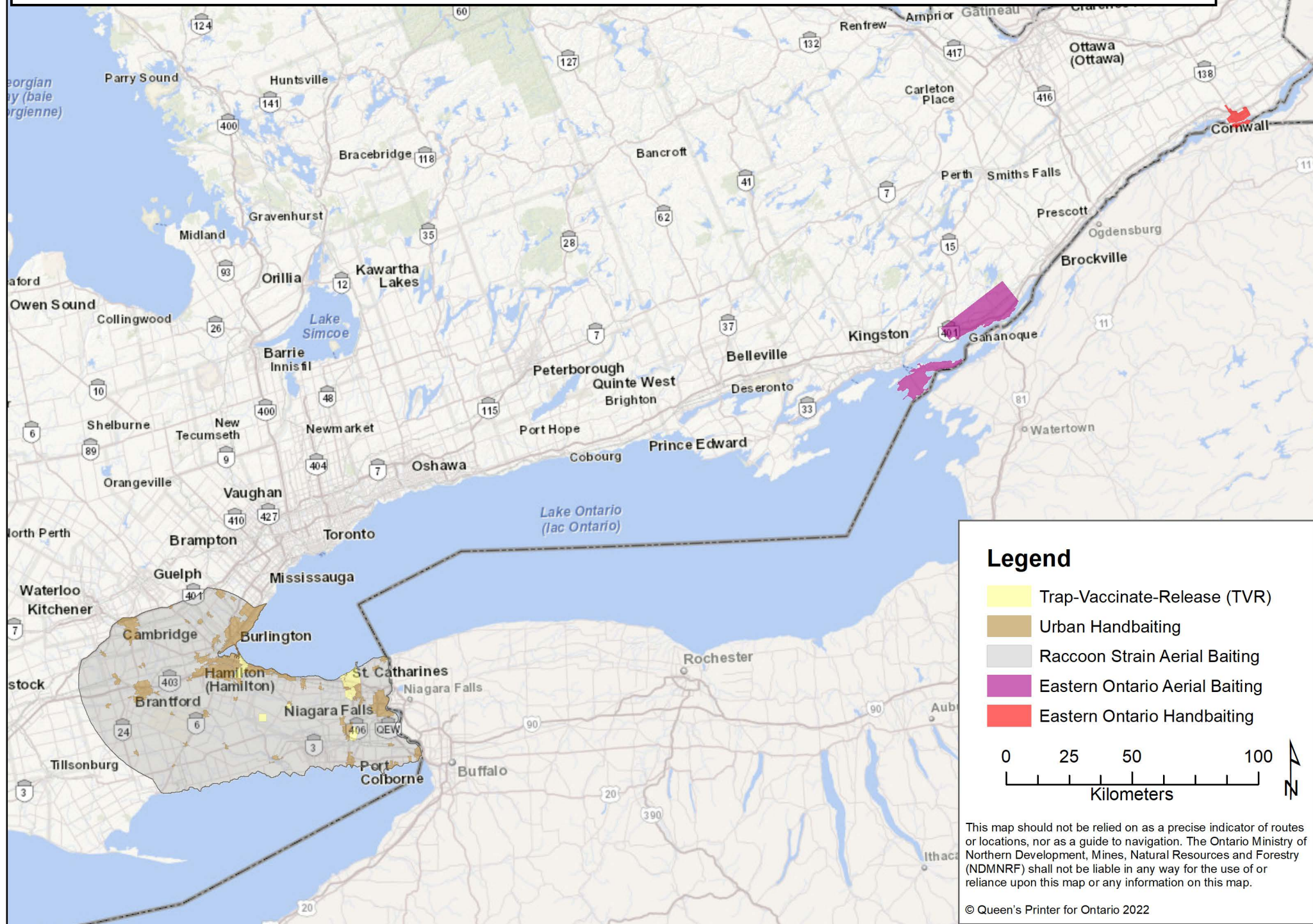
rabies@ontario.ca

1-888-574-6656

Ontario.ca/rabies

Disponible en français

Ontario Ministry of Northern Development, Mines, Natural Resources and Forestry Planned Rabies Control Operations 2022



RECEIVED

MAY 16 2022



CORPORATE SERVICES DEPARTMENT
TELEPHONE 613-968-6481
FAX 613-967-3206

City of Belleville

169 FRONT STREET
BELLEVILLE, ONTARIO
K8N 2Y8

May 12, 2022

Mayor R. Bonnette
1 Halton Hills Drive
Halton Hills, ON L7G 5G2

Dear Mayor Bonnette:

**RE: Resolution from the Town of Halton Hills - Temporary Moratorium
on all New Gravel Mining Applications
Council Information Matters
8.c.2.a), Belleville City Council Meeting, May 9, 2022**

Please be advised that at the Council Meeting of May 9, 2022, Council passed a resolution to "receive" your correspondence. To "receive" means Council will take no further action regarding this matter and your correspondence will remain on file with the City Clerk's Department.

I trust this is sufficient.

Yours truly,

A handwritten signature in black ink, appearing to read 'Matt MacDonald'.

Matt MacDonald
Director of Corporate Services/City Clerk

MMacD/nh



June 2, 2022

In This Issue

- Call for nominations to AMO Board of Directors.
- ?Save the Date - *Conservation Authorities Act* webinar.
- Request your delegation meetings at AMO 2022.
- New date for AMO's Advanced Land Use Planning training - June 14.
- Jump-start your digital transformation with an e-signature solution.
- Ministry webinars for energy reporting.
- Tuned up your car? How about your buildings?
- Nominate your town to win an epic concert!
- Careers.

AMO Matters

In accordance with the Association's governing by-law, the Secretary-Treasurer is requesting nominations to the 2022-2024 AMO Board of Directors. [Nomination package available here](#). To participate in the AMO Board of Directors election and caucus lunches, make sure to choose your caucus when [registering](#) for the 2022 AMO Conference.

On Wednesday, June 22 at 1:30 pm Conservation Ontario and AMO will host a webinar on the recent Phase II regulations to the *Conservation Authorities Act*. Registration details coming soon.

Eye on Events

Delegation meetings with Cabinet Ministers are a key feature of the AMO Conference experience. You can now request an in-person meeting with a minister or parliamentary assistant at the AMO conference. The **deadline to submit your request is June 24, 2022**. To request a meeting click [here](#). To register for AMO 2022 click [here](#).

AMO's advanced land use planning training provides the supports and insights Ontario's elected officials need in the strategic decision making and management of the many facets of land use planning. This training is for elected officials only. Limited space available for the June 14 session. Register [here](#).

As municipalities move from paper to electronic filing, authentication of these files is a critical challenge. On June 22 at 12 pm ET, join AMO's partner, Notarius, and learn how ConsignO Cloud can reduce the signing time of documents and allow anyone to sign legally reliable documents electronically with a phone, a tablet, or a computer. [Register here](#).

LAS

We're in the home stretch – less than a month left! Ministry hosted reporting webinars will be from 11am to 12pm on [June 7](#) and [21](#). [O. Reg. 507/18](#) reporting for energy

used in 2020 is due by July 1, 2022. For questions, email BPSsupport@ontario.ca.

Keep your buildings tuned up for optimal efficiency. The IESO and Stephen Dixon are hosting a free webinar, *Building Tune Up - Existing Building Commissioning* on June 23 at 2 pm. Limited space available - [register here](#) by Friday June 10 to secure your spot. Contact LAS for more [Energy Training](#) workshops!

Municipal Wire*

Bringing big sounds to small communities across Canada - [SiriusXM Music Town](#) is bringing a once-in-a-lifetime concert experience to four lucky communities in Canada. Nominate your town now for the chance to host the biggest show its ever seen!

Careers

[Chief Information Officer - City of Brampton](#). Oversight and accountability over a broad portfolio of digital, information and technology and related programs and services. Apply to arthur@wmc.on.ca by June 27.

[Executive Assistant to the Deputy Chief Administrative Officer/Treasurer - Town of Georgina](#). Responsible for providing administrative support to the, including handling sensitive political and human resource issues; preparing correspondence and reports. [Apply online](#) by June 12.

[Director & Chief, Paramedic Services - County of Simcoe](#). Responsible for the strategic and innovative planning with operational accountability of the County's Paramedic Services. [Apply online](#) by June 10.

[General Manager - Conservation Ontario](#). Responsible for the strategic leadership in the development and implementation of policies and programs. Apply to careers@waterhousesearch.ca by June 17.

[Economic Development Officer \(EDO\) - Township of Espanola](#). A leadership role in promotion of four communities, and for creating strategies and programs to enhance the business environment. Apply to town@espanola.ca by June 15.

[Inquiry Officer, Designated Bilingual \(English-French\) - The Ministry of Labour, Training and Skills Development](#). You will provide detailed information on the program requirements of the Ontario Immigrant Nominee Program with exceptional customer service to resolve client concerns and inquiries. [Apply online](#) by June 14.

[Project Manager, Capital Engineering - Town of New Tecumseth](#). This position is responsible for the management and coordination of assigned capital projects, programs, and studies related to the implementation for all aspects of municipal infrastructure. [Apply online](#) by June 28.

About AMO

AMO is a non-profit organization representing almost all of Ontario's 444 municipal governments. AMO supports strong and effective municipal government in Ontario and promotes the value of municipal government as a vital and essential component of Ontario's and Canada's political system. Follow [@AMOPolicy](#) on Twitter!

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May 26, 2022

In This Issue

- Provincial election watch.
- Call for nominations to AMO Board of Directors.
- LAS Blog: AMO's Work on Affordable Housing.
- Annual energy reports due in a month.
- Canoe new vendor spotlight: Ricoh.
- Peterborough resolution concerning greenhouse gas emission reduction targets.
- Flood Hazard Identification and Mapping Program May 31 webinar.
- A digital CRM/311 solution for municipalities.
- Careers: Chatham-Kent Public Health, Simcoe, Markham and Peterborough.

AMO Matters

Visit the AMO website to review [AMO's 2022 Provincial Election Strategy](#) and election monitoring updates. Follow AMO on [Twitter](#) and [LinkedIn](#) and share election updates with your networks.

In accordance with the Association's governing by-law, the Secretary-Treasurer is requesting nominations to the 2022-2024 AMO Board of Directors. [Nomination package available here](#). To participate in the AMO Board of Directors election and caucus lunches, make sure to choose your caucus when [registering](#) for the 2022 AMO Conference.

LAS

AMO's work on housing and homelessness advocacy is long standing. [Read more](#) to learn how AMO is working with municipal leader to find solutions to address the housing crisis in Ontario.

There's still time left to report your buildings' energy use. The Ministry of Energy is now accepting annual energy reports under [O. Reg. 507/18](#). Reporting is for energy used in 2020 and due by July 1, 2022. Ministry hosted reporting webinars will be from 11 am to 12 pm on [June 7](#) and [21](#). For questions, email BPSsupport@ontario.ca.

Looking for some new printing equipment? We're pleased to welcome Ricoh to the [Canoe Procurement Group](#), providing multi-function copier/printers, wide format printers, interactive displays, and ransomware containment services. [Contact Simon](#) to learn more.

Municipal Wire*

The [City of Peterborough resolution](#) requests the Province of Ontario direct the Independent Electricity System Operator to develop a costed plan for the decarbonization of the Ontario electricity grid and develop grid-based energy solutions that seeks to lower carbon-intensity of electricity generation below 2022-levels by 2030, and provide funding assistance to support municipalities to overcome the

increase in grid-based emissions that assists in enabling jurisdictions to reach their greenhouse gas emission reduction targets.

On Tuesday, May 31 at 10:00 am Conservation Ontario is hosting a webinar for Conservation Authorities and Municipalities on the Federal Flood Hazard Identification and Mapping Program (FHIMP). You can register here.

AMO Partnerships

Frequency Foundry offers members a scalable, intuitive, and affordable digital citizen relationship management (CRM)/311 solution through its Signal system. Built on the Microsoft Dynamics 365 and Azure platforms, Signal allows you to manage service requests and engage with residents seamlessly. Contact Charles Finstad for more information and preferred pricing.

Careers

Medical Officer of Health - Chatham-Kent Public Health. The Medical Officer of Health plays a significant role in shaping organizational ethics and values by communicating and consistently exemplifying them. Closing Date: May 30.

Web Applications Analyst - County of Simcoe. The role provides technical expertise in support of websites and web-based applications used throughout the County and by its affiliated partners. Apply online by June 2.

Database Applications Specialist - County of Simcoe. Responsible for the overall technical management of large and complex database systems including systems security, authorized access, and business continuity. Apply online by June 2.

Senior Manager, Financial Planning & Reporting - City of Markham. Responsible for developing and coordinating the preparation of corporate operating and capital budgets and forecasts. Apply to arthur@wmc.on.ca by June 24.

Manager, Waste Management - County of Peterborough. Responsibilities include the management of existing waste diversion programs, research and development of new programs, materials collection contract administration. Apply online by June 3.

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May 19, 2022

In This Issue

- Provincial election watch.
- Call for nominations to AMO Board of Directors.
- PJ Marshall submission deadline is May 27, 2022.
- Request for provincial delegation meetings now open.
- Jump-start your digital transformation with an e-signature solution.
- Energy reporting deadline only 6 weeks away.
- Canoe vendor spotlight: VFA Inc.
- Streetlogix info session May 26.
- Flood Hazard Identification and Mapping Program May 31 webinar.
- A digital CRM/311 solution for municipalities.
- Careers: Southwold, Wilmot and Pembroke.

AMO Matters

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The PJ Marshall Awards recognize municipal excellence and innovation in capital projects, operating efficiencies and new approaches to service delivery. If you have a project for submission, the deadline for [2022 submissions](#) is May 27, 2022.

Eye on Events

Registered AMO conference delegates can now [request an in-person meeting](#) with a minister or parliamentary assistant at the AMO conference. The deadline to submit your request is June 24, 2022.

As municipalities move from paper to electronic filing, authentication of these files is a critical challenge. On May 25 at 12 pm ET, join AMO's partner, Notarius, and learn how ConsignO Cloud can reduce the signing time of documents and allow anyone to sign legally reliable documents electronically with a phone, a tablet, or a computer. [Register here](#).

LAS

There's still time left to report your buildings' energy use. The Ministry of Energy is now accepting annual energy reports under [O. Reg. 507/18](#). Reporting is for energy

used in 2020 and due by July 1, 2022. Ministry hosted reporting webinars will be from 11 am to 12 pm on June 7 and 21. For questions, email BPSsupport@ontario.ca.

We're pleased to welcome VFA, Inc. to the Canoe Procurement Group. They offer facility condition assessment, ADA evaluations, energy assessments, capital planning & forecasting, and much more. Ensure your assets are safe and performing at their best. Contact Simon to learn more.

Join us on May 26 for a 'deep dive' into the software behind the LAS Road & Sidewalk Assessment Service. See how the Streetlogix program helps optimize your surface assets, manage your work orders, engage with citizens, and plan for the future. Register here.

Municipal Wire*

On Tuesday, May 31 at 10:00 am Conservation Ontario is hosting a webinar for Conservation Authorities and Municipalities on the Federal Flood Hazard Identification and Mapping Program (FHIMP). You can register here.

AMO Partnerships

Frequency Foundry offers members a scalable, intuitive, and affordable digital citizen relationship management (CRM)/311 solution through its Signal system. Built on the Microsoft Dynamics 365 and Azure platforms, Signal allows you to manage service requests and engage with residents seamlessly. Contact Charles Finstad for more information and preferred pricing.

Careers

Director of Corporate Services/Treasurer - Township of Southwold. Reporting to the CAO/Clerk to serve as principal policy advisor for fiscal, financial and accounting matters. Apply to hr@southwold.ca.

Deputy Clerk - Township of Wilmot. The role is responsible for coordinating the operations of Information and Legislative Services Department and assisting the Clerk in implementing by-laws, resolutions, and decisions of Council. Apply online by May 31.

Asset Management Coordinator - City of Pembroke. You will perform a variety of asset management and capital works related duties to assist in long term planning and work prioritization activities for municipal assets. Apply to hr@pembroke.ca by June 1.

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May 12, 2022

In This Issue

- Provincial Election watch.
- Call for nominations to AMO Board of Directors.
- PJ Marshall Awards - Call for submissions for 2022.
- AMO 2022 Early Bird registration rate ends tomorrow!
- Request for provincial delegation meetings now open.
- Advanced Land Use Planning Training - A Deeper Dive: May 31 virtual session.
- Jump-start your digital transformation with an e-signature solution.
- Have you reported your energy consumption yet?
- Canoe vendor spotlight: CORE, Vaisala.
- Streetlogix info session May 26.
- Blog - Let's talk about Energy Training.
- A digital CRM/311 solution for municipalities.
- Register for OMSSA's Anti-Black Racism workshop.
- Careers: Wellington North, MNDMNRF, Huron East and Clarence-Rockland.

AMO Matters

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Every year at the AMO Conference the [PJ Marshall Awards](#) recognize municipal excellence and innovation in capital projects, operating efficiencies, and new approaches to service delivery. If you have something you are proud to share, the deadline for [2022 submissions](#) is May 27, 2022.

Eye on Events

You have until tomorrow, Friday May 13 to take advantage of the AMO 2022 [early bird registration rate](#). That is soon! The City of Ottawa awaits AMO delegates August 14 - 17, 2022.

Registered AMO conference delegates can now [request an in-person meeting](#) with a minister or parliamentary assistant at the AMO conference. The deadline to submit your request is June 24, 2022.

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We're pleased to welcome two new vendors to the [Canoe Procurement Group](#). CORE offers revenue management, POS, citizen engagement, payment processing, and other services. Vaisala provides monitoring, detection, and warning systems for lightning and thunderstorms. [Contact Simon](#) to learn more about these services, and how buying through Canoe saves time and money.

The [LAS Road & Sidewalk Assessment](#) Service helps you to expertly manage your most expensive assets. Join us on May 26 for a deep dive into the Streetlogix software - learn how to plan projects, set service levels, and project future budget scenarios. [Register here](#).

LAS' customer service representative interviews our [Energy Training Workshop partner](#) to learn how municipal staff can help municipalities efforts to be more energy efficient.

AMO Partnerships

[Frequency Foundry](#) offers members a scalable, intuitive, and affordable digital citizen relationship management (CRM)/311 solution through its [Signal system](#). Built on the Microsoft Dynamics 365 and Azure platforms, Signal allows you to manage service requests and engage with residents seamlessly. Contact [Charles Finstad](#) for more information and preferred pricing.

Municipal Wire*

On May 24 and 25, learn how to create inclusive environments while contributing to positive work spaces for people of colour through OMSSA's Anti-Black Racism: Building Understanding workshop. [Register today](#).

Careers

[Chief Administrative Officer - Township of Wellington North](#). Responsible for the strategic leadership and efficient delivery of all the municipality's administrative and operational services. Apply to careers@waterhousesearch.ca by May 30.

[Manager, Transportation Infrastructure Unit - Ministry of Northern Development, Mines, Natural Resources and Forestry](#). Provides direction on transportation and infrastructure in Northern Ontario and in the delivery of transportation infrastructure programs, including the Northern Highways Program and the Northern Ontario Resource Development Support Fund. [Apply online](#) by May 20.

[Director of Finance/Treasurer - Municipality of Huron East](#). Responsible for performing all statutory duties of the Treasurer in accordance with the Municipal Act and other legislation. Apply to cao@huroneast.com by May 30.

Chief Administrative Officer - City of Clarence-Rockland. Must have the vision to develop and implement operational plans and ensure the coordination of services which align to and support our strategic priorities. Apply to pgauthier@prescott-russell.on.ca by May 27.

About AMO

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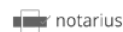
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Sent by Email

May 27, 2022

Minister of Municipal Affairs and Housing
minister.mah@ontario.ca

Subject: Re: Build it Right the First Time
Corr. 21-22
File: A-1400-001-22

The Council of The Corporation of the City of Pickering considered the above matter at a meeting held on May 24, 2022 and adopted the following resolution:

1. That Corr. 21-22, from Melissa Lawr, Deputy Clerk – Legislation, Town of Halton Hills, dated April 20, 2022, regarding Build it Right the First Time, be received and endorsed; and,
2. That a copy of this Resolution be forwarded to the Minister of Municipal Affairs and Housing.

A copy of the original correspondence is attached for your reference.

Should you require further information, please do not hesitate to contact the undersigned at 905.420.4660, extension 2019.

Yours truly,



Susan Cassel
City Clerk

SC:am

Enclosure

Copy: Melissa Lawr, Deputy Clerk – Legislation, Town of Halton Hills
Chief Administrative Officer

April 20, 2022

Honourable Steve Clark, Minister of Municipal Affairs and Housing
Via Email

Re: Build it Right the First Time

Please be advised that Council for the Town of Halton Hills at its meeting of Monday, April 11, 2022, adopted the following Resolution:

Resolution No. 2022-0077

WHEREAS The Town of Halton Hills made a commitment through its Climate Change Emergency Resolution adopted in May 2019 to reach net-zero GHG emissions by the year 2030, which is consistent with the current scientific data indicating that this is required by all jurisdictions if we are to avoid catastrophic climate-related events;

AND WHEREAS Residential and commercial buildings account for 33% of the GHG emissions in Halton Hills;

AND WHEREAS The Town of Halton Hills is actively implementing its Low Carbon Transition Strategy and has committed millions of dollars in the current budget to upgrade energy efficiency in its corporate building stock;

AND WHEREAS The Town of Halton Hills has adopted its third upgraded iteration of its Green Development Standards to ensure that all new buildings are built above the current Ontario Building Code mandatory requirements;

AND WHEREAS the Ministry of Municipal Affairs and Housing is consulting on changes for the next edition of the Ontario Building Code (ERO #019-4974) that generally aligns with the draft National Model Building Code except it does not propose adopting energy performance tiers, it does not propose timelines for increasing minimum energy performance standards step-by-step to the highest energy performance tier, and according to Efficiency Canada and The Atmospheric Fund, it proposes adopting minimum energy performance standards that do not materially improve on the requirements in the current Ontario Building Code;

AND WHEREAS The greenhouse gas reduction targets set out in municipal climate Change strategies across the province will not be achievable without a commitment by the Provincial government to use this opportunity with respect to updates to Ontario Building Code to upgrade the energy efficiency of all new builds in line with other Provinces and the National Standards;

AND WHEREAS ensuring that all new buildings in the Province of Ontario are built to the highest energy efficiency means that they will not need expensive retrofits in the future and the cost of heating and cooling these buildings will be reduced from the moment they are first occupied;

AND WHEREAS the lack of strong energy efficiency standards in the current and proposed OBC have resulted in the costly development of local green development standards as individual municipalities are forced to negotiate energy upgrades as they strive to meet their GHG reduction goals (Halton Hills, Toronto, Whitby, Pickering, City of Waterloo);

THEREFORE BE IT RESOLVED THAT Council request the Province of Ontario to include energy performance tiers and timelines for increasing minimum energy performance standards step-by-step to the highest energy performance tier in the next edition of the Ontario Building Code, consistent with the intent of the draft National Model Building code and the necessity of bold and immediate provincial action on climate change;

AND FURTHER THAT if the OBC is not upgraded to the National Model Building Code that municipalities be given the authority to adopt a higher level of energy efficiency consistent with the National Building Code;

AND FURTHER THAT this resolution be provided to the Minister of Municipal Affairs and Housing, to Halton MPP's to the leaders of all Provincial political parties and to all Ontario Municipalities.

Attached for your information is a copy of Resolution No. 2022-0077.

If you have any questions, please contact Valerie Petryniak, Town Clerk for the Town of Halton Hills at valeriep@haltonhills.ca.

Sincerely,

A handwritten signature in blue ink, appearing to read 'M. Lawr'.

Melissa Lawr
Deputy Clerk – Legislation

cc. Halton MPP's
leaders of all Provincial political parties
all Ontario municipalities



**THE CORPORATION
OF
THE TOWN OF HALTON HILLS**

Resolution No.: 2022-0077

Title: Build it Right the First Time

Date: April 11, 2022

Moved by: Councillor J. Fogal

Seconded by: Mayor R. Bonnette

Item No. 15.3

WHEREAS The Town of Halton Hills made a commitment through its Climate Change Emergency Resolution adopted in May 2019 to reach net-zero GHG emissions by the year 2030, which is consistent with the current scientific data indicating that this is required by all jurisdictions if we are to avoid catastrophic climate-related events;

AND WHEREAS Residential and commercial buildings account for 33% of the GHG emissions in Halton Hills;

AND WHEREAS The Town of Halton Hills is actively implementing its Low Carbon Transition Strategy and has committed millions of dollars in the current budget to upgrade energy efficiency in its corporate building stock;

AND WHEREAS The Town of Halton Hills has adopted its third upgraded iteration of its Green Development Standards to ensure that all new buildings are built above the current Ontario Building Code mandatory requirements;

AND WHEREAS the Ministry of Municipal Affairs and Housing is consulting on changes for the next edition of the Ontario Building Code (ERO #019-4974) that generally aligns with the draft National Model Building Code except it does not propose adopting energy performance tiers, it does not propose timelines for increasing minimum energy performance standards step-by-step to the highest energy performance tier, and according to Efficiency Canada and The Atmospheric Fund, it proposes adopting minimum energy performance standards that do not materially improve on the requirements in the current Ontario Building Code;

AND WHEREAS The greenhouse gas reduction targets set out in municipal climate Change strategies across the province will not be achievable without a commitment by the Provincial government to use this opportunity with respect to updates to Ontario Building Code to upgrade the energy efficiency of all new builds in line with other Provinces and the National Standards;

AND WHEREAS ensuring that all new buildings in the Province of Ontario are built to the highest energy efficiency means that they will not need expensive retrofits in the future and the cost of heating and cooling these buildings will be reduced from the moment they are first occupied;

AND WHEREAS the lack of strong energy efficiency standards in the current and proposed OBC have resulted in the costly development of local green development standards as individual municipalities are forced to negotiate energy upgrades as they strive to meet their GHG reduction goals (Halton Hills, Toronto, Whitby, Pickering, City of Waterloo);

THEREFORE BE IT RESOLVED THAT Council request the Province of Ontario to include energy performance tiers and timelines for increasing minimum energy performance standards step-by-step to the highest energy performance tier in the next edition of the Ontario Building Code, consistent with the intent of the draft National Model Building code and the necessity of bold and immediate provincial action on climate change;

AND FURTHER THAT if the OBC is not upgraded to the National Model Building Code that municipalities be given the authority to adopt a higher level of energy efficiency consistent with the National Building Code;

AND FURTHER THAT this resolution be provided to the Minister of Municipal Affairs and Housing, to Halton MPP's to the leaders of all Provincial political parties and to all Ontario Municipalities.



Mayor Rick Bonnette



VIA EMAIL

May 27, 2022

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Kevin Arjoon, City Clerk, City of Burlington
Meaghan Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, May 25, 2022, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: LPS47-22 - Toronto Global Municipal Funding Agreement Renewal

1. THAT The Regional Municipality of Halton enter into a new funding agreement with Toronto Global for the provision of foreign direct investment marketing, lead generation, lead servicing and research services for a three-year term commencing April 1, 2022 to March 31, 2025 for the annual amount of \$50,000, subject to the Provincial and Federal governments continuing their funding of Toronto Global at current levels as outlined in Report LPS47-22.
2. THAT the Regional Chair and Clerk be authorized to execute a funding agreement and all ancillary documents with GTA Region Investment Attraction (operating as Toronto Global) subject to terms and conditions satisfactory to the Commissioner of Legislative and Planning Services and Corporate Counsel.
3. THAT the Regional Clerk forward a copy of Report No. LPS47-22 re: "Toronto Global Municipal Funding Agreement Renewal" to the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

Included please find a copy of Report No. LPS47-22 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

A handwritten signature in blue ink, appearing to read "G. Milne", written over a light blue circular stamp.

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

Report To:	Regional Chair and Members of Regional Council
From:	Bob Gray, Commissioner, Legislative and Planning Services and Corporate Counsel
Date:	May 25, 2022
Report No:	<u>LPS47-22</u>
Re:	Toronto Global Municipal Funding Agreement Renewal

RECOMMENDATION

1. THAT The Regional Municipality of Halton enter into a new funding agreement with Toronto Global for the provision of foreign direct investment marketing, lead generation, lead servicing and research services for a three-year term commencing April 1, 2022 to March 31, 2025 for the annual amount of \$50,000, subject to the Provincial and Federal governments continuing their funding of Toronto Global at current levels as outlined in Report LPS47-22.
2. THAT the Regional Chair and Clerk be authorized to execute a funding agreement and all ancillary documents with GTA Region Investment Attraction (operating as Toronto Global) subject to terms and conditions satisfactory to the Commissioner of Legislative and Planning Services and Corporate Counsel.
3. THAT the Regional Clerk forward a copy of Report No. LPS47-22 re: "Toronto Global Municipal Funding Agreement Renewal" to the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

REPORT

Executive Summary

- Toronto Global is the foreign direct investment attraction agency for the Greater Toronto Area (GTA), which has been funded by the Regions of Durham, Halton and York, the Cities of Brampton, Mississauga and Toronto as well as the Provincial and Federal governments.
- The initial municipal funding agreement with Toronto Global was from April 1, 2016 to March 31, 2019, and was renewed for an additional three-year period with similar terms and conditions ending March 31, 2022.

- Toronto Global has proposed a new three-year municipal funding agreement to the Regions of Durham, Halton and York, and the Cities of Brampton, Mississauga and Toronto commencing April 1, 2022 based on a proposed new funding and governance model.
- Toronto Global's proposed funding and governance model responds to value for money concerns raised by the '905 GTA municipalities regarding the relatively low proportion of Toronto Global foreign direct investment wins and jobs created in the '905 GTA municipalities relative to the City of Toronto.
- The proposed model introduces a Municipal Collaborator membership at a reduced fee of \$50,000 per year, along with some enhancements to improve GTA regional collaboration and GTA-wide investment and jobs results. However, the Municipal Collaborator membership provides reduced representation and influence in the governance of the organization going forward.
- This report seeks Council's approval for Halton Region to enter into a new three-year funding agreement with Toronto Global beginning April 1, 2022 as a Municipal Collaborator, with a fee of \$50,000 per year with annual increases of two per cent in subsequent years of the term.
- The Region's funding of Toronto Global would be contingent upon the Provincial and Federal governments continuing their funding commitments at their current levels of \$2.5 million and \$2.0 million per year respectively.
- Economic Development staff from the City of Burlington and the Towns of Halton Hills, Milton and Oakville are supportive of Halton Region entering into a new three-year funding agreement with Toronto Global as a Municipal Collaborator member, with the understanding that Toronto Global recognizes the continuance of municipal foreign direct investment initiatives and works with Halton Region to complement and support such initiatives through a collaborative approach.

Background

Toronto Global's key responsibilities include international marketing of the GTA, investment lead generation and end-to-end investment lead servicing. The primary objective of the organization is to work with foreign investor clients to assist in the establishment of new business operations in the GTA. Toronto Global began its start-up operations in 2016 and launched in February 2017.

Toronto Global has been provided funding by a partnership of six GTA municipalities: the Regions of Durham, Halton and York and the Cities of Brampton, Mississauga and Toronto and the Provincial and Federal governments. In total, these three levels of government provide over \$6.56 million per year in core funding to Toronto Global. Halton

Region's funding contribution to Toronto Global for the year ending March 31, 2022 was \$166,504 based on Toronto Global's municipal per capita funding formula.

The Provincial government provides \$2.5 million per year to Toronto Global, comprising 38.1 per cent of Toronto Global's core funding. The Provincial funding agreement expires on June 30, 2022. The Federal government provides \$2.0 million per year to Toronto Global, or 30.5 per cent of Toronto Global's core funding. The Federal funding agreement expires on December 31, 2023.

Discussions between Toronto Global and the six GTA municipalities regarding a new municipal funding agreement have been underway since early 2022 and are expected to conclude in Q2, 2022. Toronto Global is also in discussions with the Provincial and Federal governments regarding the renewal of their multi-year funding.

Discussion

Toronto Global Performance to Date

At a broad level, Toronto Global has been successful in bringing new foreign direct investment and jobs into the GTA and has met its own annual corporate investment and job creation targets. Since its inception to March 31, 2022, Toronto Global has assisted 170 new international companies to locate in the GTA which has supported the creation of 9,695 new jobs.

Of this total, 139 companies assisted by Toronto Global set up their operations in the City of Toronto leading to 6,245 new jobs created in the City. In contrast, only 31 companies assisted by Toronto Global located in the '905 GTA municipalities creating 3,450 new jobs.

Toronto Global assisted five new companies in setting up operations in Halton creating approximately 100 new jobs. These are the Malone Group, Zitron and Outcast Foods (Burlington); Agilisium (Oakville) and OMVE (Milton). One other investor client, Risk Focus, wound down its Oakville operations and is not part of this count.

A key concern for Halton Region and the '905 GTA municipalities in the agreement renewal discussions has centred around Toronto Global's efforts to address the imbalance of international companies it works with that locate in the City of Toronto relative to the '905 GTA municipalities. The '905 GTA municipalities have provided 55 per cent of total municipal funding of Toronto Global and have not seen proportionate new business investment and job creation results across the '905 GTA region.

Toronto Global undertook a strategic planning exercise with Deloitte in 2021 which included a scan of successful city-region investment promotion agencies and consultation with the GTA municipalities regarding their perspectives on how to improve Toronto Global's business operations, regional collaboration and investment and job creation results. As a result of this work, Toronto Global is proposing a new funding and

governance model around which a new three-year municipal funding agreement would be structured, with some enhancements and clarifications of its service levels for the '905 GTA municipalities as noted below.

Toronto Global's Proposed Funding and Governance Model

The proposed funding and governance model establishes two classifications of municipal membership in Toronto Global for the six eligible GTA municipalities, specifically:

1. Principal Contributor: provides first-year funding of \$2.0 million, and then subject to annual increases of two per cent in subsequent years of the term.
2. Municipal Collaborator: provides first-year funding in the amount of \$50,000, and then subject to annual increases of two per cent in subsequent years of the term.

Both municipal membership levels offer the same access to Toronto Global's core services including international marketing, investment lead generation, client servicing, and research along with some additional changes. However, the Municipal Collaborator membership provides less representation and influence in the governance of the organization going forward. The Municipal Collaborator membership fee of \$50,000 annually reduces the municipal outlay for Toronto Global core services. For Halton Region, this represents a 70 per cent decrease from the \$166,504 paid to Toronto Global for the past year ending March 31, 2022.

On April 6, 2022, Toronto City Council approved Toronto's continued participation in Toronto Global and authorized the City to enter into a three-year funding agreement as a Principal Contributor contributing \$2.0 million per year, more than double the City's previous annual funding of Toronto Global.

Toronto Global is continuing its discussions with the Provincial and Federal governments regarding the renewal of their current funding levels of \$2.5 million and \$2.0 million respectively, which is important in Toronto Global maintaining its \$6.5 million core budget and ability to provide a full range of investment attraction services going forward.

Toronto Global has additionally proposed changes to its governance structure. The current structure includes a Mayors and Chairs Strategy Council which has approval authority for Toronto Global's strategy and annual business plan, a private sector Board of Directors which oversees the management of the business of the corporation, and a staff advisory group, the Economic Development Officers (EDO) Management Council.

The proposed governance structure would eliminate the Mayors and Chairs Strategy Council and the EDO Management Council and streamline the approval authority to a single governing body, the Board of Directors. The EDO Management Council will be replaced with a Joint Advisory Committee which would operate in a similar manner.

The Board of Directors would expand in size to 12 to 15 members and include both public and private sector representation. As a Principal Contributor, the City of Toronto would

have two permanent seats on the Board, one for the Mayor (or designate) and a public member appointee. In contrast, the '905 GTA Municipalities as Municipal Collaborator members would have reduced representation and influence on the Board with one shared seat for a '905 Mayor / Regional Chair, selected by the Municipal Collaborators on a rotating two year term. The Provincial and Federal governments would each have one permanent seat, with the remaining seats comprised of private sector representatives elected at large.

Enhancements and Clarifications of Toronto Global's Service Offering

In recognition of the concerns raised by the '905 GTA municipalities regarding the imbalance in GTA-wide investment and job creation results, Toronto Global has proposed the following changes to its service offering:

- Introducing a '905 Regional Specialist / Coordinator position to coordinate the flow of information and align goals and activities between the '905 GTA municipalities and Toronto Global
- Undertaking one joint collaborative GTA regional marketing initiative per year put forward by the Joint Advisory Committee in addition to ongoing marketing work
- Providing customized lead generation initiatives for the '905 GTA municipalities aligned to their municipal economic development priorities
- Undertaking an annual international mission
- Providing end-to-end servicing of investment leads sourced by the organization but engaging more with the '905 GTA municipalities in lead servicing
- Undertaking one major regional research initiative per year put forward by the Joint Advisory Committee

In its recent renewal discussions with the '905 GTA municipalities, Toronto Global clarified that it is working with the City of Toronto in a pilot project to support the City's business retention and expansion services by helping multinational companies already present in the City compete for new mandates. Toronto Global recognizes that the '905 GTA municipalities actively provide such services for multinational companies in their communities, and that it does not intend to undertake any business retention and expansion activities in the '905 GTA region, unless a '905 GTA municipality was to expressly request Toronto Global's assistance.

Similarly, Toronto Global clarified that it recognizes that many '905 GTA municipalities have active foreign direct investment attraction programs. Toronto Global noted that it will not compete with these municipal foreign direct investment initiatives in any way. Rather, the above noted service delivery enhancements are intended to improve collaboration and coordination between the '905 GTA municipalities and Toronto Global with respect to such initiatives and to generate mutual foreign direct investment success.

Halton Region and Local Municipal Economic Development Funding Considerations

As outlined in Report No. LPS18-22 re: “Update on Economic Development Strategic Implementation Plan”, Halton Region’s ten-year Economic Development Strategy for 2012 to 2021 has concluded, and staff have initiated work on developing a “2023-2026 Economic Development Action Plan” that will direct the strategic priorities and activities of the Economic Development division for the next term of Regional Council. The Economic Development Action Plan report is planned to go before Council in Q2, 2023.

The core pillars of the 2012-2021 strategy remain relevant and will form a basis from which to build the new 2023-2026 Economic Development Action Plan. Among those core pillars has been Investment Attraction and Retention. This pillar encompasses domestic investment attraction (i.e. from the GTA market, Ontario and rest of Canada), foreign direct investment and the Region’s supporting role in Halton Local Municipal business retention and expansion activities. The Economic Development division’s principal role under this pillar has been promoting Halton as a premier business location focusing on GTA industrial and commercial real estate investors, developers and realtors in collaboration with the Halton Local Municipalities.

Halton Region has supported foreign direct investment attraction through its partnership with Toronto Global over the past six years. In this capacity, the Region has provided Toronto Global with business data, investor presentations, assisted in marketing campaigns and serviced Toronto Global leads working with the Local Municipalities.

Locally, the City of Burlington through Invest Burlington, the Town of Oakville through Invest Oakville, and the Town of Halton Hills through Invest Halton Hills have launched foreign direct investment attraction initiatives as a component of their economic development strategies. The Town of Milton’s recent Economic Development strategy outlines its business attraction priorities including lead generation and site selection activities which are applicable to both domestic and foreign direct investment attraction.

Halton Region has consulted with Halton Local Municipal Economic Development staff regarding the renewal of funding for Toronto Global. The Local Municipal staff are all supportive of Halton Region renewing its membership in Toronto Global for a three-year term as a Municipal Collaborator member.

For Halton Region and the Local Municipal Economic Development staff, the key considerations in recommending the renewal of funding of Toronto Global include the assurances from Toronto Global that it will not engage in business retention and expansion activities in the ‘905 GTA region, and that through its service delivery changes will look to complement and support municipal foreign direct investment attraction programs going forward.

Further, it was agreed that Toronto Global focuses on attracting investment in several key sectors and global markets of importance to the Halton municipalities, and has recent and productive experience working with the Halton municipalities in a targeted marketing campaign focused on the industrial automation and e-mobility market in Halton.

It was also seen that Toronto Global's GTA marketing and lead generation services would complement the foreign direct investment initiatives of the Halton Local Municipalities which focus on leveraging and marketing local community attributes, unique value propositions and investment opportunities tailored to local priorities and circumstances.

Halton Local Municipal staff are interested in continuing to work with Halton Region and Toronto Global in international marketing campaigns, pursuing potential collaborative lead generation programs, leveraging Toronto Global's annual research project and supporting the servicing of Toronto Global investment lead opportunities, while also maintaining their own local foreign direct investment pipelines and programming.

Conclusion and Next Steps

Toronto Global has been successful in raising global awareness of the GTA as a top North American business centre. As Toronto Global has gained experience working in its key sectors and country markets and with its municipal partners, it has improved the quantity and magnitude of its investment wins and job creation impacts in the GTA.

Toronto Global has responded to the concerns raised by the '905 GTA municipalities and has proposed changes to its funding and governance model and enhancements to its service delivery that improve the prospects for regional collaboration and GTA-wide investment and job creation results.

Staff are of the view that a Municipal Collaborator membership for Halton Region at \$50,000 per year, with two percent increases in years two and three, is a cost-effective, low-risk approach to access the full range of Toronto Global's core foreign direct investment attraction services. However, with this reduced membership fee there will be less representation and influence in the governance of Toronto Global going forward.

The Halton Local Municipalities support this approach and will be looking to work with Halton Region and Toronto Global on collaborative marketing and lead generation approaches that support their own foreign direct investment initiatives.

This report recommends that Halton Region enter into a three-year funding agreement with Toronto Global as a Municipal Collaborator member. Halton Region's funding of the organization will be subject to the senior levels of government renewing their funding commitments at their current levels.

Staff will report each year on the progress and results achieved by Toronto Global through the Economic Development division's annual progress report for the 2023-2026 Economic Development Action Plan.

FINANCIAL/PROGRAM IMPLICATIONS

Funding for Toronto Global in the amount of \$50,000 for the period April 1, 2022 to March 31, 2023 is available in the Economic Development division's operating budget. Funding for future years will be brought forward for Council's consideration through the annual Budget and Business Plan process.

Respectfully submitted,



John Davidson
Director, Economic Development



Bob Gray
Commissioner, Legislative and Planning
Services and Corporate Counsel

Approved by



Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

John Davidson

Tel. # 7828

Attachments: None



VIA EMAIL

May 27, 2022

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Kevin Arjoon, City Clerk, City of Burlington
Meaghan Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, May 25, 2022, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: PW-01-22/FN-11-22/DI-01-22 - Asset Management Program and Lifecycle Models Update

1. THAT Report No. PW-01-22/FN-11-22/DI-01-22 re: "Asset Management Program and Lifecycle Models Update" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. PW-01-22/FN-11-22/DI-01-22 to the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

Included please find a copy of Report No. PW-01-22/FN-11-22/DI-01-22 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

A handwritten signature in blue ink, appearing to read "G. Milne", written over a light blue circular stamp.

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

Report To:	Regional Chair and Members of Regional Council
From:	Andrew Farr, Commissioner, Public Works Cyndy Winslow, Commissioner, Finance and Regional Treasurer Tony Oliveri, Commissioner, Digital and Information Services
Date:	May 25, 2022
Report No:	PW-01-22/FN-11-22/DI-01-22
Re:	Asset Management Program and Lifecycle Models Update

RECOMMENDATION

1. THAT Report No. PW-01-22/FN-11-22/DI-01-22 re: "Asset Management Program and Lifecycle Models Update" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. PW-01-22/FN-11-22/DI-01-22 to the City of Burlington, the Town of Halton Hills, the Town of Milton and the Town of Oakville.

REPORT

Executive Summary

- Halton Region's long-term vision for a comprehensive Asset Management Program, whereby the management of Halton Region's assets is to be integrated with asset financial management, was endorsed by Regional Council in December 2013 through Report No. PW-55-13/FN-27-13/LPS91-13 re: "Halton Region's Corporate Asset Management Plan, 2013".
- Guided by Halton Region's Corporate Asset Management Policy, Report No. FN-19-19 re: "Asset Management Policy (O'Reg.588/17)", an Asset Management Plan Update has been prepared to describe the infrastructure that Halton Region owns, operates and maintains to support services to the community, in compliance with Ontario Regulation 588/17.
- Halton Region retained GM BluePlan Engineering in 2020 to update the previous Asset Management Plan developed in 2014. The goal of the update is to not only meet but also exceed the requirements of O. Reg. 588/17 to deliver an Asset Management Plan with all Regional assets by July 1, 2022.

- The Executive Summary of the Asset Management Plan is included as Attachment #1 to PW-01-22/FN-11-22/DI-01-22. The Asset Management Plan Update identifies what has been achieved, what is being done and what needs to be done to ensure services provided to residents, businesses and institutions in Halton Region are delivered to achieve desired levels of service while maintaining financial sustainability.
- The Asset Management Plan Update demonstrates Halton Region's assets are maintained in a good state-of-repair that balances service provision to residents and businesses while maintaining financial sustainability.
- The Asset Management Plan also contains a robust roadmap to further sustain the asset management program and ensure it is responsive, useful and successful in the future in the face of emerging climate and technological changes impacting infrastructure assets.

Background

Halton Region's infrastructure assets are key resources used to provide services to the public. These assets are managed in a coordinated manner by business areas across Halton Region:

- The Public Works Department provides services through an integrated transportation network of roads, bridges and culverts, storm water management assets, water treatment and distribution assets, wastewater collection and treatment assets, and waste management collection, disposal and recycling assets.
- The Energy, Fleet and Facilities Division manages the Halton Regional Centre, Paramedic Services facilities, Operations Centres, Long-Term Care facilities and Halton Community Housing Corporation facilities.
- The Halton Regional Police Service facilities team manages the Halton Regional Police Services facilities.
- Other key assets include Halton Region's fleet of vehicles and Information Technology assets.

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, issued in pursuance of *Infrastructure for Jobs and Prosperity Act*, 2015, came into effect on January 1, 2018 with the goal to support a consistent approach, across Ontario, to asset management planning for municipal infrastructure.

The regulation identifies a staged implementation approach, beginning with development of a Strategic Asset Management Policy, followed by a phased development of Asset Management Plans. The first phase includes core assets (municipal roads, bridges

water, wastewater and storm water assets) and was to be followed by Asset Management Plans for all other municipal assets. Halton Region accelerated the completion of Asset Management Plans for the second phase of assets to allow a consolidated Asset Management Plan to be developed for all asset groups that better aligns the asset management program with annual budget processes.

Regional Council approved the Strategic Asset Management Policy in May 2019 through Report No. FN-19-19, re: “Asset Management Policy (O. Reg. 588/17)” with the purpose to outline the underlying principles that Halton Region intends to follow when using asset management practices to meet the regulated requirements and the Region’s strategic objectives.

Halton Region has been engaged in improving asset management practices for infrastructure assets for a number of years, dating back to the development of an overall vision for a comprehensive Asset Management program in 2006. Regional Council approved Halton Region’s first Corporate Asset Management Plan in December 2013, through Report No. PW-55-13/FN-27-13/LPS91-13 and updated in 2015 through Report No. PW-01-15/FN-01-15/LPS01-15. The Corporate Asset Management Plan laid the foundation for further enhancement opportunities and several key initiatives have been completed and communicated to Regional Council to continue the evolution of asset management practices in Halton Region for improved capital planning.

These initiatives include the development of key processes and supporting tools that enabled Halton Region to define the Public Works Department’s Service Objectives and were used for the programming of the 10-year capital state-of-good repair budget as noted in Report No. PW-28-17. The financial plan formed the basis of the approved 2018 capital budget to address infrastructure needs required to maintain service to customers and mitigate identified risks.

Having articulated the need, the next step in the development of a modernized asset management plan was tools and procedures, which have been implemented in all subsequent capital budgets for the Public Works Department, that enable the formalised prioritization of projects to provide the highest benefit/cost solution that mitigate risk to Halton Region.

Halton Region has initiated the development of a maintenance management strategy for core assets that considers opportunities to coordinate effort and to realize value from assets by balancing cost, risk and performance in a way that is aligned to the Strategic Plan. The collaborative implementation of innovative asset care strategies to extend the life of installed assets has improved Halton Region’s environmental stewardship, fiscal responsibility and capital decision making in support of sustainable asset management program. Realizing Halton Region’s asset management objective that maintenance management is a prerequisite of effective asset management planning will create a new municipal standard and ability to have a clear line of sight on asset management and extend asset lifecycle.

Asset management planning for social housing, long-term care facilities and corporate facilities assets has been enhanced through Building Condition Assessments and energy audits, which form the basis of the Energy, Fleet and Facilities Division condition reporting. Halton Region's Energy, Fleet and Facilities staff continue to coordinate their preventative maintenance plan as part of the monitoring of the annual capital funding requirements for social housing, long-term care facilities and corporate facilities assets.

The update to Halton Region's Asset Management Plan was initiated in May 2020. The update to the Asset Management Plan provides for compliance with the requirements of the O. Reg. 588/17 and is in alignment with industry best practice and asset management standard ISO 55000. The update enables a line of sight between capital/operating investments and Halton Region's strategic priorities and provision of services to residents and businesses.

Discussion

Overview of the Asset Management Plan Update

Guided by Halton Region's Corporate Asset Management Policy and in accordance with O. Reg. 588/17, this Asset Management Plan Update describes the infrastructure that the Region owns, operates and maintains to support services to the community. This document identifies what has been achieved, what is being done and what needs to be done to ensure services provided to residents, businesses and institutions are delivered based on desired levels of service while maintaining financial sustainability. The key findings of the Asset Management Plan Update are summarized in the sections that follow, with additional details available in the Executive Summary, included as Attachment #1.

The Asset Management Plan Update is a long-range planning document that provides a guide for understanding:

- Halton Region's organizational strategic goals as they relate to, and are supported by asset management initiatives;
- The specific asset portfolios included on a Region-wide scale;
- Halton Region's Levels of Service and performance standards;
- The lifecycle activities to operate, maintain, renew and dispose of assets and their cash flow forecasts; and,
- Key actions to improve asset management practices.

The Asset Management Plan Update is structured to provide consistency and ease of understanding for readers. For each of the asset portfolios included in the plan, reporting is included on the following subsections:

1. State of Regional Infrastructure;
2. Levels of Service;
3. Lifecycle Management Strategy; and,

4. Forecasted Lifecycle Activity Costs.

The plan is concluded with an overall Financing Strategy and Improvement and Monitoring sections, inclusive of all service areas

Current State of Regional Infrastructure

Halton Region owns, operates and maintains a wide range of facilities and infrastructure with a total replacement value estimated at over \$13B, as identified in Figure 1.

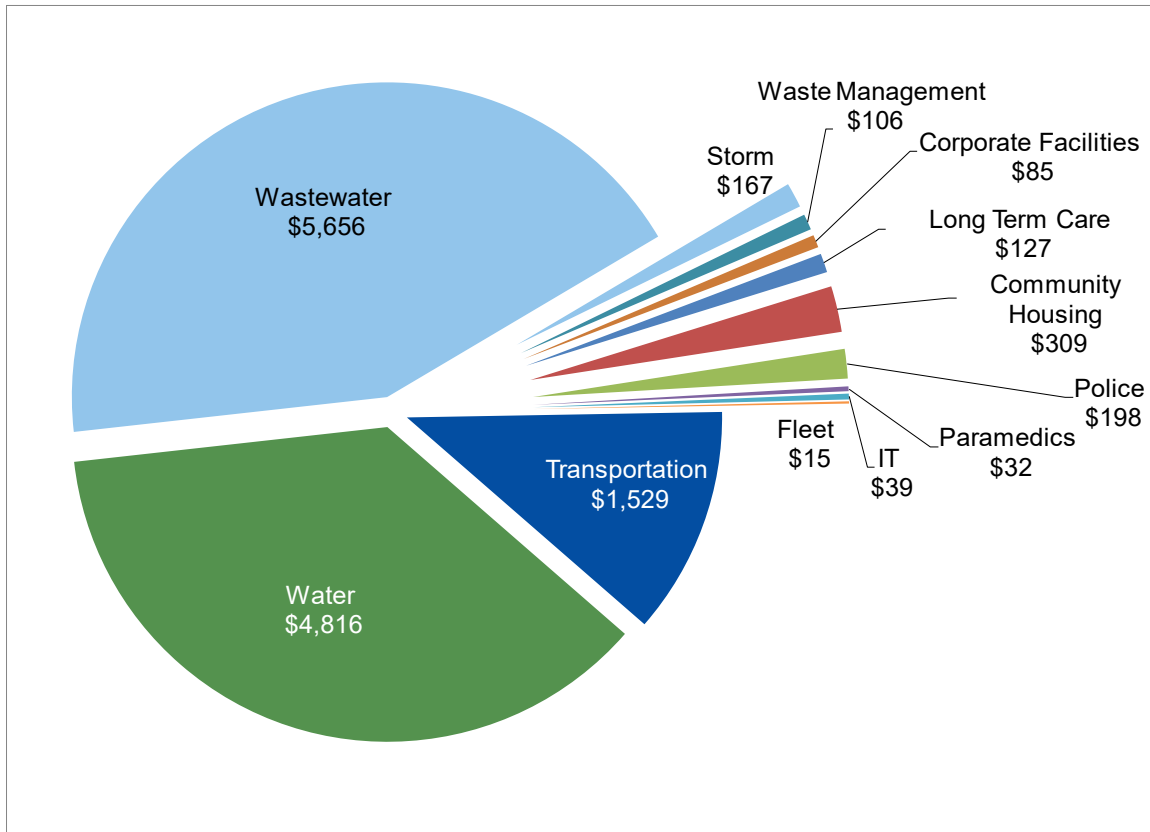


Figure 1 - Current Replacement Value (\$ Millions) of Halton Region's Infrastructure

The condition of each category of assets was assessed using several different methodologies and reported using Industry standard condition scales (1-Very Good to 5-Very Poor). Dedicated condition assessment programs have been established for the majority of asset categories serving Halton Region and where a program is not in place, asset condition has been inferred based on the percentage of remaining estimated service life available.

Figure 2 provides the condition distribution of core infrastructure assets as a percentage of replacement value, which shows that overall, the majority of these assets are in Very Good or Good condition.

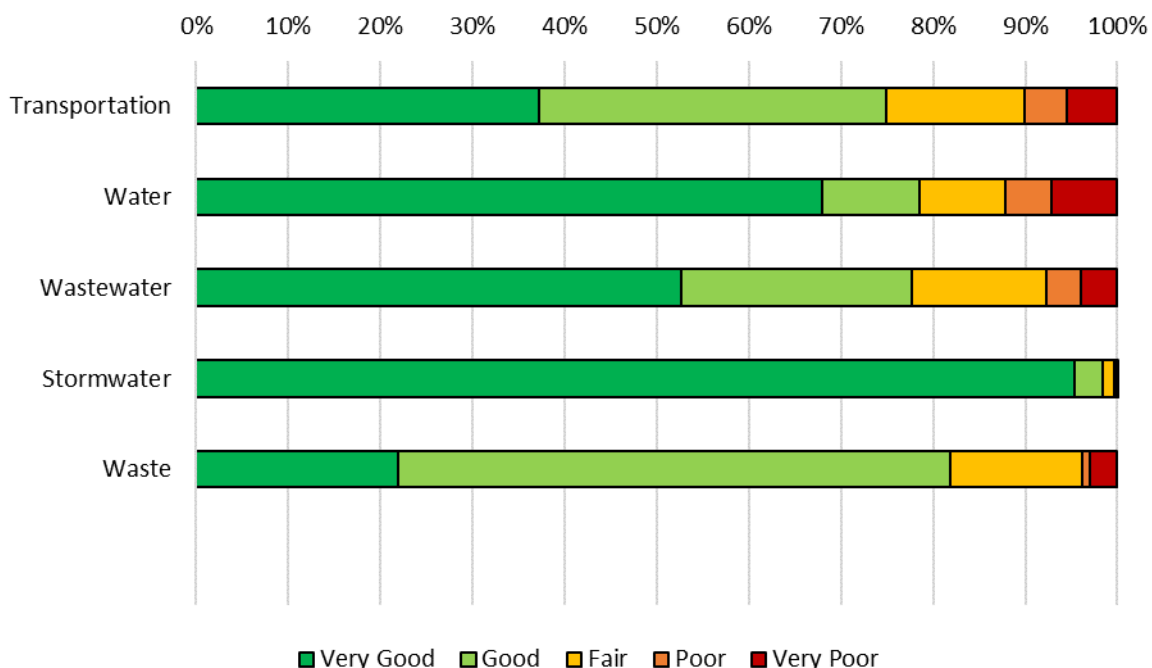


Figure 2 - Current State of Halton Region's Core Infrastructure

An assessment of non-core infrastructure portfolios that includes corporate facilities, Long Term Care, Paramedic Services, Information Technology and the Halton Regional Police Service was also conducted. The assessment for the non-core infrastructure was generally scored based on the age of the assets, as it is typical to plan to run assets of this type to the end of their useful life and then replace them. The Asset Management Plan then allows for investments for replacement to be identified, planned for and funded appropriately.

- 65 per cent received a score of 1-2 indicating that the assets are relatively new in their lifecycle and will perform adequately with regular maintenance.
- 17 per cent received a score of 3 indicating that the asset is reaching a stage where replacement or rehabilitation will be required in the short term.
- 17 per cent received a score of 4-5 indicating that the asset has reached the end of its useful life and requires rehabilitation or replacement at this time.

Levels of Service

Levels of Service are a business driver that form one of the key pillars of asset management decision making. Defined Levels of Service describe the planned outcome from the asset from the user or functional performance perspective. Level of Service statements describe the outputs that Halton Region intends on delivering to the community in terms of attributes such as availability, cost-effectiveness, reliability, responsiveness, safety, suitability, and sustainability.

As part of O. Reg. 588/17, a series of defined metrics have been identified to describe community levels of service (a qualitative description or image of the services experienced by the people using the asset) and technical levels of service (a quantitative figure that describes the level of service provided by the asset) for the core assets.

For all assets, the Asset Management Plan Update includes a Levels of Service framework to evaluate service delivery in the aforementioned attributes of availability, cost-effectiveness, reliability, responsiveness, safety, suitability, and sustainability. Utilizing current data and outputs from past Asset Management projects (including Strategic Project 2: Program Asset Management Strategies, Jacobs 2017), Levels of Service were reported in terms of asset condition (and age where condition was not available) and utilized in all Asset Management Plan analysis.

Lifecycle Management Strategy

The Lifecycle Management Strategy is the set of planned actions, including Optimization, Maintenance and Renewal/Rehabilitation, among others that are performed on assets to provide Levels of Service in a sustainable way, while managing risk, at the lowest lifecycle cost. As part of the Lifecycle Management Strategy, Halton Region adopted a phased approach in developing and implementing key processes, procedures and supporting tools for asset management and capital programming.

Program Asset Management Strategies, endorsed by Regional Council through Report No. PW-28-17 developed the processes and supporting tools to enable Halton Region to define the Public Works Department's Service Objectives and identify needs required to meet the Department's Service Objectives.

As part of the Halton Region Strategic Business Plan 2019-2022, the Public Works Department finalized and implemented an optimized decision making tool that modernised capital projects prioritisation to systematically identify the highest benefit/cost solution, and mitigate risk while supporting public health, safety, community mobility, and sustainability initiatives.

In order to improve capital delivery efficiencies and reduce impacts to residents and businesses during construction process and tools have been developed to facilitate coordination with local municipalities during capital programming. These processes included sharing of long-term capital forecast and maps.

The accuracy of capital forecasts has been improved through the development and implementation of capital project costing tool that improves accuracy, traceability and consistency in the development of planning cost estimates for Public Works capital projects.

These phased asset management practices were leveraged to progressively update and refine life cycle models to identify investment needs to maintain assets in a state-of-good repair, along with required Service Improvements and Expansions for the long-term 100-

year capital needs of Halton Region's asset portfolios. The resulting Capital Forecasted Expenditures for lifecycle activities formed the foundation of the approved 2022 Halton Region Budget and Business Plan, demonstrating success of Halton Region's asset management practices in maintaining assets in state-of-good-repair in a fiscally responsible manner while providing the desired level of service to residents and business.

Forecasted Lifecycle Activity Costs

Halton Region funds the costs of lifecycle activities from tax and rate revenues approved through annual capital and operating budgets.

Figure 3 below, provides an overview of the Capital Forecasted Expenditures for lifecycle activities for the tax Supported Assets, which includes all Regional assets with the exception of water and wastewater assets. This chart excludes those expenditures related to growth and identifies that between 2023 and 2032 there is an average annual expenditure requirement of \$86.7 M. There are several peaks over the average identified from 2026 to 2030, which are related to large service level improvements, such as a landfill cell expansion or sections of road reconstruction like Derry Road (Regional Road 7) and Brant Street (Regional Road 18) in 2028. The financing strategy in the Asset Management Plan has been developed to address these expenditure peaks.

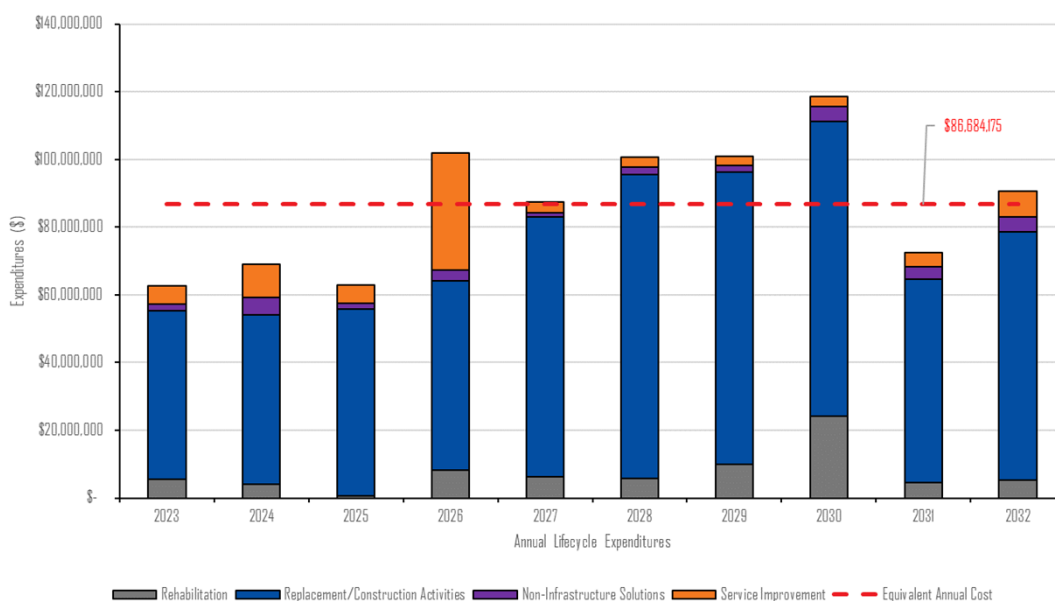


Figure 3 – Capital Forecasted Expenditures – Tax Supported Assets (excluding growth)

Figure 4 provides an overview of the Capital Forecasted Expenditures for the Rate Supported Assets. Figure 4 identifies that between 2023 and 2032 there is an average annual expenditure requirement of \$170.7 M. This chart excludes those expenditures related to growth. There are several peaks over the average identified from 2028 to 2032. The peaks are driven by projected increase in rehabilitation and reconstruction to the water treatment plants and wastewater treatment plants in order to keep the infrastructure

in a state-of-good repair. The capital forecast expenditures have been used to review and update the finance strategy to achieve a balance between level of service, cost to maintain assets in a state-of-good-repair and fiscal responsibility.

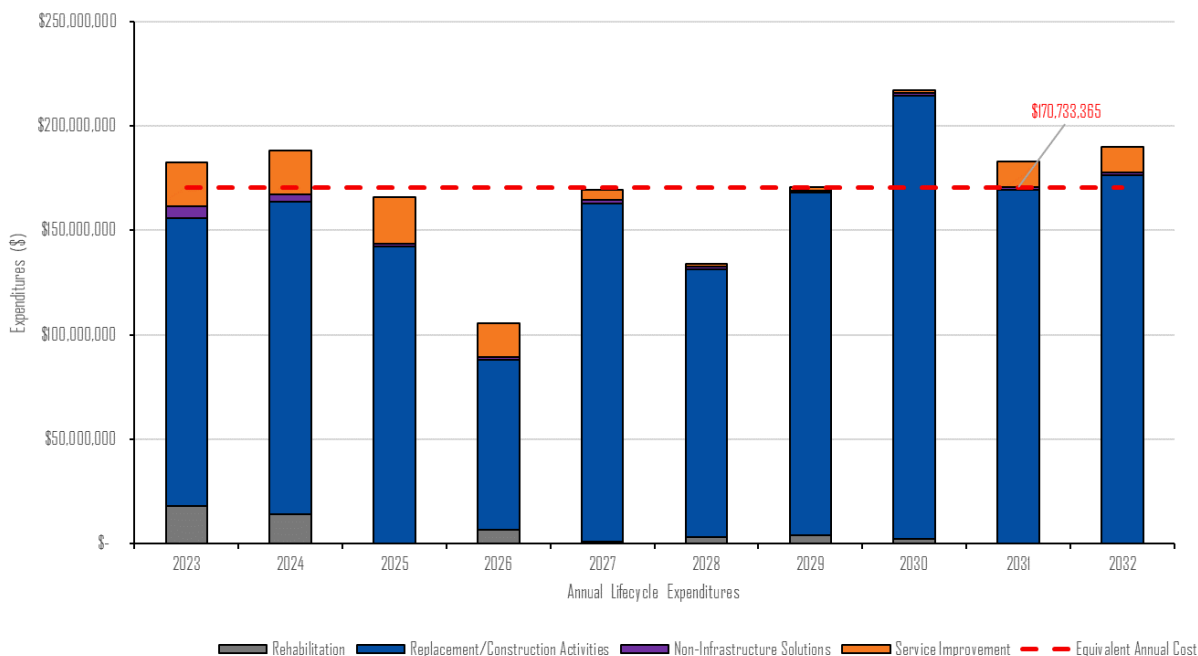


Figure 4 – Capital Forecasted Expenditures – Rate Supported Assets (excluding growth)

Financing Strategy

The financing strategy included in this Asset Management Plan Update sets out the approach to ensure that the appropriate funds are available to support the delivery of the specified Levels of Service. The financing strategy considers the revenues, operating and capital expenditures, debt, and future commitments for operating or capital activities related to the assets included within the plan.

As part of the Asset Management Plan Update, the short-term analysis of risk prioritization for asset delivery coupled with the impact of inflation on construction prices along with the 100-year capital needs assessment in the lifecycle models has identified a need to increase the contribution to reserves to account for current and future state-of-good repair investments.

As noted above, the intent of maintenance management strategy is to extend the useful life of capital infrastructure and as such, the transfer to reserve for capital investment will continue to be monitored as the strategy continues and the impacts are realized. In the short-term, there will be a moderate increase in the planned annual contributions to reserves and the long-term will be assessed based on the outcome of the maintenance management strategy. Further, the impacts of COVID-19 and the global supply chain risk could have a longer-term impact in the cost capital and operating activity. These annual operating contributions to reserves from property taxes and utility rate revenues will

continue to be assessed each year as part of the annual Budget and Business Plan forecast.

Improvement and Monitoring

As outlined in the Asset Management Plan Update, Halton Region has demonstrated commitment to continuous improvement in asset management practices for more than a decade, which includes data improvements, project costing, project documentation, decision-making optimization, and strategic planning.

To identify gaps and to guide future improvement initiatives, an asset management capability review was conducted in 2021 to provide an objective state of each stakeholder groups' current and target asset management capabilities. Each of nine asset management elements (and sub-elements) were evaluated on the International Organisation for Standardization (ISO) Asset Management Standard (ISO 55000) Maturity Rating Scale. The review indicated that Halton Region has the best opportunities for improvement in Technology and Tools, Quality Management and Continuous Improvement.

Specific scoring details are outlined in the Executive Summary of the consultant's report, included as Attachment #1 to this report. As an example, the review of core assets allowed for the identification of a series of prioritized recommendations that have been laid out in a roadmap implementation plan.

Halton Region's asset management competence compares favorably with established asset management best practices. The next steps will be to improve the practices that are lagging behind that include technology management, operations and maintenance master planning and developing staff asset management competences.

To begin the implementation of identified improvements, a project will be initiated in 2022 to evolve the Public Works life cycle models and decision support system; to a secure, robust, modern and consistent decision support system.

Staff will continue to assess the resources required to implement the recommendations along with alignment with other key Region initiatives, including the Digital Strategy and will continue to update on progress through regular reporting to Regional Council and the annual budget process. In 2023, the following priority action items below will be initiated to update the Asset Management Roadmap:

1. Capital Project Programming: to enable optimized asset renewal decisions by identifying the most economical renewal solution and capturing/assessing lifecycle costs towards service level improvement opportunities.
2. Operations and Maintenance Master Planning: Operations and Maintenance Master Plan details the strategies necessary to achieve optimized maintenance and reliability practices.

3. Stakeholder Engagement/Training: to develop the Governance Model for asset management across Public Works; and to enhance asset technical skills and concepts by all stakeholders.
4. Technology Management: to enhance decision support systems that provide input to the Digital Strategy; and also leverage enterprise resource planning (ERP) tools capabilities.

These improvement initiatives will allow Halton Region modernise the capital budgeting process and better align infrastructure renewal to customer level of service.

FINANCIAL/PROGRAM IMPLICATIONS

There are no financial implications from this report. As part of the Asset Management Plan Update, the short-term analysis of risk prioritization for asset delivery coupled with the impact of inflation on construction prices along with the long-term capital needs assessment in the lifecycle models has identified a need to increase the contribution to reserves to account for current and future state-of-good repair investments.

Approval of these annual operating contributions to reserves to maintain capital in a state-of-good-repair and any additional resources identified through further development of the asset management roadmap will be presented through the annual budget process.

Respectfully submitted,



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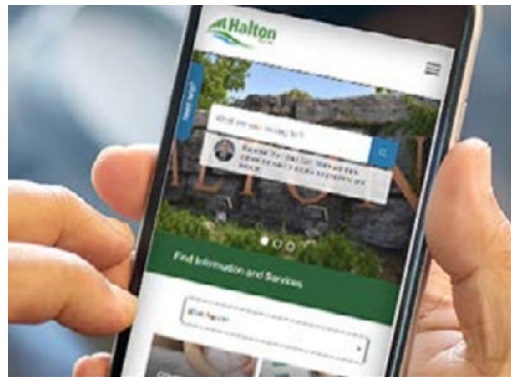
Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
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Attachments: Attachment #1 – Executive Summary of Asset Management Plan and Lifecycle Models
Update



Asset Management Plan, 2021

EXECUTIVE SUMMARY

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Table of Contents

Table of Contents.....
1. Introduction	1
1.1 Halton's AM Journey	2
2. Approach to AMP Updates	4
3. State of Local Infrastructure	7
4. Levels of Service.....	9
4.1 Short-Term LOS	9
4.2 Long-Term LOS.....	10
4.3 Future LOS	11
5. Asset Portfolio Condition and Expenditure Forecasts	12
5.1 Transportation (Core Assets)	13
5.2 Water (Core Assets)	15
5.3 Wastewater (Core Assets)	16
5.4 Stormwater (Core Assets)	17
5.5 Solid Waste Management (Non-Core Assets)	18
5.6 Corporate Facilities (Non-Core Assets)	19
5.7 Long Term Care (Non-Core Assets).....	20
5.8 Halton Community Housing Corporation (Non-Core Assets)	21
5.9 Police (Non-Core Assets)	22
5.10 Paramedics (Non-Core Assets)	23
5.11 Information Technology (Non-Core Assets).....	24
6. Financial Strategy	25
6.1 Tax and Rate Expenditure Forecasts	25
6.2 Financing Strategy.....	27
7. Improvement and Monitoring.....	28
7.1 Core Assets – Maturity Assessment.....	29
8. Core Assets – Reliability Centred, Maintenance Management	33



1. Introduction

Halton Region is responsible for the delivery of many services that are critical to the community and are dependent on well-managed infrastructure. These services include providing transportation, clean drinking water, wastewater collection and treatment, waste management, social housing, emergency services, and corporate facilities. Each of the services is dependent on a wide variety of linear, vertical, and mobile asset systems that have unique lifecycle behaviours and activities, service expectations, risks and regulations.

What is Asset Management?

Asset Management (AM) is the coordinated activity of an organization to realize value from assets (ISO55000:2014(E), p. 14). The management practices, objectives and documentation form the components of the Region's AM system, which is the management system associated with defining the AM policy, objectives, and practices (IPWEA, 2015; ISO55000:2014(E)).

Delivering an AM program is not a 1-time project, but rather a journey of improvements and enhancements all driving to help municipalities make better informed decisions on asset spending while understanding the impact of this spend on level of service (LOS). A Municipal AM journey can take years to develop a comprehensive AM environment. Halton's AM program will continually evolve and grow as the community changes and grows.

In 2012, the Province published the 'Building Together: Guide for Municipal Asset Management Plans' (Ministry of Infrastructure, 2012) to encourage and support municipalities in Ontario to develop asset management plans (AMPs) in a consistent manner to ensure municipalities were addressing AM consistently as well. Building Together outlines the information and analysis that municipal AMPs are to include as a prerequisite to accessing capital funding grants.

In 2015, Ontario passed the Infrastructure for Jobs and Prosperity Act which affirmed the role that municipal infrastructure systems play in supporting the vitality of local economies. After a year-long industry review process, the Province created Ontario Regulation 588/17 – Asset Management Planning for Municipal Infrastructure as the first regulation made under the Infrastructure for Jobs and Prosperity Act. O. Reg 588/17 further expands on the Building Together guide, mandating specific requirements for municipal asset management policies and AMPs, phased in over a five-year period. Table ES-1 summarizes the general requirements and timelines of O. Reg. 588/17.

Table ES-1: Regulatory Requirements and Timelines for AM Planning (O. Reg. 588/17)

Schedule	O. Reg. 588/17 Requirement	Halton Status
July 1, 2019	A Corporate AM Policy is required that articulates specific principles and commitments that will guide decisions around when, why and how money is spent on infrastructure systems.	Amended and approved Corporate AM Policy in 2019 (compliant).
July 1, 2022	An AMP is required that documents the current Level of Service (LOS) being provided and the costs to sustain them for the Region of Halton's water, wastewater, stormwater, roads and bridges infrastructure systems (i.e., 'core' assets per O. Reg. 588/17).	2021 AMP Update, which includes all core assets and LOS, in process to be finalized in February 2022 (will be compliant).
July 1, 2024	An AMP is required that documents the current Levels of Service being provided and costs to sustain them for all infrastructure systems in Halton.	AM Roadmap will continue to deliver projects supporting this deadline.
July 1, 2025	An AMP is required that documents the current LOS being provided, the costs to sustain the current LOS, the desired LOS, the costs to achieve the desired LOS, and the financial strategy to fund the expenditures necessary to achieve the desired LOS for all infrastructure systems in the Region of Halton.	This project and the strategic AM projects are positioning Halton to deliver on this deadline, including formalizing how LOS is handled in the life cycle models.

1.1 Halton's AM Journey

Since publishing Halton's first AMP in 2013, the Region has embarked on several AM initiatives to establish and enhance the overall AM framework. In 2014, the Region established an AM roadmap and implementation plan aligned with the Region's AMP and corporate structure. This roadmap documented the overall AM corporate vision and strategic direction, corporate AM strategy, AM program, and processes to establish infrastructure investment planning and financing (GM BluePlan Engineering, 2014).

Since then, departments such as Public Works have implemented several initiatives to further enhance AM principles and practices. The most recent AMP was published in 2014, and included transportation, water, wastewater, waste management, corporate facilities and social housing assets. An updated executive summary to the plan was also published in 2015.

The 2021 AMP was updated to enable the management of infrastructure and services in a way that supports the lifestyles of its residents who have chosen Halton as a place to live and work. This is a direct result of the strategic vision and goals for the community that Halton has developed, including its beautiful landscape, proximity to a broad employment market, safe and attractive neighbourhoods, excellent services and strong civic pride.

An aerial photograph of a sailboat with a white sail and red hull, sailing on a vast expanse of turquoise water. The water's surface is covered in fine, rhythmic ripples. The sailboat is positioned in the lower right quadrant of the frame, moving towards the bottom left.

Approach to AMP Update

HALTON REGION

2. Approach to AMP Updates

An AMP is a long-range planning document that can be used to support the continuous improvement of asset-related activities for public services and provides a guide for understanding:

- Halton's organizational strategic goals as they relate to and are supported by asset management initiatives.
- The specific asset portfolios included on a Region-wide scale.
- Halton's levels of service and performance standards.
- Demand forecasts from a system perspective.
- The lifecycle activities to operate, maintain, renew and dispose of assets and their cash flow forecasts.
- Key actions to improve AM practices.

Over the last number of years, the Region of Halton has been actively developing and improving its AM program. Halton's 2021 AMP was developed to optimize the allocation of capital funds to assets in an informed manner that considers opportunities to improve service levels. The 2021 AMP was updated with the following objectives in mind:

- To build on the solid 2014 AMP foundation and incorporate all the AM advancements that Halton has implemented over the last 7 years, that include:
 - Asset Management Roadmap Implementation Plan, GMBP, 2015, that developed Halton's Asset Management Framework, and detailed asset management strategic projects to implement a formalised asset management program.
 - Strategic Project 1: Asset Management Risk and Level of Service frameworks, GHD, 2016, that developed Halton's asset risk, level of service and key performance indicators with a direct line of sight to Halton strategy and action plan.
 - Strategic Project 2: Program Asset Management Strategies, Jacobs 2017, that defined a systematic approach, by first documenting Halton's corporate vision/strategic direction and the corporate asset management approach followed by developing program specific technical level of service, technical key performance indicators, life cycle, asset risk and growth management. The strategy provides a clear line of sight between Halton Strategic Action Plan and the services that are provided by Public Works through a transparent, auditable, repeatable and evidence –based capital programming, which now forms the basis for development of the capital program for the annual Budget and Business Plan aligned with the Strategic Business Plan, 2019-2022
 - Strategic Project 3: Optimised Decision Making, Jacobs 2019, that developed tools and procedures to enable the optimised decision-making component of the asset management framework, in order to defensibly prioritise capital

projects, identify the highest benefit/cost solution, and mitigate risk while supporting public health, safety, community mobility, and sustainability initiatives

- Costing Tool, EY 2020, that documents Region's Public Works capital project costing documents including planning cost estimation process related to state of good repair and growth projects. A costing approach and model tool was developed to create more accuracy, transparency and consistency in the development of planning cost estimates for Public Works capital projects.
- To review and update the lifecycle models that have been utilized to date in Halton in a manner that can be incorporated into a future Decision Support System (DSS) tool that will support detailed analysis for long term budget forecasts at the asset level.
- To ensure Halton's 2021 AMP is in compliance with O. Reg 588/17.

GM BluePlan Engineering (GMBP) was retained by the Region in 2020 to update the life cycle models to incorporate all the AM advancements since 2014 and prepare an update to the 2014 AMP. Through a series of stakeholder workshops, meetings, data reviews and analysis, GMBP worked with Regional staff to update logic and standards utilized in the previous AMP. Recognizing that the requirements driving AMPs has changed slightly with O. Reg 588/17, the key aspects of the regulation and how they were addressed in this project are summarized in Table ES-2.

Table ES-2: O. Reg. 588/17 AMP Regulatory Requirements

O. Reg 588/17 Requirement	How it's addressed in the AMP
A strategic asset management policy	Approved Corporate AM Policy (2019)
Infrastructure Asset Inventory	Halton's asset register has been updated and enhanced to develop a comprehensive inventory of 100% of all assets with condition/replacement values, maintained in the life cycle models delivered as part of this project.
Level of Service Strategy	Utilizing current data and outputs from past AM projects (including Strategic Project 2: Program Asset Management Strategies, Jacobs 2017), LOS was incorporated as an indicator of asset condition (and age where condition was not available) and utilized in all AMP analysis (Section 2.13.2 of AMP).
Lifecycle Management Strategy	As part of the Lifecycle Model updates, strategies from Strategic Project 2: Program Asset Management Strategies, Jacobs 2017 were updated and programmed in the life cycle models utilized to analyze the AMP needs (Section 2.13.3 of AMP).

O. Reg 588/17 Requirement	How it's addressed in the AMP
Mitigation Approaches to Climate Change	Mitigating and adapting to climate change is discussed in the AMP (Section 2.4).
Financial Strategy	A long-term financial strategy was developed for both Tax and Rate supported asset portfolios, as discussed in the AMP (Section 2.13.5).

In addition to the key regulatory requirements described above, the following additional activities were carried out to support the AMP update:

- Growth and asset/system performance were incorporated into the AMP by first updating the Asset Register with planned and approved capital projects associated with SOGR, growth or performance.
- Risk management was incorporated into the lifecycle models to inform years 1 to 3 of the current capital budget through the prioritization logic that ranks assets at a higher risk first, as defined in Strategic Project 2: Program Asset Management Strategies, Jacobs 2017.
- Identify improvement actions and update the AM 5 Year Roadmap to ensure sustainability of Halton's AM program, including considerations of data management, resources, technology and outcomes via an AM maturity assessment.
- Prepare an AMP and AM program strategy presentation for delivery to various stakeholders, including Regional Management and presentation to council by Commissioner.

3. State of Local Infrastructure

Halton Region's public services and infrastructure includes an integrated transportation network of roads, bridges and culverts, storm water management, water treatment and distribution, wastewater collection and treatment, waste management collection, disposal and recycling assets, paramedic services, public health services, services for vulnerable residents (social housing, long-term care for seniors and child care facilities), and administration facilities for police and other service departments.

The Region owns, operates and maintains these facilities and infrastructure with a total replacement value estimated at over \$13B, as identified in Figure ES-1.

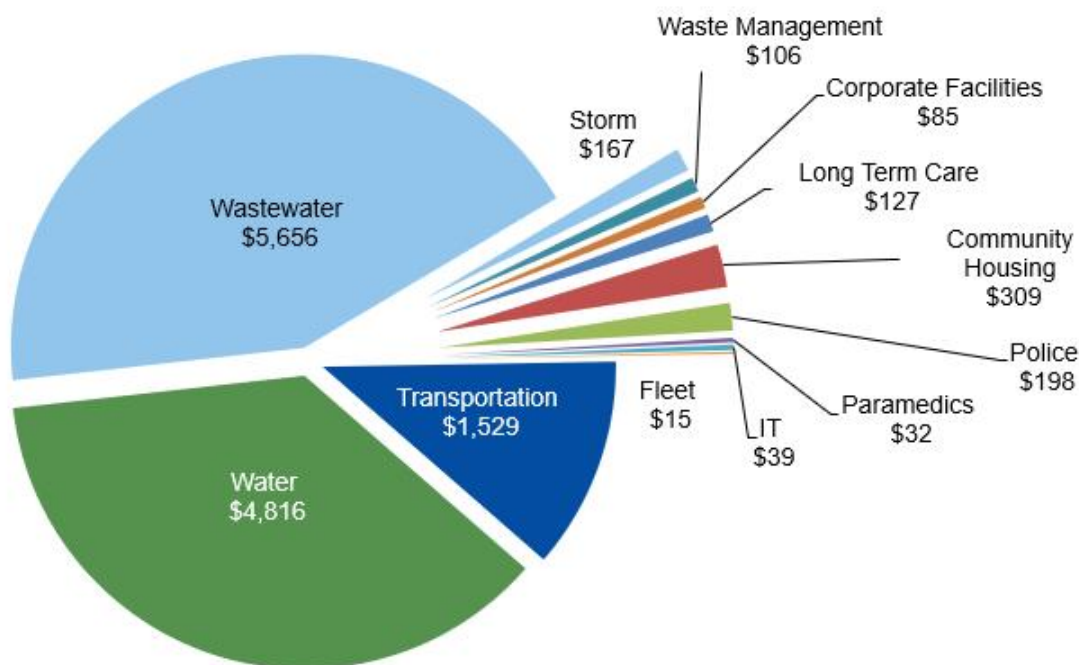


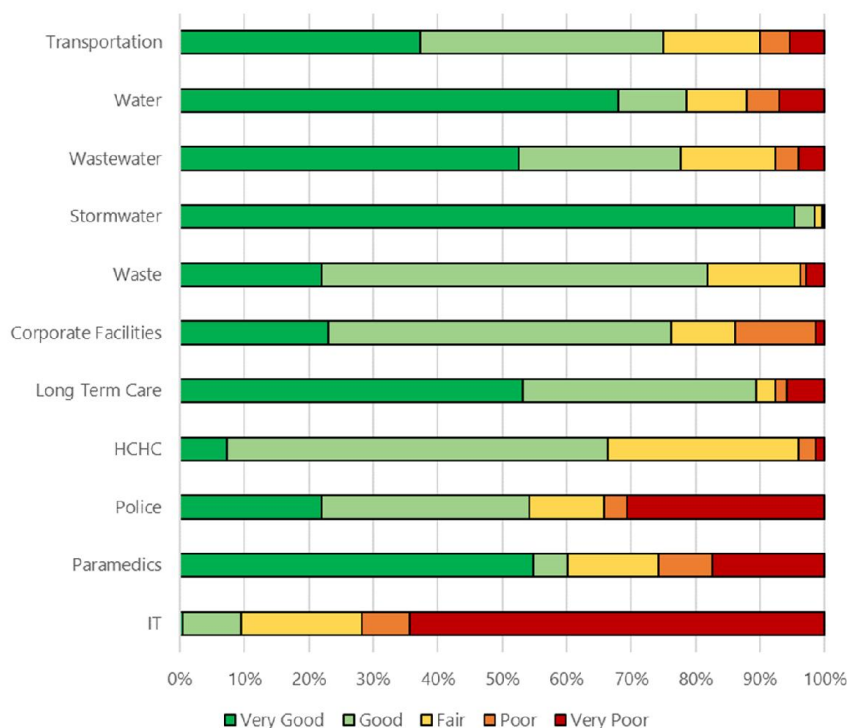
Figure ES-1: Current Replacement Value (\$ Millions) of Region's Infrastructure

This AMP includes “core” and “other” municipal infrastructure assets as defined by the Ministry of Infrastructure. Each category is broken down into sub-categories based on the specific services they provide. A comprehensive asset register of ALL assets was built from existing Halton inventories and enhanced by GMBP staff where gaps could be filled, to provide a foundation for Halton's future DSS tool.

The condition of each category of assets was assessed using several different methodologies. Dedicated condition assessment programs have been established for the majority of asset categories serving the Region and where a program is not in place, asset condition has been inferred based on the percentage of remaining estimated service life available.

One of the first requirements of updating an AMP is understanding the state of the infrastructure, which provides a current status of asset condition. Industry standard condition scales are being used in Halton and were maintained here (i.e., 1-Very Good to 5-Very Poor). Figure ES-2 provides the current condition distribution of assets as a percentage of replacement value, which forms the foundation for the State of the Infrastructure assessment.

Figure ES- 2: Condition Distribution by Replacement Value



The figure shows that overall, the majority of assets are in Very Good or Good condition. Some portfolios with shorter estimated life spans (IT and Police as an example), have a portion of the assets in Fair or lower condition, which is typical and acceptable for assets of this nature. The condition ranking of the assets is not a concern as the purpose of the comprehensive AMP is to ensure that these investments are identified, planned for and funded appropriately (i.e., it is appropriate to run assets to failure if that is the planned lifecycle strategy.).

4. Levels of Service

Levels of Service (LOS) are a key business driver that form one of the pillars of AM decision making. Defined LOS describe the planned outcome from the customer expectations and the associated asset performance perspectives. The Regulation is asking for municipalities to identify current LOS being provided in the current AMP updates and future LOS proposed based on the proposed budgets for the 2024 deadline. The Regulation provides examples of Community and Technical LOS measures for cores assets in Tables 1 to 5 that should be considered.

In Halton, LOS is dealt with in more detail for the 1 to 3 year budget and then more generically for the 4 to 10 and beyond budget analysis.

4.1 Short-Term LOS

Currently, LOS statements describe the outputs that Halton Region intends on delivering to the community in terms of attributes such as availability, cost-effectiveness, reliability, responsiveness, safety, suitability, and sustainability, which support the requirements of the Regulation. During the Strategic Project 2: Program Asset Management Strategies project delivered in 2017 (Jacobs), Halton defined the following:

- Characterization of asset portfolios by Program Areas.
- Customer LOS attributes and customer objectives
- Customer Key Performance Indicators (KPIs)
- Asset/System (technical) based KPIs

The first 3 years of the approved capital budget incorporate risk and LOS into the prioritization of asset needs during this window as noted in Report No. PW-28-17 re: Public Works Asset Management Program Update, 2017. Halton has developed a list of criteria that is ranked on each asset and used to develop the 1 to 3 plan considering the best improvement to LOS and highest reduction of risk. The criteria utilized, as defined in SP2, resemble the factors outlined in Tables 1 to 5 in the Regulation. The Table ES-3 following provides an example of the LOS criteria used in this risk process for water treatment plants that drive the 1 to 3 year capital plan.

Table ES-3: Halton LOS Factors Utilized in Risk Process

Division	Customer LOS Attribute	Customer Objective	KPI
Water Treatment	Availability	Water system has sufficient capacity to meet demand	# of days water purification plants operate above 85% of rated capacity ¹
	Cost Effectiveness	Lowest life cycle cost is considered when making investment decisions.	Operator and maintenance staff hours per megalitre of water produced
	Reliability	Unplanned service interruptions are minor	% emergency vs. all other types of maintenance work orders

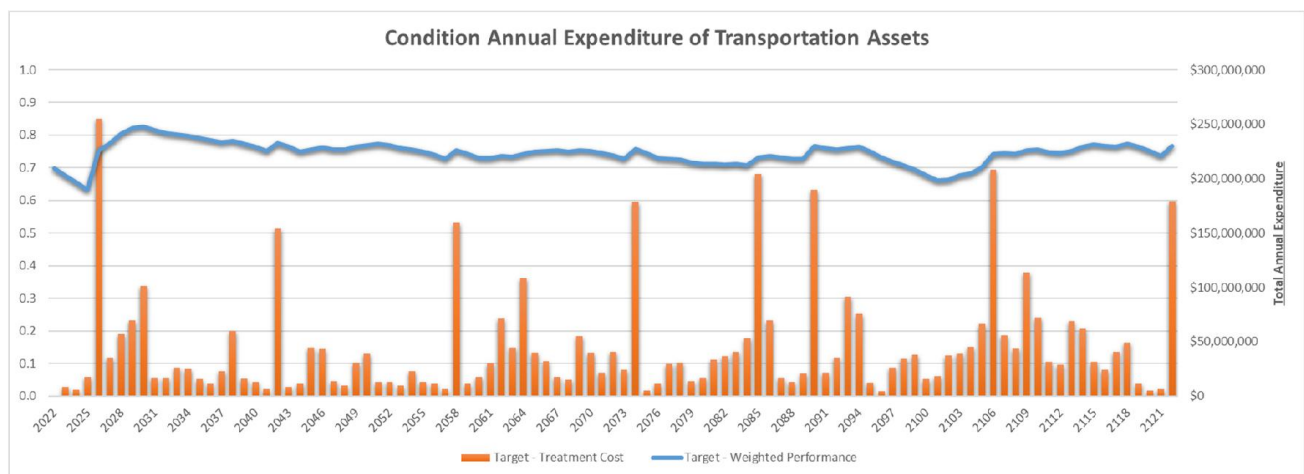
4.2 Long-Term LOS

Halton's life cycle models are utilized to analyze the long-term (4 to 10+ years) capital needs for each asset portfolio. The list of expenditures is prioritized through the optimised decision-making process by identifying the highest benefit/cost solution, and mitigating risk while supporting public health, safety, community mobility and sustainable initiatives. The 1 to 3 year expenditures defined in risk process (above) are hard coded into the life cycle models to ensure the first 3 years of the analysis match the current approved capital budget. The life cycle models then analyze the long-term expenditure needs from year 4 beyond.

The outcomes from SP2 were the starting point for the enhancements and calibration of the AM logic for the life cycle model around LOS. For each asset group, deterioration models or estimated service life, replacement and rehabilitation activities and condition or age are all utilized in establishing the long-term needs.

LOS utilized in the life cycle models is currently based on asset condition for all asset portfolios. An example of the long-term output from the life cycle models is illustrated in Figure ES-3 below for Transportation assets.

Figure ES-3: Transportation Expenditure 100-Year Forecast



Each life cycle model output includes both the average condition of the asset portfolio (LOS) and the forecasted expenditure for each year. The life cycle model allows Halton to visualize the condition versus spending scenarios and consider LOS in these long-term planning processes. In this case the average condition of the transportation portfolio started around 70% and seem to be maintained based on the spending below between 60-80%.

Until better LOS information is available, many municipalities are utilizing average condition as a LOS indicator. The thinking being in most cases if you are able to maintain a fairly consistent average condition across the portfolio, current customer LOS should be maintained. The Regulations are calling for a closer link between LOS measures and expenditure plans.

4.3 Future LOS

As part of a typical AMP development process, municipalities must determine the current LOS being provided by the infrastructure systems. The Regulations are calling for these AM frameworks to help provide a relationship between the defined LOS being provided by the Region's infrastructure systems and the associated operating and capital expenditures required to achieve them, both in the short and long-term.

While this is not ideal, most organizations start with condition as a measure of LOS and develop strategies to collect additional data that support more customer focused LOS measures. An example of how LOS can be approached for road assets is provided below for road assets.

Basic LOS Models for Roads	<p>Condition is based on the Pavement Condition Index (PCI), if available, or based on age. Technical LOS is established for each road to be rehabilitated or replaced once a given condition is reached for each asset. The life cycle model will prioritize based on the assets in the worst condition/those assets closest to their LOS target.</p> <p>Customer LOS is typically identified as an overall average condition/PCI for the road network, normalized based on replacement value or lane km.</p>
Advanced LOS Models for Roads	<p>Condition is also based on the PCI, if available, but Annual Average Daily Traffic (AADT) counts are also utilized to prioritize spending. Technical LOS is established for each road to be rehabilitated or replaced once a given condition is reached for each asset. The life cycle model will prioritize based on highest AADT counts and assets in the worst condition/those assets closest to their LOS target. It prioritizes which assets to spend money on based on the biggest impact to traffic counts.</p> <p>Customer LOS is typically identified by the percentage of trips per day on GOOD roads (i.e., a good road is an asset with an overall average condition/PCI above 72 points).</p>

With the example above in Figure ES-3, it is obvious that decision making becomes easier when you are looking at % of trips on good roads instead of average condition. As Halton continues to build on the AM Roadmap, consideration should be given to enhancing LOS beyond just asset condition to LOS factors that are directly linked to customer impacts for all asset portfolios that support this approach and have the data to support it. The LOS factors Halton will need to consider have been provided in SP2. The regulation has provided examples of LOS measures for Core assets, which Halton will also want to consider where possible for the 2024 deadlines.

5. Asset Portfolio Condition and Expenditure Forecasts

While there are several best practices for developing long-term AM expenditure forecasts, use of a Decision Support System (DSS) is usually required as the data and the logic driving these forecasts can be very complex. A DSS can be as simple as an Excel spreadsheet to a comprehensive off-the-shelf piece of software (such as Assetic Predictor or Powerplan).

Another common best practice is to perform this DSS analysis at the detailed asset level, assuming detailed asset information is available. Best practice is dictating the development of these plans at the asset level (i.e., a pipe, pump or culvert), utilizing the lowest level of asset information in which Halton has documented and has confidence in. This provides the benefit of having the ability to drill down into the analysis to the asset level to ensure the plan is transparent and can be challenged at an appropriate level of granularity.

Following these best practices, the analysis was carried out for each portfolio at the lowest level of asset data (individual watermain, roads, bridge, pumps, HVAC units, etc.). GMBP utilized the asset classifications defined in the SP2 project. Meetings with each group of stakeholders were conducted to review data, adjust life cycle models, calibrate the life cycle model and tools and develop a detailed AMP analysis.

In developing the long-term expenditure plans, the following process was followed:

- The first step is to align the approved short-term capital plan and forecast (which has considered risk and LOS in years 1 to 3 year short-term plan as per the SP2 outputs) with the asset register. All capital projects from the 2022 capital budget and forecast were assigned the activity, cost and year of the project in the asset register to ensure the life cycle model would incorporate the approved schedule for these planned activities. The projects identified in the year 4 capital budget forecast address SOGR, growth/master planning and performance related projects.
- The next step is to consider additional growth, regulatory or performance driven projects that have been identified in Halton beyond the 4 year short-term capital budget and forecast. All of these projects are identified in the asset register to again ensure these projects are forced in the year they are planned.
- With all known projects tagged in the asset register, the final step is to have the life cycle model analyze the SOGR/condition based needs of assets not already earmarked in the capital budgets. The DSS will then assess and prioritize the condition based rehab and replacement activities based on the budget envelopes defined for each life cycle model analysis.

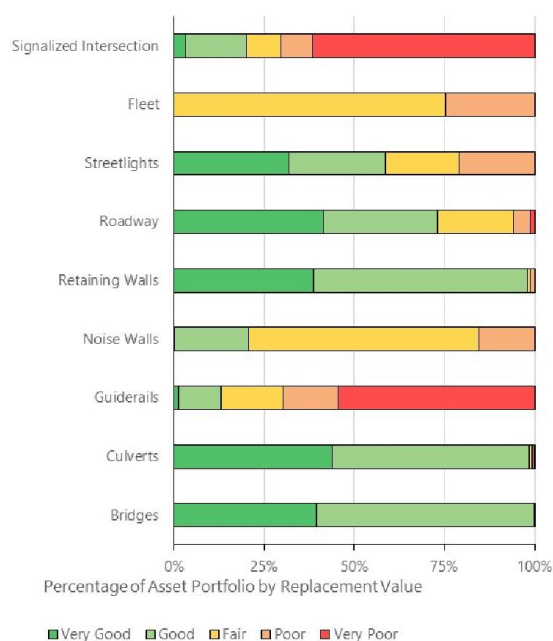
The following sections summarize the high-level analysis and results by asset portfolio. In each section we have summarized the current state of the asset portfolio and the long-term expenditure forecast with all activities, including Expansion/Growth.

It's worth noting that core assets had more condition data available, which has been utilized. For non-core assets, not all assets have condition assessments for these smaller portfolio asset groups and therefore age has been used as an indicator of condition until condition assessments are available. In addition, many of the assets in non-core portfolios have short lifespans, which can skew the results, hence a considerable percentage can appear to be in Very Poor condition. These are relatively low-value assets with a short lifecycle, compared to core assets, and many organizations typically utilize run to failure as a standard practice, so it is normal to see red in the graphs.

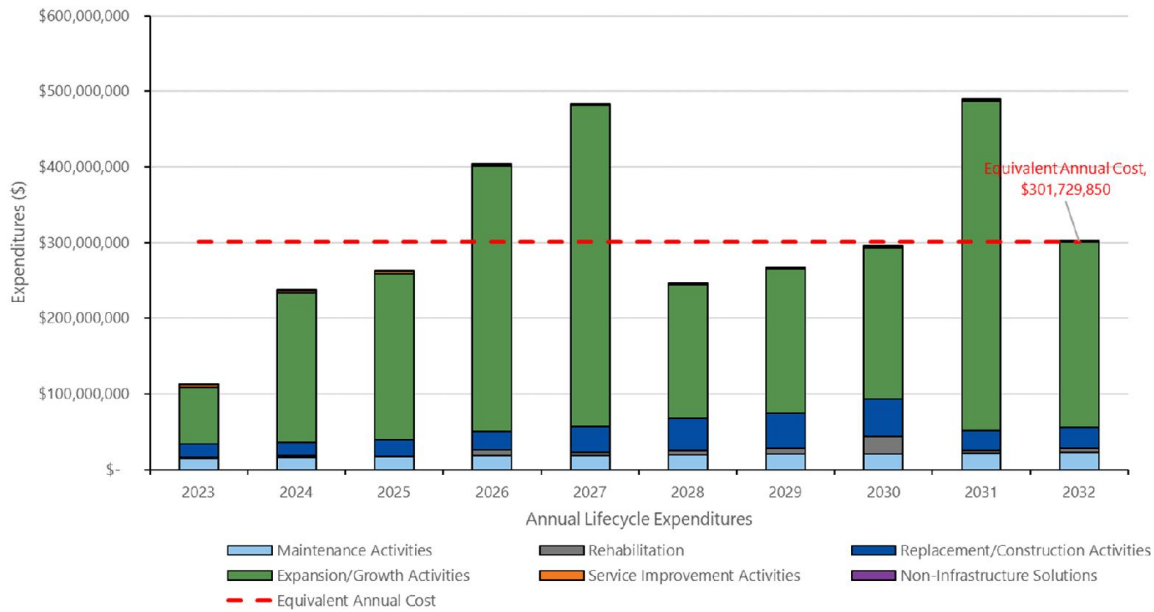
Additional details on each asset portfolios, including data issues, planned improvements and programs supporting AM, are provided in the AMP document.

5.1 Transportation (Core Assets)

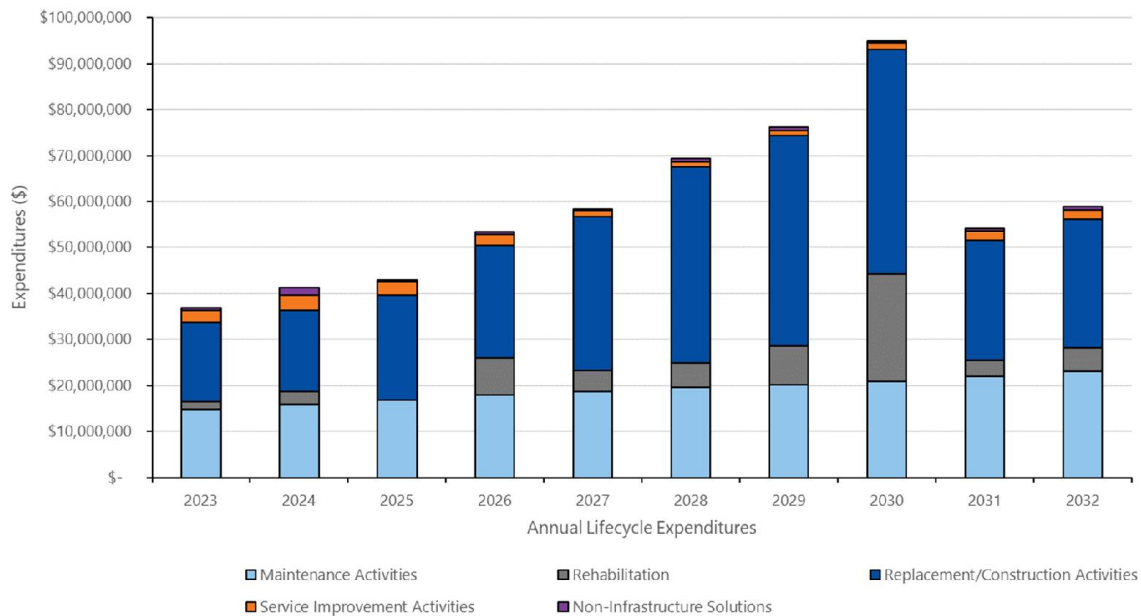
The current condition of Transportation assets normalized by replacement value are summarized in the figure below. The overall condition of the transportation infrastructure is Very Good. The proportion of assets above a Good rating has significantly increased since 2013 and decreased since 2018.



The figure below provides the 10year expenditures identified through the life cycle models, with an average annual spend of \$301,729,850 and a large part of the expenditures being growth related.

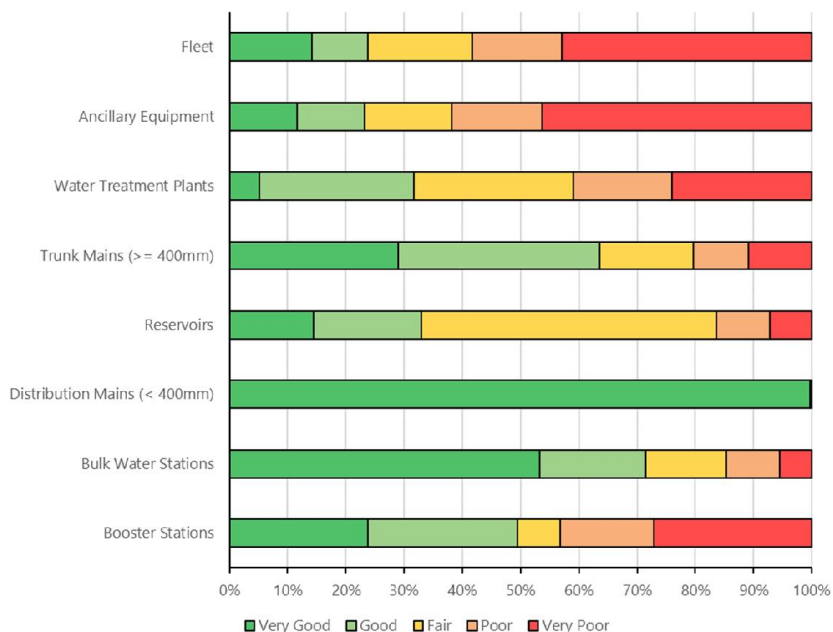


As the above figure is dominated by the Expansion/Growth Activities, which are outlined in the recent staff report dated October 20, 2021 (DC Technical Study Staff Report, PW-32-21_FN-31-21), the figure has been replicated below with the expenditures for Growth removed.

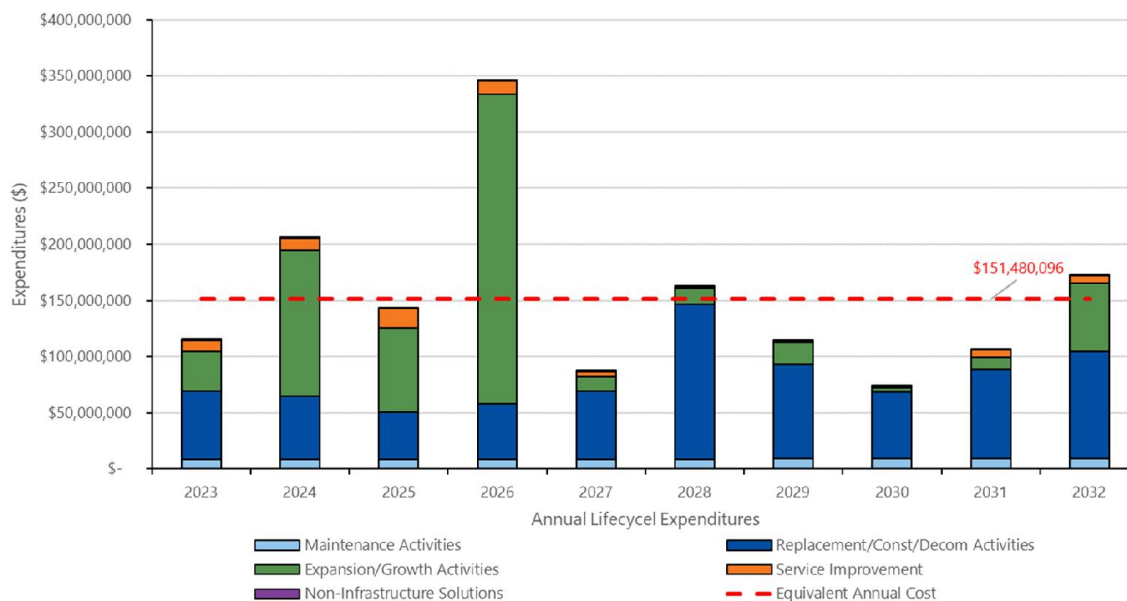


5.2 Water (Core Assets)

The current condition of Water assets normalized by replacement value are summarized in the figure below. The water network is relatively early in its lifecycle. Significant investments have been made in watermain replacements as well as investments in major water treatment facilities, resulting in an improvement in overall condition compared to that reported in 2014.

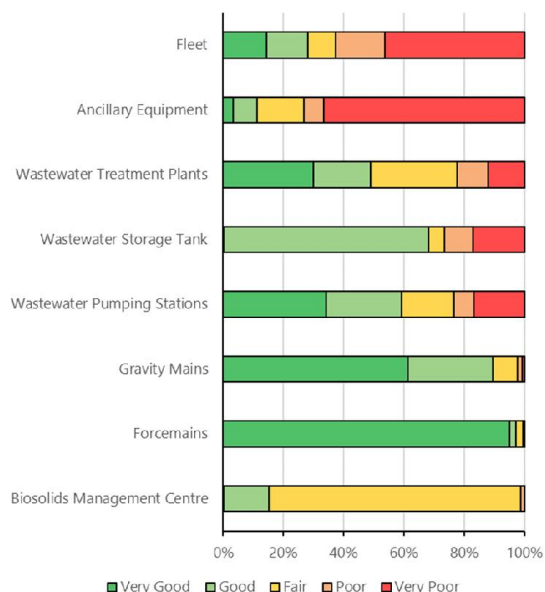


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$151,480,096. This includes growth and expansion activities identified through previous Master Plans and DC technical studies.

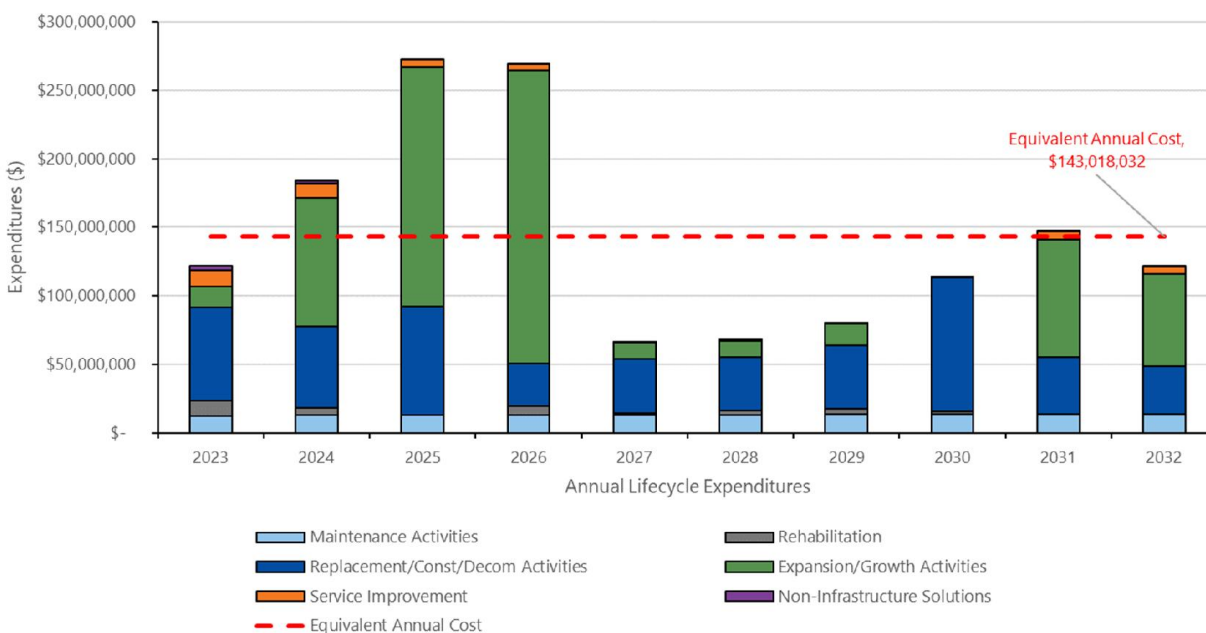


5.3 Wastewater (Core Assets)

The current condition of Wastewater assets normalized by replacement value are summarized in the figure below. The wastewater network is relatively early in its lifecycle. The Region has ongoing investments in asset renewal as well as annual maintenance. Ongoing monitoring and assessments (i.e., closed-circuit television/CCTV assessments) support identifying and prioritizing investments. The overall system is rated as Very Good.

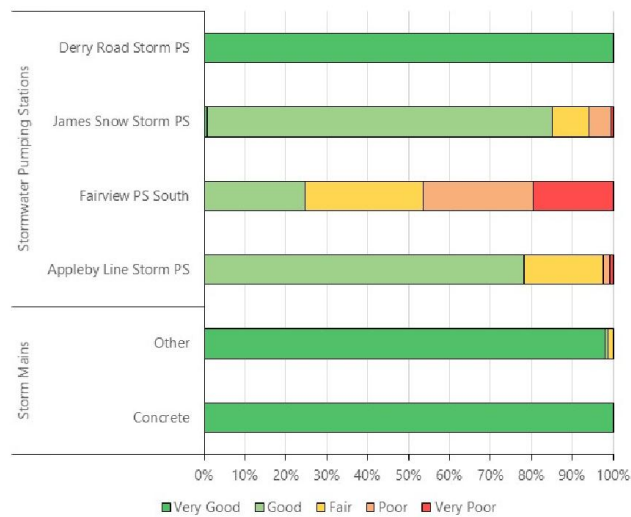


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$143,018,032.

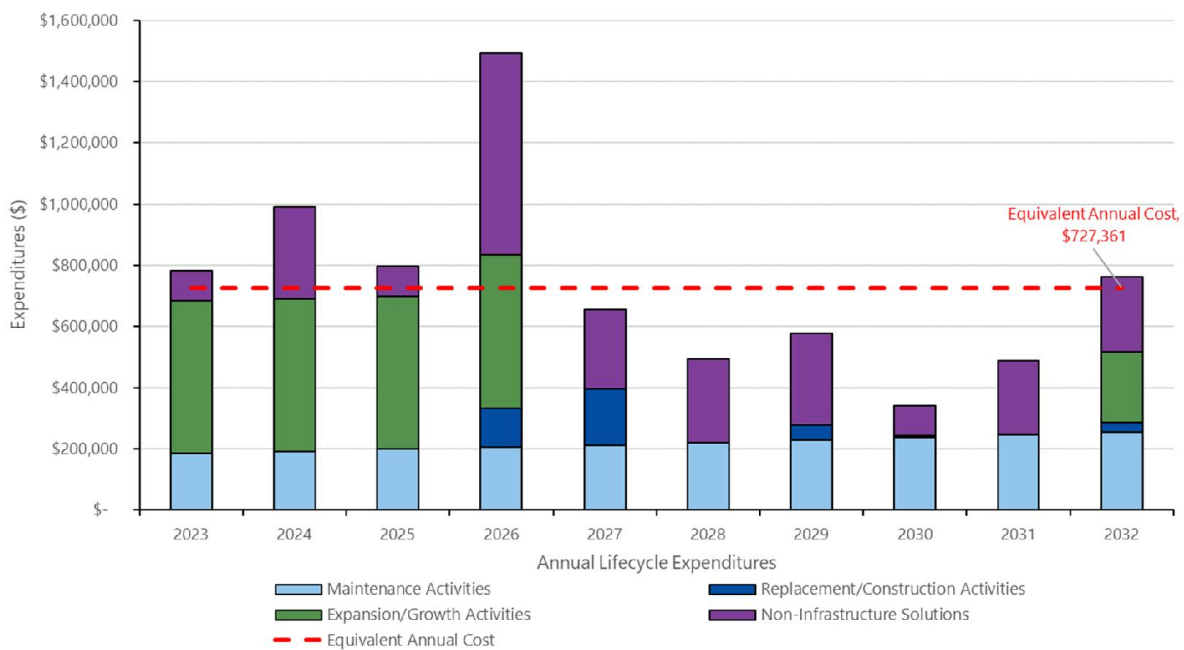


5.4 Stormwater (Core Assets)

The current condition of Stormwater assets normalized by replacement value are summarized in the figure below. The stormwater network is relatively early in its lifecycle. The overall system is rated as Very Good.

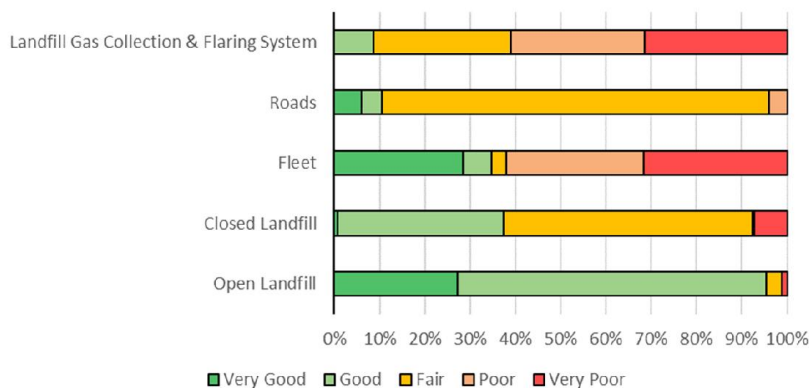


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$727,361.

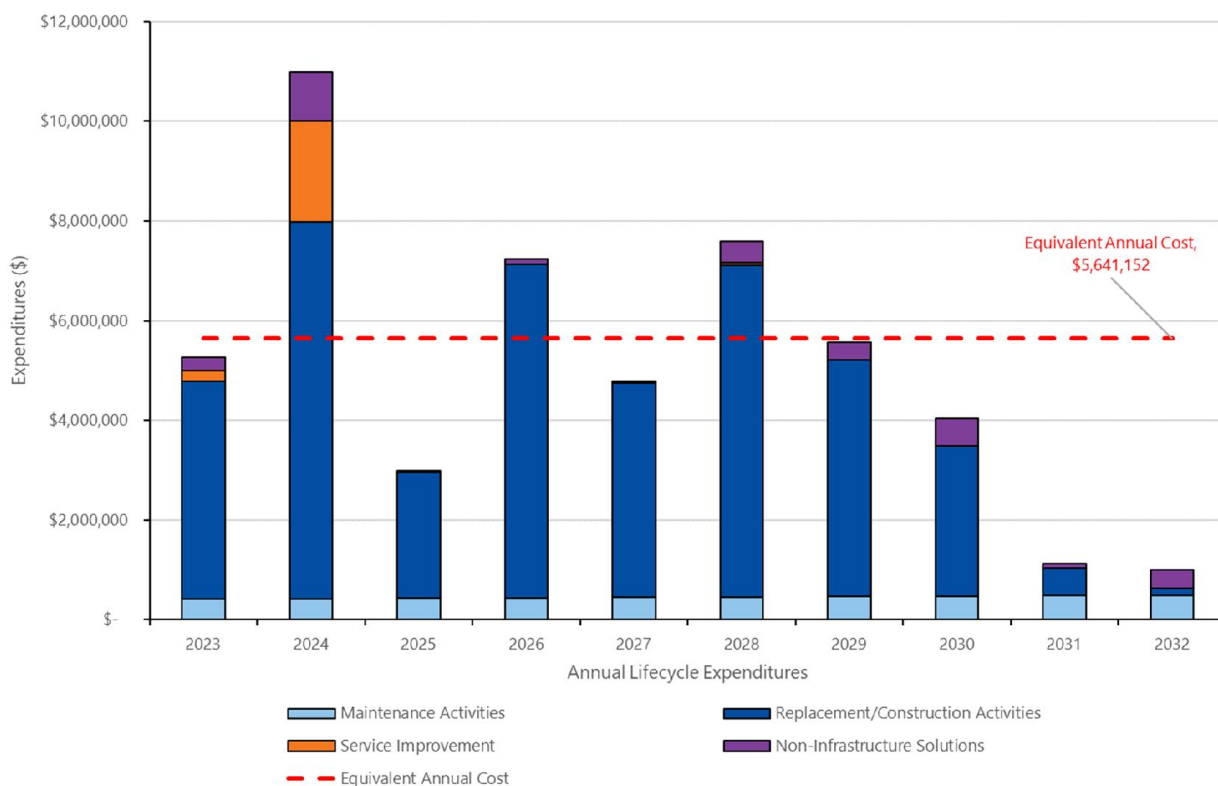


5.5 Solid Waste Management (Non-Core Assets)

The current condition of Waste Management assets normalized by replacement value are summarized in the figure below. The Halton Waste Management Site is a state-of-the-art facility that includes the Region's only operational landfill. The open landfill has good data and assets are generally in good shape.

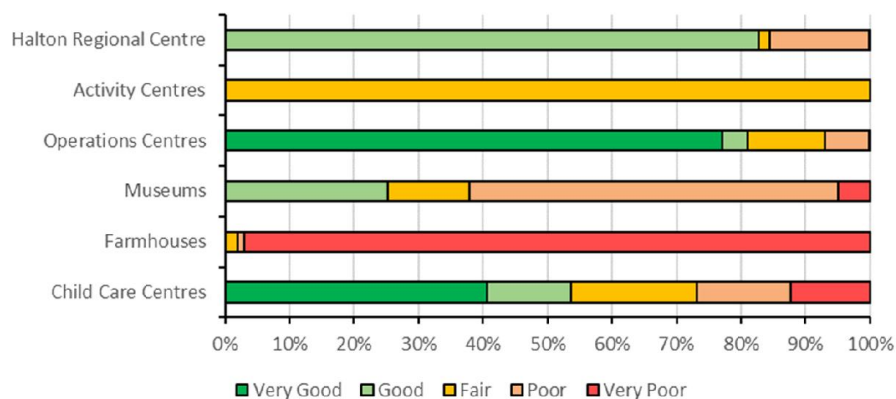


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$5,641,152.

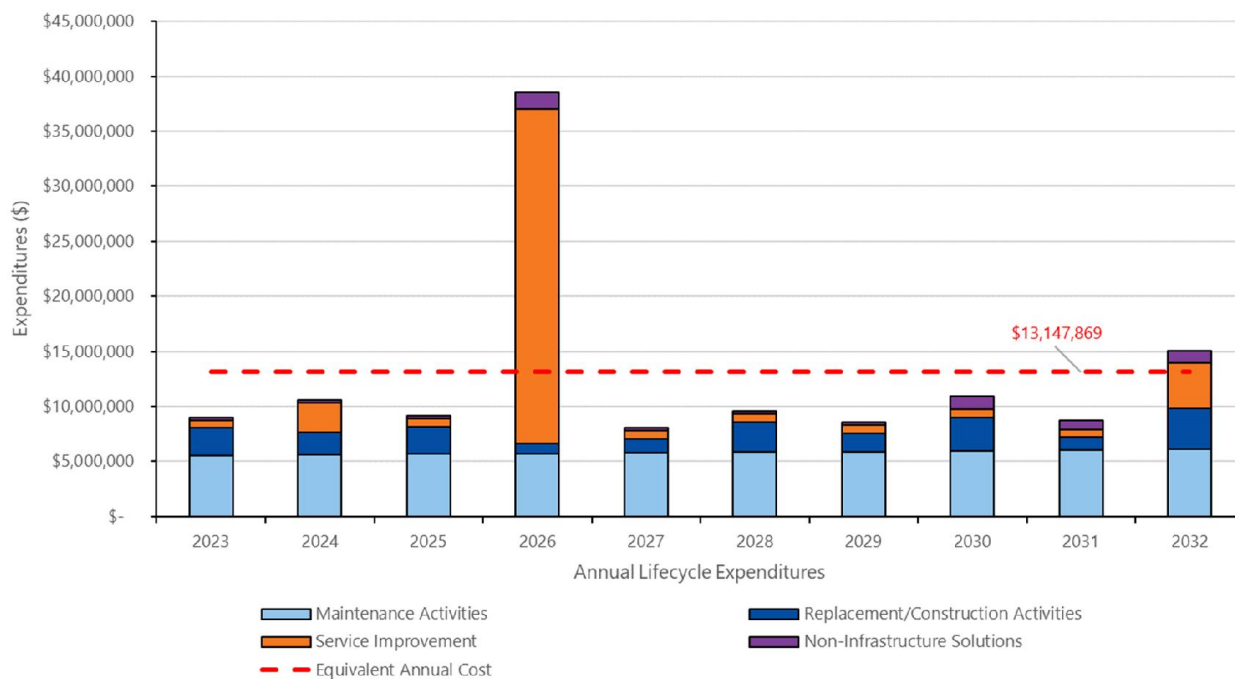


5.6 Corporate Facilities (Non-Core Assets)

The current condition of Corporate Facilities assets normalized by replacement value are summarized in the figure below. Corporate facilities include only the facilities that do not belong to the services described in each of the portfolios. The largest asset in the portfolio, Halton Regional Centre, is for the most part in Good condition.

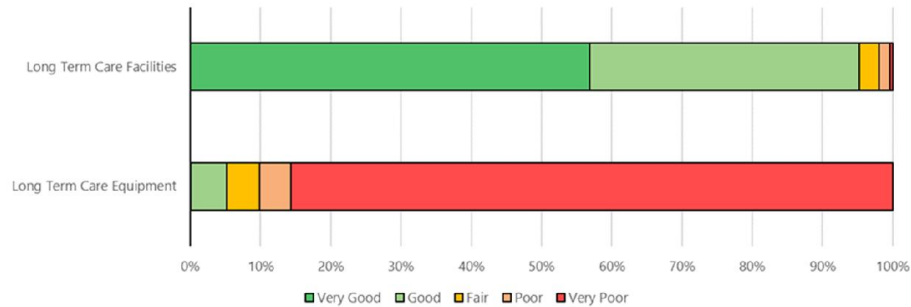


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$13,147,869.

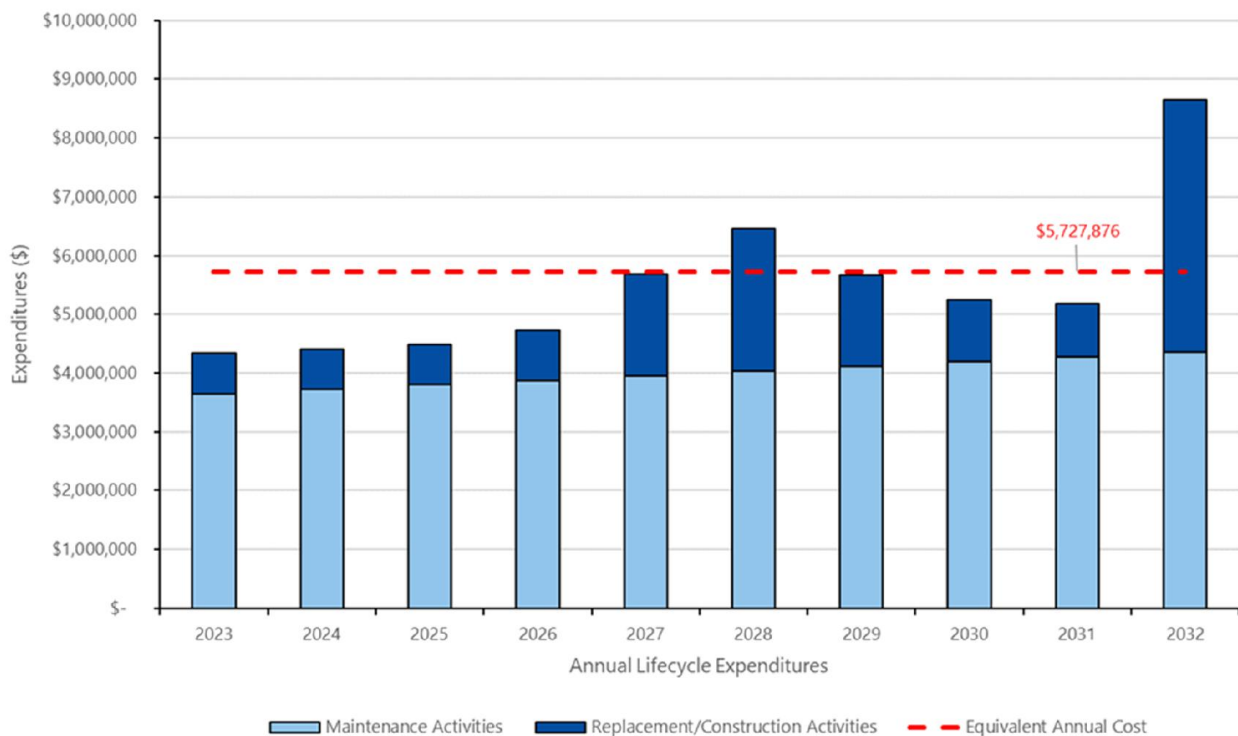


5.7 Long Term Care (Non-Core Assets)

The current condition of Long Term Care assets normalized by replacement value are summarized in the figure below. Long-term care is a key part of supporting the residents of Halton, particularly with the aging population.

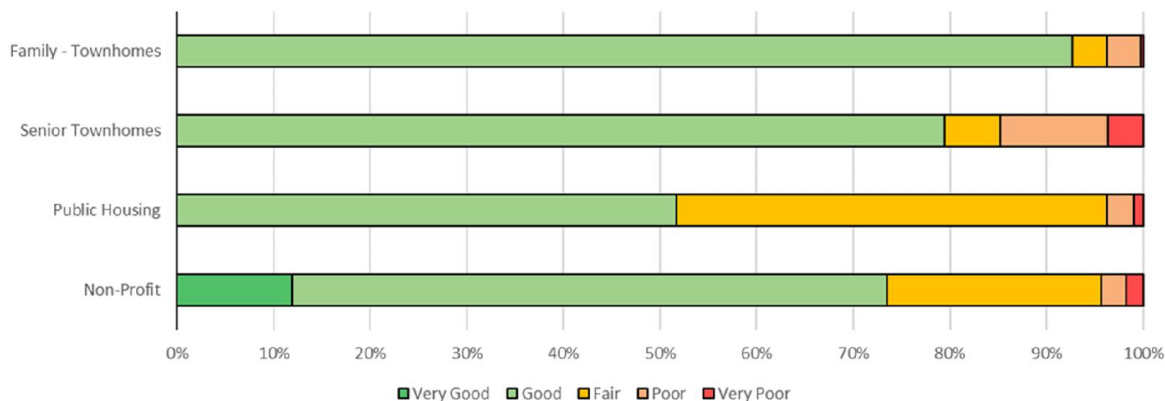


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$5,727,876.

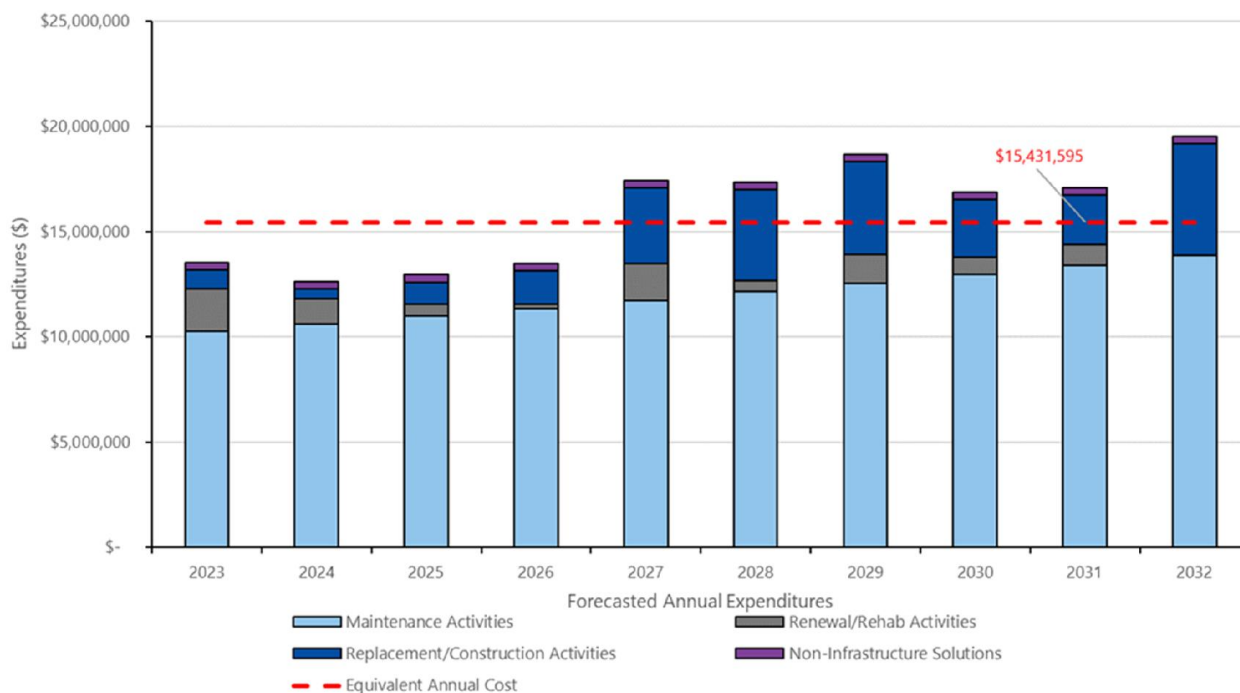


5.8 Halton Community Housing Corporation (Non-Core Assets)

The current condition of Halton Community Housing Corporation assets normalized by replacement value are summarized in the figure below. Halton Region provides or assists with housing in the form of apartments, town houses, single and semi-detached homes. As can be seen in the figure, the majority of the asset portfolio is in good condition.

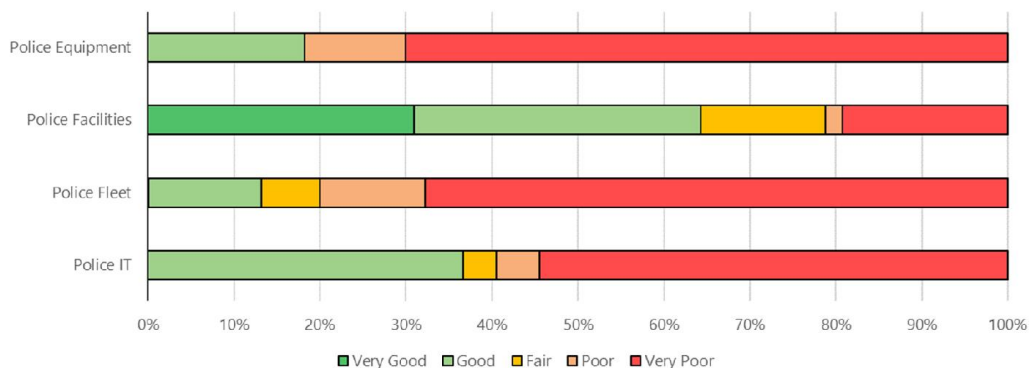


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$15,431,595.

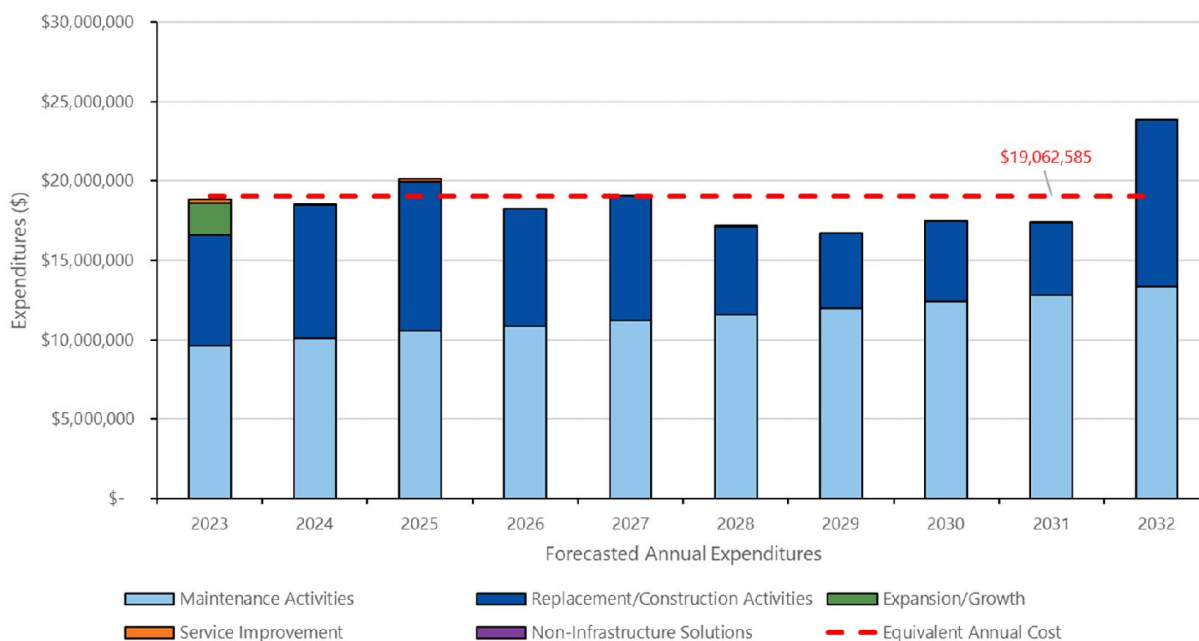


5.9 Police (Non-Core Assets)

The current condition of Halton Police assets normalized by replacement value are summarized in the figure below. Facilities are the largest assets in the portfolio with the majority of the asset portfolio in good condition.

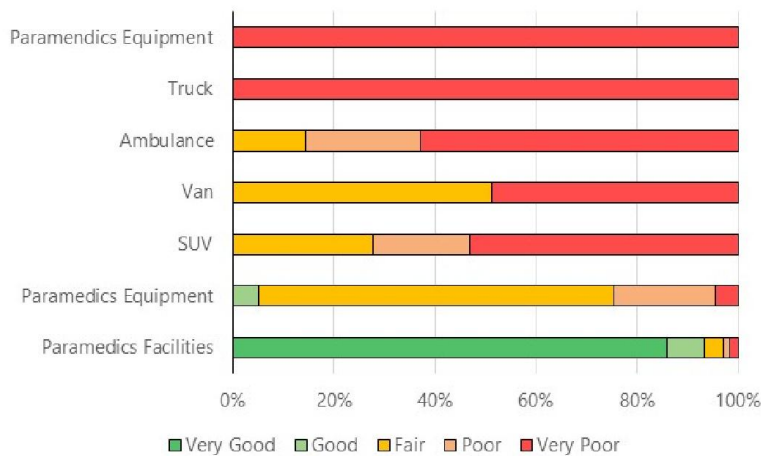


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$19,062,585.

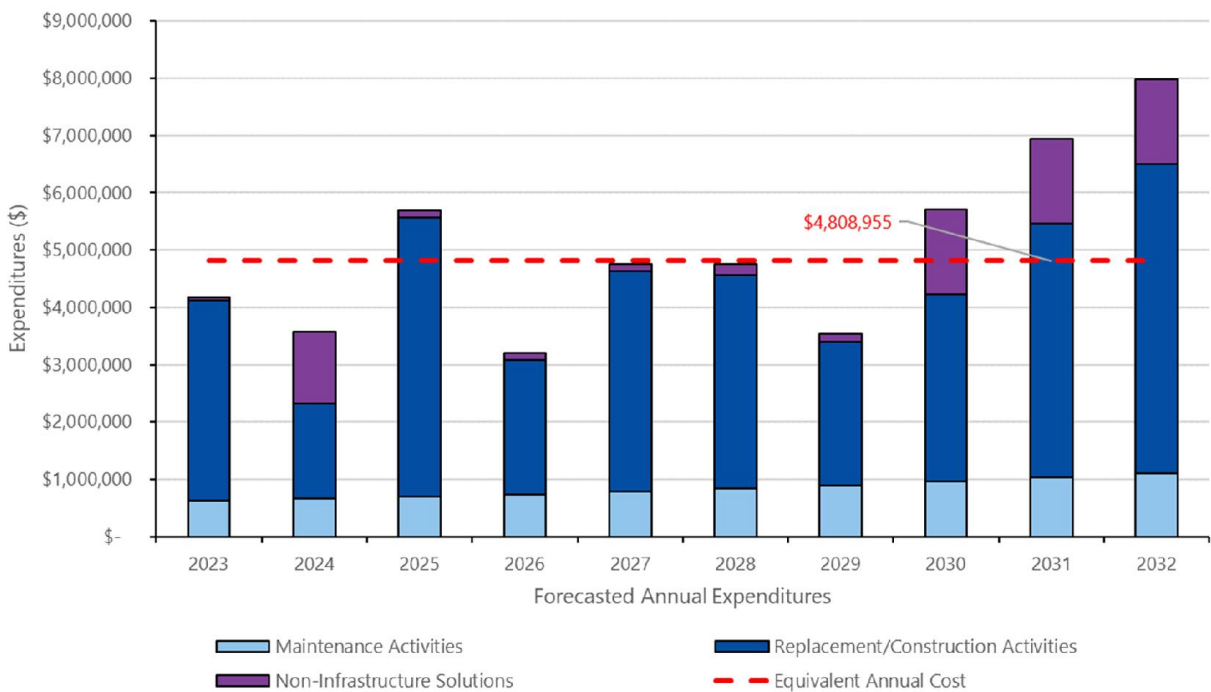


5.10 Paramedics (Non-Core Assets)

The current condition of Halton Paramedic assets normalized by replacement value are summarized in the figure below. Facilities are the highest value assets in the portfolio with the majority of assets in good condition. This is an excellent position to be in and shows these assets are being well managed and planned.

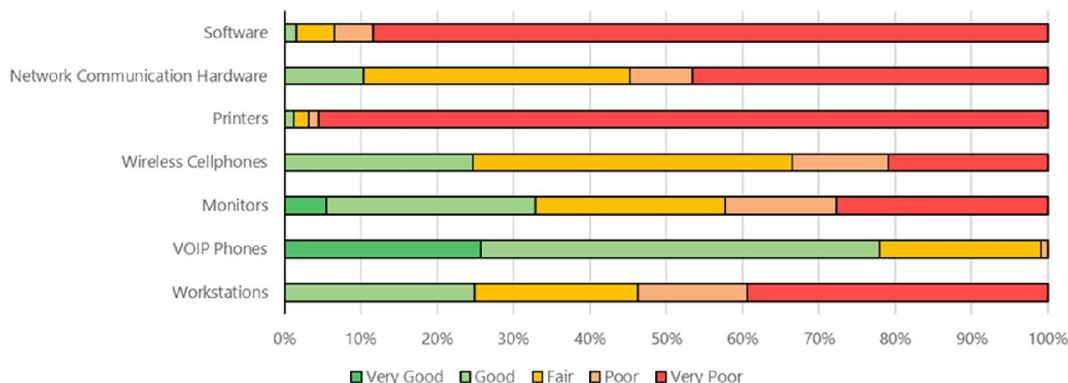


The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$4,808,955.

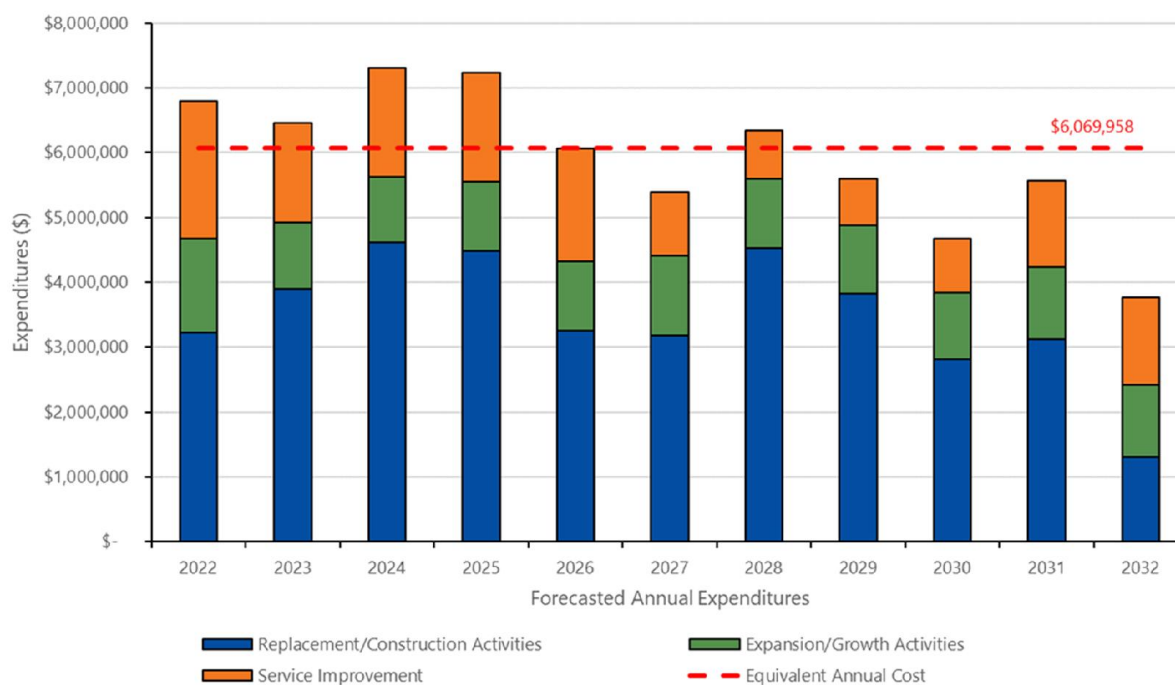


5.11 Information Technology (Non-Core Assets)

The current condition of Information Technology assets normalized by replacement value are summarized in the figure below. Information Technology Services are crucial for service delivery in all Regional departments



The figure below provides the 10 year expenditures identified through the life cycle models, with an average annual spend of \$6,069,958.



6. Financial Strategy

The financing strategy of this AMP sets out the approach to ensuring that the appropriate funds are available to support the delivery of the specified Levels of Service. The financing strategy considers the revenues, operating and capital expenditures, debt, and future commitments for operating or capital activities related to the assets included within the plan. The strategy builds upon the foundation of the current situation to provide a connection between future capital or operating budgets and asset-related service levels. It is meant to augment current budgeting processes by providing a long-term perspective on the impact of providing higher/lower asset-related service levels to the required revenues and affordability to the community.

Halton Region's budget can be broadly categorized into operating and capital components as follows:

- The operating budget is used to support the day-to-day functions that provide services to the community. Staff salaries, energy bills, and fuel for vehicles are examples of expenditures that are funded from the operating budget.
- Through the capital budget component, the Region plans future large expenditures including the construction of infrastructure assets. Annual operating contributions from property taxes and utility rate revenues are allocated to specific Reserve Regional Reserves to provide for current year projects and finance future year activities.

6.1 Tax and Rate Expenditure Forecasts

Section 5 summarized the expenditure forecasts by asset portfolio, which are used to accumulate the expenditure forecasts that are supported by the property taxes or the utility rates. The utility rate consists of the water and wastewater needs, while the remaining asset portfolios are supported by property taxes.

The next figures summarize the following:

- Figure ES-4 Reserve Supported Forecasted Expenditures Associated with Property Taxes
- Figure ES-5 Reserve Supported Forecasted Expenditures Associated with Utility Rate

Figure ES-4: Reserve Supported Forecasted Expenditures Associated with Property Taxes

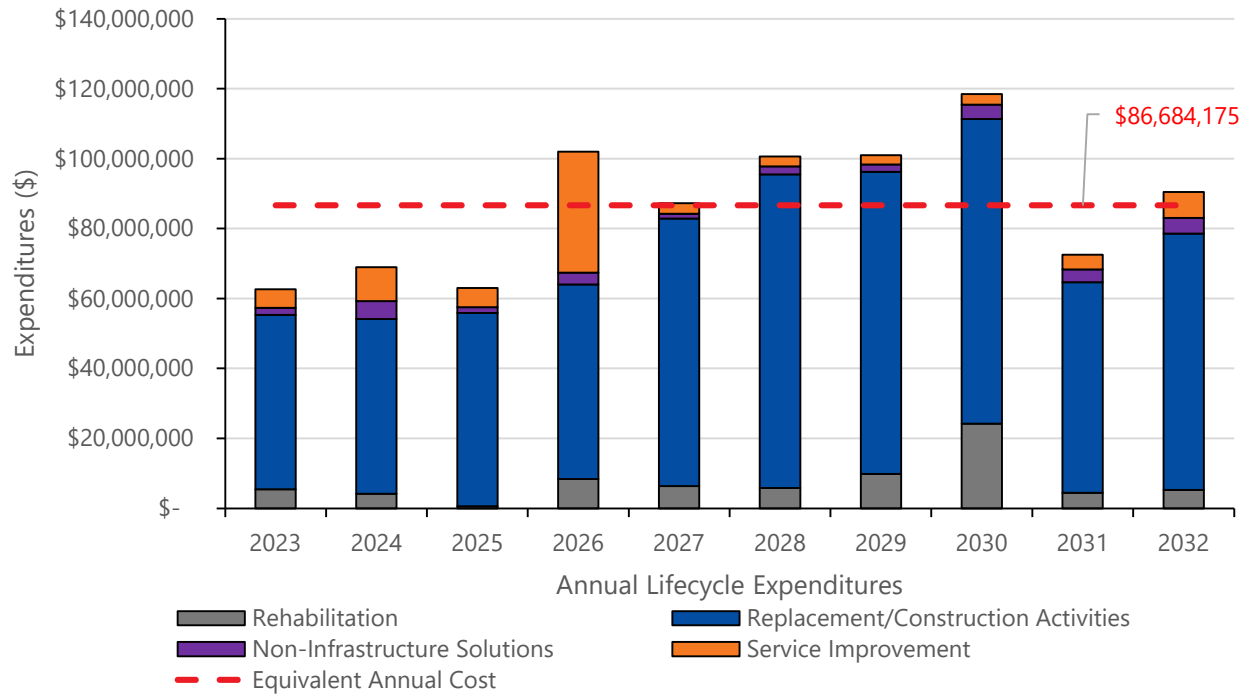
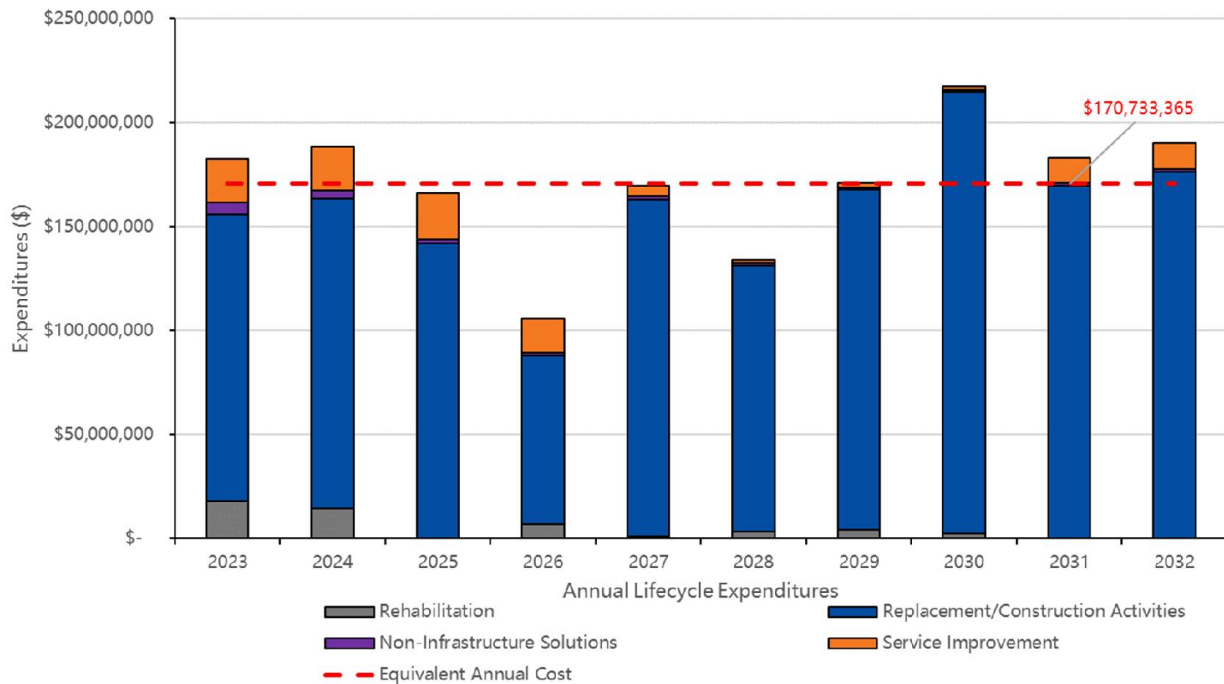


Figure ES-5: Reserve Supported Forecasted Expenditures Associated with Utility Rate



6.2 Financing Strategy

The financing strategy included in this Asset Management Plan Update sets out the approach to ensure that the appropriate funds are available to support the delivery of the specified Levels of Service. The financing strategy considers the revenues, operating and capital expenditures, debt, and future commitments for operating or capital activities related to the assets included within the plan. As part of the Asset Management Plan Update, the long-term sustainability of the reserve balances was analyzed against the 100-year capital needs assessment in the lifecycle models. It is projected that the transfers to reserves will continue to increase to account for future state of good repair capital investments. The annual operating contributions to reserves from property taxes and utility rate revenues are assessed each year as part of the annual Budget and Business Plan forecast.

7. Improvement and Monitoring

As outlined throughout this document, the Region has demonstrated commitment to continuous improvement for over a decade that includes data improvements, decision-making optimization, and strategic planning. Throughout the development of this plan, any assumptions and opportunities for improvement have been documented with the goal of improving future iterations of the plan.

An asset management capability maturity assessment was conducted to provide an objective review of each stakeholder group's current and target asset management capabilities. This assessment utilises the ISO AM Standard (ISO 55000) and most recently the Global Forum for Maintenance and Asset Management's AM elements. Each of the nine asset management elements (and sub-elements) were evaluated on the ISO 55000 Maturity Rating Scale, ranging from 0, Innocent- *the organisation is starting to learn about the importance of asset management* to 5, Excelling- *the organisation asset management activities are fully integrated and are being continuously improved to deliver optimal whole asset life value*, as defined in the chart below:

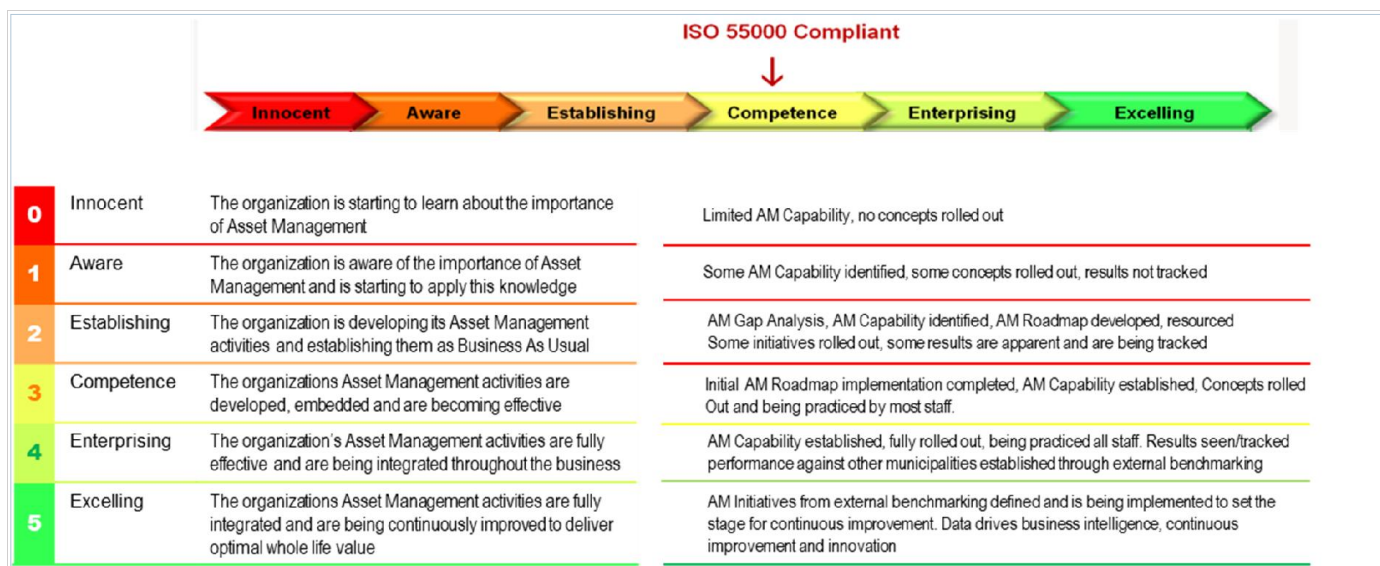
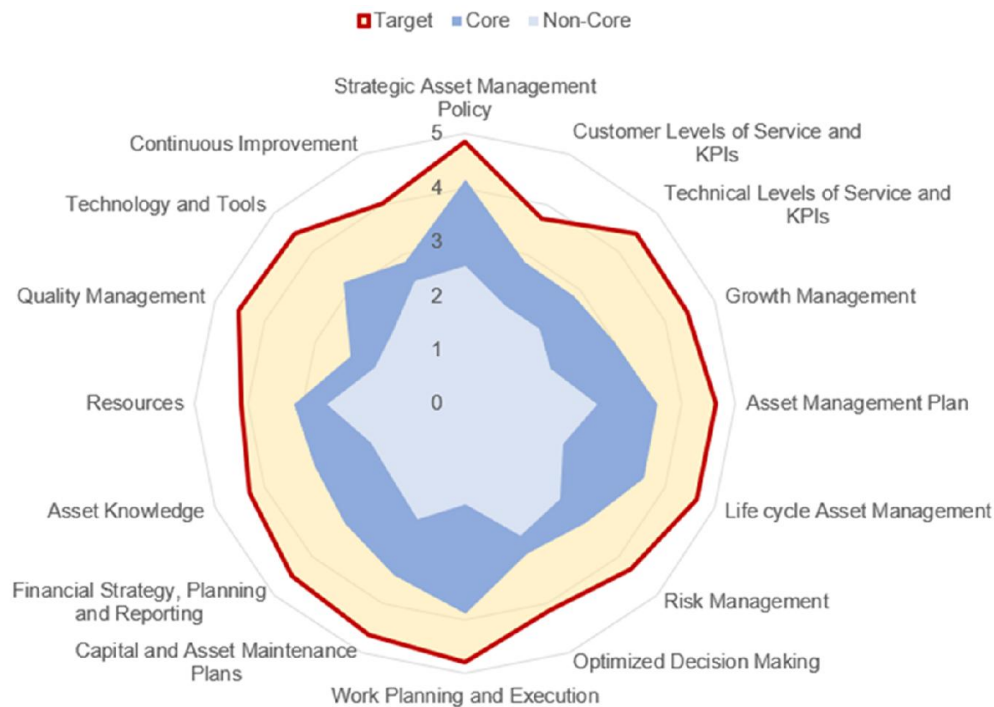


Figure ES-8 provides the overall average current and target state for each of the capability areas. Overall, the average capabilities are between establishing and competence. The capabilities with high opportunities for improvement are Technology and Tools, Quality Management and Continuous Improvement. The overall target based on the stakeholder feedback is to move towards the level 4 or 5 capabilities in each area.

Figure ES-8: Overall Capability Assessment Results



Currently, the management capabilities for core assets are at the intermediate to advanced levels. Overall, the Region has initiated several significant enhancements to asset management practices over the last decade, resulting in high levels of asset management capabilities in some departments. There is an overall desire to advance asset management within each group in the Region, with the foundational elements currently underway. This is obvious in that the target range for all AM components was identified to be between 4 and 5. This shows that staff understand and are striving towards best practices in asset management.

Building upon over 10 years of significant efforts from across the organization, this plan sets the foundation for the next steps in the Region's Asset Management journey. This approach will continue to provide a robust, transparent and consistent methodology while maintaining the Region's strong financial position and long-term sustainability.

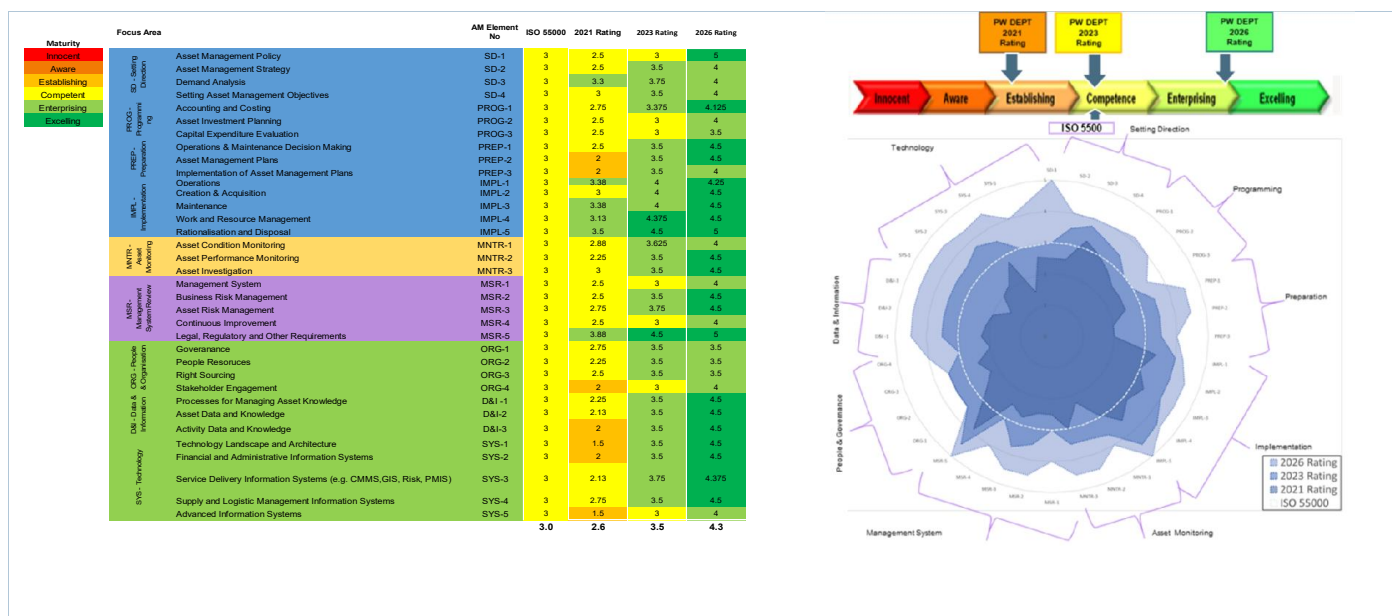
Halton Region's commitment to managing its assets and optimizing level of service aligns with directions and objectives reflected in Halton's Budget and Business Plan, Strategic Business Plan and Regional Official Plan. The asset management program is a key component in achieving Halton Region's vision – to enhance the quality of life for all people of Halton today and into the future.

7.1 Core Assets – Maturity Assessment

While the assessment considered all Halton assets, it is recognized that a more detailed evaluation of Maturity Assessment for core assets would be beneficial, given the relative proportion of asset value, with a goal to refresh the Asset Management Roadmap Implementation Plan, last developed in 2015.

The analysis was completed at the asset class level and Figure ES-9 below summarizes the result of this assessment.

Figure ES-9: Maturity Assessment Results



Through the project, a number of gaps and related opportunities were identified for core assets, including:

Setting Direction	<ul style="list-style-type: none"> • Update of the AM Policy and Objectives to incorporate new and emerging business drivers • Review and update the AM Strategy/improvement roadmap and report on program benefits • Incorporate risk management in the Master Planning process
Programming	<ul style="list-style-type: none"> • Refine/update AM Planning processes • Continue to build on options analysis and business cases
Preparation	<ul style="list-style-type: none"> • Leverage existing operations and maintenance practices to create an O&M Master Plan • Develop, document and implement processes for AM Plan development to meet O. Reg 588/17 requirements • Clearly define roles and responsibilities for AM Plan implementation
Implementation	<ul style="list-style-type: none"> • Develop MRO and AM Readiness specifications • Build on asset criticality work being done at W-WW Treatment • Continue to review, refine, and document processes for work and resource
Asset Monitoring	<ul style="list-style-type: none"> • Leverage asset criticality to set up condition assessment PMs in the CMMS • Improve Asset Performance Monitoring focusing on Strategic, Tactical and Operational dashboards • Improve Asset Incident Investigation
Technology Systems	<ul style="list-style-type: none"> • Provide input into the Corporate Digital Master Plan • Leverage Project Accounting in SAP ERP • Improve materials management to allow materials costs to be tracked to the asset level • Implement a Project Management Information System (PMIS) to support project delivery • Implement advanced analytic functions for decision making
Data and Information	<ul style="list-style-type: none"> • Implement standard processes for managing data and information • Document and implement data standards for managing asset and activity knowledge • Conduct data collection/updates to close historic data gaps
People and Organization	<ul style="list-style-type: none"> • Update AM governance processes – include Divisional Requirements • Continue to develop, document and implement processes for Right Sourcing • Document and implement processes for improved stakeholder engagement
Management System	<ul style="list-style-type: none"> • Improve the asset management framework that includes process diagrams/flow charts and records • Leverage the Business Risk Management Framework for LOS Business Continuity Plans • Develop and maintain processes to audit for continual improvement of the AM system and processes

The detailed assessment allowed for the identification of a series of prioritized recommendations to update the AM Roadmap to improve asset management maturity for core assets.

The key initiatives are presented in Figure ES-10, along with the proposed implementation roadmap in Figure ES-11.

Figure ES-10: Maturity Assessment Improvement Initiatives

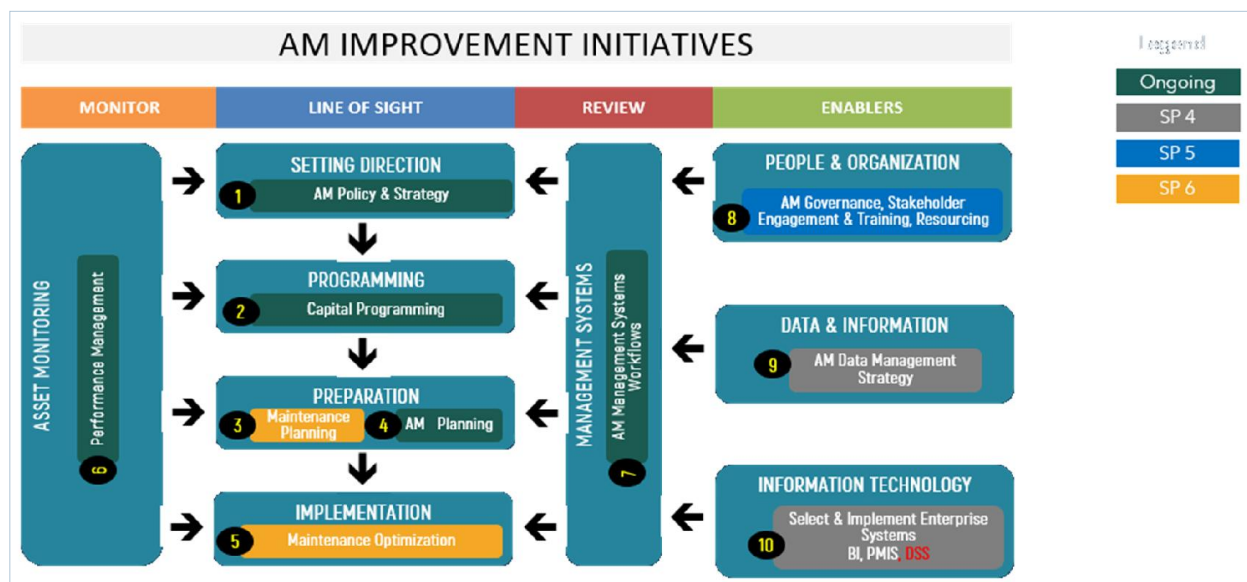
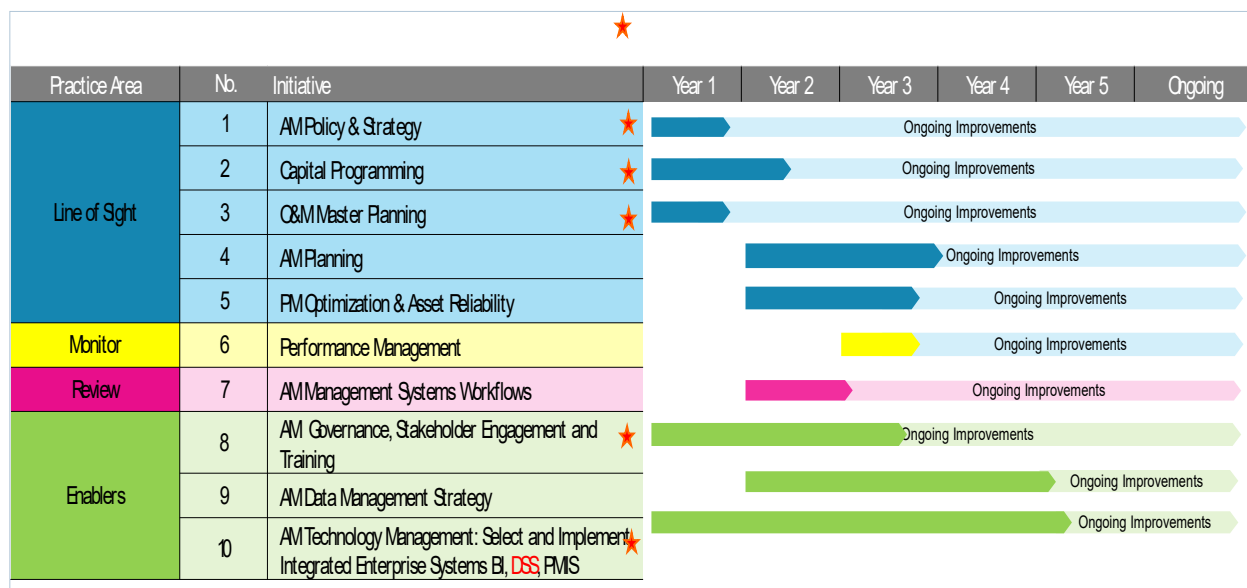


Figure ES-11: Asset Management Program Implementation Roadmap



Staff are currently assessing the resources required to implement the recommendations of both assessment surveys along with alignment with other key Region initiatives, including the Digital Strategy, and will continue to advise on progress through the annual budget process.

8. Core Assets – Reliability Centred, Maintenance Management

The Region has begun developing a maintenance management strategy for core assets that considers opportunities to coordinate effort and to realize value from assets by balancing cost, risk and performance in a way that is aligned to the strategic plan. The collaborative implementation of innovative asset care strategies to extend the life of installed assets has improved the Region’s environmental stewardship, fiscal responsibility and capital decision making in support of a sustainable asset management program.

Realizing the Region’s strategic vision that maintenance management is a prerequisite of effective asset management has created a new municipal standard and ability to have a clear line of sight on asset management as demonstrated in Figure ES-12 and Figure ES-13 below:

“Increased reliability” translates to reduced level of service risk

The pursuit of **“zero unplanned stops”** has been central to the maintenance team priorities along with enhancements to collaboration with plant operations and plant capital partners. Improved proactive work practices across all eleven (11) treatment plants has enabled the treatment division to realize **“Improved Reliability”** and with that **“increased value from assets”**.

Figure ES-12 Trending Breakdown counts 2017 – 2021 (Water and Wastewater Treatment Plants)



“Reduced Capital Replacement” translates to increased value from Installed assets

Just one example of the benefits that have been realized so far is the development of **“tactical asset management strategies”**, led by maintenance and utilising condition appraisals of

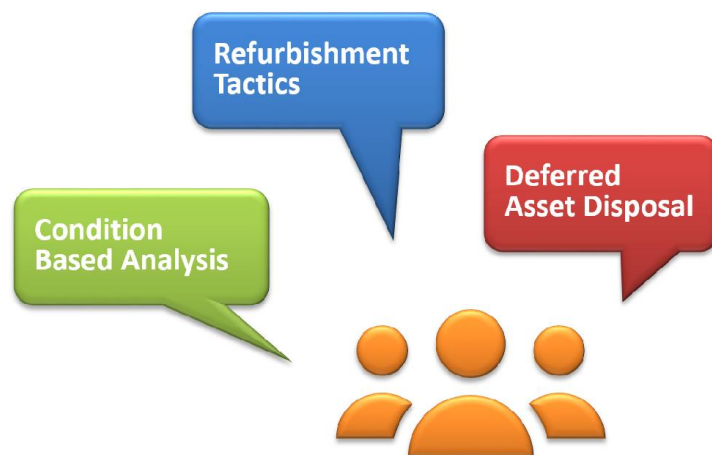
assets at a component level. This program proposes refurbishment and care plan enhancements as alternate strategies to capital replacement. In the past four years, **“maintenance invested \$1,525,912”** into refurbishment activities and analysis, resulting in **“\$ 15,088,786 reduction in capital replacements.”**

Figure ES-13 Tactical Lifecycle Value Creation

\$ 15,088,786

Value Generation

Maintenance condition appraisal and refurbishment performance directly contributed to the positive budget variances in the treatment division.



Enhancing Culture to Unlock Potential

Treatment Plant Maintenance has started a new chapter in its journey of tactical lifecycle management, working with PEMAC Asset Management Association of Canada and the FCM to obtain Maintenance Management Professional (MMP) and Asset Management Professional (CAMP) accreditation for their team.

Continuously reinforcing the importance of the collaboration by breaking down silos has resulted in peer recognition of the team through the PEMAC “Maintenance Team of the Year” – confirming that the Region is heading in the right direction.

As part of the RCM blueprint, the intent is to build upon the foundation created, develop greater collaboration between maintenance and other Asset Management stakeholders, and unlock the full potential of the assets and the teams who care for those assets.



VIA EMAIL

May 27, 2022

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Katie O'Connell, Ministry of Northern Development, Natural Resources and Forestry
Kellie McCormack, Conservation Halton
Debbie Ramsay, Niagara Escarpment Commission
Kevin Arjoon, City Clerk, City of Burlington
Meaghen Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, May 25, 2022, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: LPS41-22 - Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection, File No. RQ66A

1. THAT Report No. LPS41-22 re: "Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection, File No. RQ66A" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. LPS41-22 re: "Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection, File No. RQ66A" to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, Conservation Halton, the Niagara Escarpment Commission, and the Ministry of Northern Development, Mines, Natural Resources and Forestry for their information.

Included please find a copy of Report No. LPS41-22 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

Report To:	Regional Chair and Members of Regional Council
From:	Bob Gray, Commissioner, Legislative and Planning Services and Corporate Counsel
Date:	May 25, 2022
Report No:	LPS41-22
Re:	Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection, File No. RQ66A

RECOMMENDATION

1. THAT Report No. LPS41-22 re: "Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection, File No. RQ66A" be received for information.
2. THAT the Regional Clerk forward a copy of Report No. LPS41-22 re: "Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates), Submission of Letter of Objection, File No. RQ66A" to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville, Conservation Halton, the Niagara Escarpment Commission, and the Ministry of Northern Development, Mines, Natural Resources and Forestry for their information.

REPORT

Executive Summary

- On December 20, 2021, Dufferin Aggregates filed applications under the *Aggregate Resources Act*, *Planning Act* and *Niagara Escarpment Planning and Development Act* to permit an expansion to the Milton Quarry East by extending the licence and extraction areas to the east of the existing quarry lands. This included an application for Regional Official Plan Amendment.
- On March 10, 2022, Dufferin Aggregates posted an advertisement in the *Georgetown Independent* and provided mailings to agencies and residents living near the lands proposed for expansion. This was the official notice of application under the *Aggregate Resources Act*.

- This notice launched a 60-day period for any interested agency or individual to file a letter of objection with the Ministry of Northern Development, Mines, Natural Resources and Forestry (the “Ministry”) and Dufferin Aggregates, citing issues related to the proposed expansion.
- On May 6, 2022, the Region’s Chief Planning Official issued a Letter of Objection to the proposed Milton Quarry East expansion. Concerns identified in this letter were informed by the review of technical reports and studies submitted in support of the application. The letter is included as Attachment #2 to this Report.
- Dufferin Aggregates held a virtual public consultation event on Thursday April 7, 2022, complying with a requirement identified by staff at the *Planning Act* pre-consultation meeting.
- Staff will continue to request and receive public input on the application which will be considered by the Joint Agency Review Team (“JART”) through its technical review of the proposal.

Background

The Milton Quarry (*Aggregate Resources Act* Licences 608621 and 5481), operated by Dufferin Aggregates, is located between Sixth Line Nassagaweya and Regional Road 25. The quarry is predominantly surrounded by forest, including the Britton Tract and Cox Tract Regional Forests, just behind the face of the Niagara Escarpment. Lands surrounding the forests are agricultural and rural in nature. Road access to the quarry is from Dublin Line, through the face of the Niagara Escarpment. A map showing the current Milton Quarry area and the boundaries of the proposed expansion are shown in Attachment #1 to this report.

On December 20, 2021, Dufferin Aggregates filed applications under the *Aggregate Resources Act*, *Planning Act* and *Niagara Escarpment Planning and Development Act* to permit an expansion to the Milton Quarry East on lands east of the current quarry. This includes an application for Amendment to the Regional Official Plan. The application proposes to expand the Milton Quarry East by extending the licence and extraction areas to the east of the existing quarry lands with a proposed licensed area of 30.2 hectares and a proposed extraction area of 15.9 hectares.

In April 2022, Report No. LPS36-22 re: “Update on the Proposed Milton Quarry East Expansion (Dufferin Aggregates) in the Town of Halton Hills, Receipt of Complete Application, File No. RQ66A”, indicated the application for the Regional Official Plan Amendment was deemed complete in accordance with the Region’s complete application policies.

The intent of this report is to update Council on the initial technical review and public consultation on the application, including the Chief Planning Official’s submission of a formal Letter of Objection to the Ministry.

Discussion

On January 28, 2022, the Ministry deemed the *Aggregate Resources Act* licence application complete. On March 10, 2022, Dufferin Aggregates provided Notice of the Application and Notice of Public Information Session about their proposal in the Georgetown Independent in accordance with Ministry standards. Notice letters were also provided to residents near the proposed expansion lands, as well as to agencies including Halton Region. This initiated a 60-day “notice” period, the first official consultation milestone in the *Aggregate Resources Act* licence application process.

Halton Region Letter of Objection

In this 60-day period, written objections can be filed with the Ministry and Applicant. A “Letter of Objection” is the formal, written statement made by interested agencies or individuals about their issues with an aggregate extraction proposal. It is a critical step to enabling full participation in the Ministry-led process, including potential litigation before the Ontario Land Tribunal.

The Chief Planning Official issued a Letter of Objection on May 6, 2022, outlining a series of concerns related to the proposal. Letters were also filed by the Town of Halton Hills, Town of Milton, Conservation Halton, and Niagara Escarpment Commission. The agency letters of objection were informed by the first round of technical review undertaken by staff and consultants. A copy of the Halton Region Letter of Objection is included as Attachment #2 to this report.

The Region’s Letter of Objection raised 29 distinct issues, categorized under nine thematic groupings:

- The potential effects of the operation of the proposed pit and quarry on the natural environment have not been adequately addressed, including effects upon key natural features, cumulative impacts, and the proposed Adaptive Management Plan.
- The potential effects of the operation of the proposed pit and quarry on nearby communities have not been adequately addressed, including air quality, noise and vibration effects.
- The suitability of the progressive rehabilitation and final rehabilitation plans for the Site have not been adequately addressed.
- The potential effects on ground and surface water resources including on drinking water sources and private wells have not been adequately addressed.
- The potential effects on agricultural lands have not been adequately addressed.
- Detailed consideration should be given to planning and land use matters, including conformity with Provincial and Regional plans and policies.
- Haulage routes and effects related to truck traffic have not been adequately addressed.

- Considerations remain with respect to the applicant's existing licences and how expansion plans are considered and accommodated within or alongside those licences.
- Other concerns related to fiscal impact, the plan drawings and notations, and public engagement.

Virtual Public Consultation

Regional staff, at the pre-consultation meeting, requested a virtual public information session from Dufferin Aggregates. This ask was aligned with Regional Council's [unanimously adopted resolution of November 25, 2020](#), directing staff to contact Nelson Aggregate Co. to schedule and support the delivery of a virtual public information session.

A Public Information Session was held by Dufferin Aggregates on April 7, 2022. The event was attended by the applicant, MHBC as the agent, JART agency staff and one member of the public. MHBC gave a presentation outlining the proposal and the applications that are required in order to permit the proposed Milton Quarry East Extension. A brief question and answer session followed the presentation. Agency staff requested clarification regarding the deadline for filing objections under the *Aggregate Resources Act* process and the applicant clarified the due date for comment submission (May 9, 2022). There were no questions from members of the public.

Next Steps in the Review of the Application

Technical review of the application through the JART process is underway. Detailed comments, expanding upon the thematic issues in the Letter of Objection, will be delivered to the applicant in summer 2022. Given public interest and the need for transparency in this process, this information will be posted on the Region's website.

Public input related to the proposal is welcomed and encouraged at any time during the JART process and will be shared with technical consultants and the applicant for consideration in their respective reviews. As part of its mandate, the JART will receive and consider public input to explore the range of technical issues and impacts related to the proposal. Any public input received will be catalogued, summarized, and consolidated with materials received through statutory public consultation into a complete record of public comment to place before Council.

The next milestone in the review of the application is the statutory public meeting required by the *Planning Act* for the Regional Official Plan Amendment, which is currently being organized by staff and further information will be provided to Council once a date is set, likely for early in 2023.

Conclusion

Staff are ensuring the Region is participating fully in the *Aggregate Resources Act* licence application process being facilitated by the Ministry. Staff are working with agency partners at the Town of Halton Hills, Town of Milton, Conservation Halton, and Niagara Escarpment Commission through the JART framework. Staff continue to consult with Ministry staff and Dufferin Aggregates' consultant team to ensure that the objections raised in the Region's Letter of Objection are adequately addressed.

Regional Council is responsible for making a decision on the proposed Regional Official Plan Amendment. The Ministry, through the *Aggregate Resources Act* site plan approval process, is ultimately responsible for making a decision on the quarry expansion. The next step in this process is a statutory public meeting under the *Planning Act*.

FINANCIAL/PROGRAM IMPLICATIONS

The application fee received for this application for Regional Official Plan Amendment for aggregate extraction operations is \$128,597.87, plus HST, in accordance with Fees By-law 68-20. The application was filed prior to the 2022 Budget, meaning the 2021 application fee applies.

The applicant has been made aware, through the pre-consultation meeting, that peer review costs for technical reports are also required to be paid by the applicant, in accordance with Policy 187(10) of the Regional Official Plan, Fees By-law 57-21, and the JART Protocol.

Respectfully submitted,



Curt Benson
Director, Planning Services and Chief
Planning Official



Bob Gray
Commissioner, Legislative and Planning
Services and Corporate Counsel

Approved by



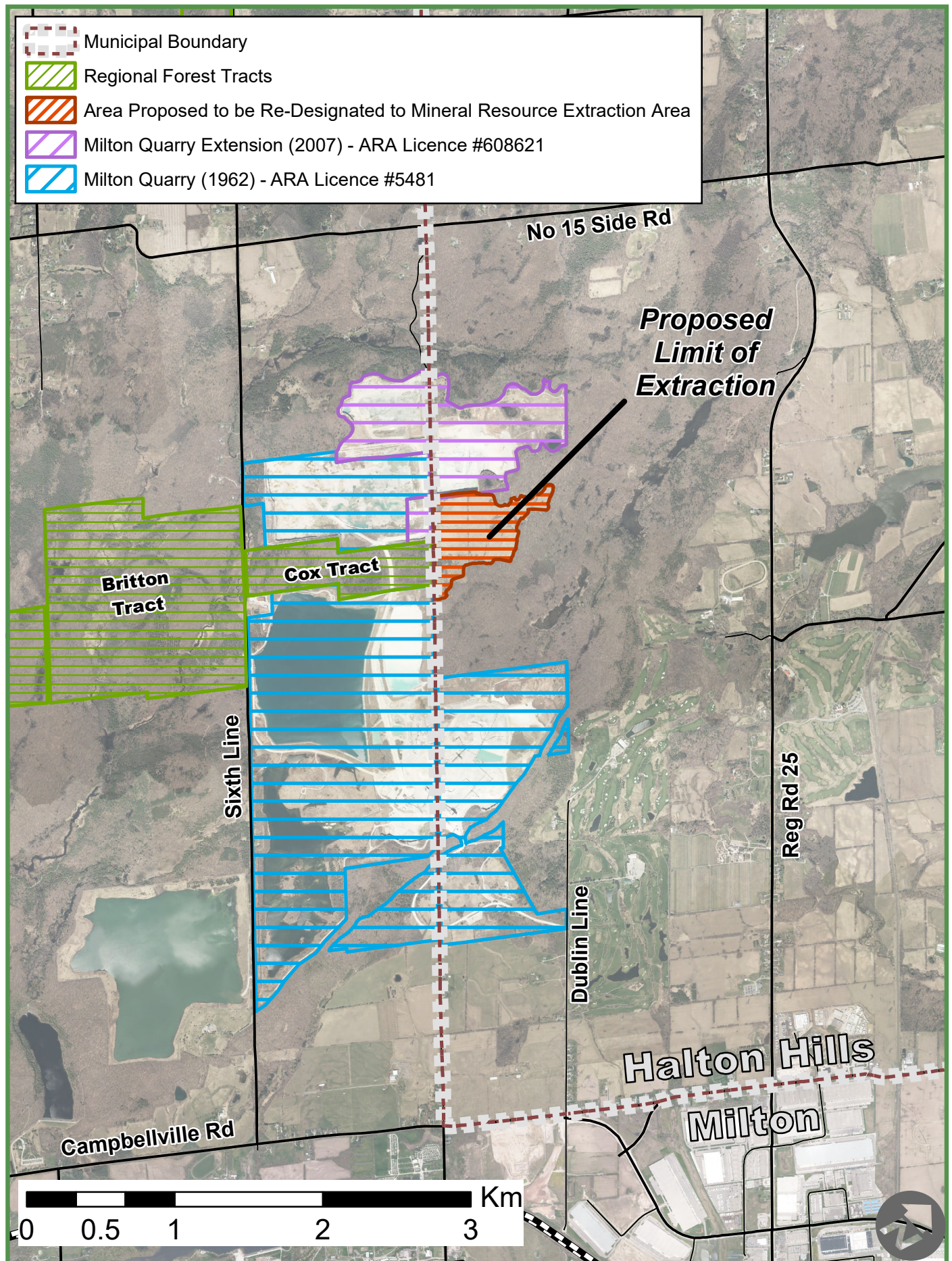
Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Curt Benson

Tel. # 7181

Attachments: Attachment #1 – Locational Map
Attachment #2 – Halton Region's Letter of Objection





May 6, 2022

Legislative and Planning Services
Planning Services
Halton Region
1151 Bronte Road
Oakville, ON, L6M 3L1

Dufferin Aggregates, a division of CRH Canada Group Inc.
Attn: Kevin Mitchell
2300 Steeles Avenue West, 4th Floor
Concord, ON L4K 5X6

Jason McLay
c/o Integrated Aggregate Operations Section
Ministry of Northern Development, Mines, Natural Resources
and Forestry
4th Floor S, 300 Water Street
Peterborough, ON K9J 3C7

(delivered by email and courier)

**RE: Objection Letter to the Dufferin Aggregates, a division of CRH Canada Group Inc. –
Milton Quarry East Extension *Aggregate Resources Act* Licence Application, File
#9061DJ**

Dear Mr. Mitchell and Mr. McLay:

Halton Region is in receipt of your submission package. This letter is being provided by email in accordance with the direction provided in Form 1 approved by the Ministry of Northern Development, Mines, Natural Resources and Forestry. The Region's mailing address is above. Hard copies will follow by courier.

In its initial review of the submission, Halton Region has identified a number of concerns with the application. Halton Region, therefore, objects to the *Aggregate Resources Act* Licence application. Staff are of the opinion that the application in its current form does not have appropriate regard for the matters listed in section 12 of the *Aggregate Resources Act*. Furthermore, it is our opinion that the application does not constitute good planning and is not in the public interest—consequently, it should not be approved in its present form.

Halton Region is responsible for implementing matters of Provincial and Regional interest, as expressed by the 2020 Provincial Policy Statement, the range of Provincial plans, and the Halton Region Official Plan.

Please note that these concerns represent the results of our initial review and that Halton Region reserves the right to identify further concerns, to provide more detail and to provide additional recommendations for the resolution of any concerns identified as the review of this application continues.

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

The potential effects of the operation of the proposed pit and quarry on the environment have not been adequately addressed

1. Cumulative impacts have been dealt with only in a cursory way. Additional detail of cumulative impact analysis should be provided that examines the potential interaction between the change in groundwater regime, increase in drying winds and ambient light as a result of removal of vegetation and extraction, and invasion of non-native species. These cumulative impacts particularly should be examined for the period between extraction and rehabilitation.
2. It is not clear to what extent mitigative measures for maintaining natural heritage features such as wetlands will be required following quarry operations and lake filling. Perpetual pumping requirements have not been fully addressed in terms of the full extent to which they are required, and the long-term financial implications to the agency responsible for management of this system.
3. The Adaptive Management Plan does not include water quality/chemistry sampling and monitoring other than that currently underway for recharge water taken from the existing reservoir. The Water Resources Assessment Report specifically notes potential contamination during excavation in the form of elevated turbidity, suspended solids ammonia and bacteria which would warrant ongoing monitoring.
4. Additional study is required to determine the potential presence of amphibians and the potential occurrence of bat hibernacula.

The potential effects of the operation of the proposed pit and quarry on nearby communities have not been adequately addressed

1. The broader potential effects of the quarry on human health have not been addressed.
2. The noise report only accounts for the equipment operating within the east extension and not all of the operations on the entire site. The site as a whole is considered the stationary noise source and the sound emissions from the entire site must comply with the guideline limits. Where the report deals with cumulative impacts (presumably from the integrated operation as a whole), it states that it is possible there could be excesses above the noise guideline limits when operations over the entire site are considered. This issue must be addressed.
3. The air quality study may not accurately reflect the air quality impacts to the surrounding community, especially when the data and assumptions (especially the emissions data) are further reviewed. The report's conclusion that the proposed extension would not cause any adverse air quality impacts appears to be questionable.

The suitability of the progressive and final rehabilitation plans for the site have not been adequately addressed

1. Compatibility of the rehabilitation plan with surrounding uses has not been addressed.
2. The rehabilitation plan should be more largely composed of communities consistent with the characteristic vegetation communities of the Niagara Escarpment. Without long-term monitoring of non-native species in place, the forests, islands and wetlands in the proposed rehabilitation plan will become dominated by non-native invasive species, most likely Common Reed, Common and Glossy Buckthorn, and Reed Canary-grass. A long-term monitoring plan should be outlined for all areas that will be restored as well as those that will be rehabilitated.

The potential effects on ground and surface water resources including on drinking water sources and private wells have not been adequately addressed

1. The period of groundwater and surface water monitoring data for the majority of the quarry area from the recently installed monitoring stations is limited and may not reflect representative or average conditions. It is not clear to what extent water levels at the trigger wells have been impacted by the existing quarry operations and whether these are appropriate for use as baseline conditions.
2. There is no discussion regarding the possible reduction or termination of the recharge system or portions of the recharge system under post rehabilitation conditions and the impact this may have on groundwater recharge. Details are lacking to support the conclusion made that the overall groundwater recharge will be maintained or enhanced in the Significant Groundwater Recharge Area as a result of the proposed expansion.
3. There is no discussion of existing down-gradient groundwater or surface water users below the escarpment, the impact the existing Milton Quarry may have had on possible down-gradient groundwater and surface water users and the possible impact the proposed expansion may have on these users.
4. Further monitoring and analysis of groundwater and comparison to recharge water is warranted to assess the dissolution potential of the recharge water and potential impacts on the groundwater system. Long-term dissolution of the dolostone bedrock could adversely impact the long-term functioning of the recharge system.

The potential effects on agricultural lands have not been adequately addressed

1. The Agricultural Impact Assessment does not include a sufficient study area and policy analysis. Consideration of the broader agricultural system should be given, extending beyond the 1.0 kilometre study distance.
2. The policy analysis has not addressed the Agricultural policies of the Niagara Escarpment Plan (Part 2.8).
3. Soil capability mapping in the Agricultural Impact Assessment indicates that most of the lands to be extracted are soil capability class 3 and are therefore Prime Agricultural Lands (not necessarily part of a Prime Agricultural Area). The study does not discuss changes to the soil capability rating related to depth to bedrock based on current OMAFRA soil capability for Ontario guidelines. Some of the soils, such as Farmington loam, may actually have a higher soil capability than originally mapped.
4. Site-specific soil observations resulting from the examination of soil pits or boreholes should be included in the analysis.

Planning and land use considerations require further assessment

1. Approval of a Niagara Escarpment Plan Amendment and Development Permit under the *Niagara Escarpment Planning and Development Act* process is first required prior to any approvals being issued. This has not yet occurred, and conformity with that Plan has not yet been demonstrated.
2. Amendments to the Halton Region and Town of Halton Hills Official Plans are required prior to the Licence being issued. In this context, a variety of land use planning considerations must be addressed, including consistency with the Provincial Policy Statement (2020) and conformity with A Place to Grow: Growth Plan for the Greater Golden Horseshoe (2019) as well as the Halton Region Official Plan and the Town of Halton Hills Official Plan. Dufferin has not provided sufficient assessment of these critical planning tests.

Haulage routes and effects related to truck traffic have not been adequately addressed

1. The report does not conduct a comparative analysis of the existing and future haul routes.
2. The review is based solely on aerial and street imagery, and should be informed by a site visit to confirm sightlines.
3. With the haul route crossing municipal boundaries, the traffic report should mention how the coordination between the various municipal stakeholders will occur.

Considerations remain with respect to the applicant's existing licence

1. Questions remain as to how the operation of the proposed extraction area will be incorporated into the existing licensed area.

Other matters that are appropriate to address

1. The net fiscal impacts of the proposal may have been overstated by overestimating tax revenues, understating the increase in net operating costs, and including the aggregate levy amount equal to, or less than, current revenues. A net impact for Halton Region's fiscal position should be provided and factored into the analysis.
2. Further analysis is required in order to determine the cultural heritage impacts of the proposal.
3. The *Aggregate Resources Act* Site Plan and notes require revisions to address the above issues.
4. Halton Region notes letters of objection are anticipated from the Town of Halton Hills, Town of Milton, Niagara Escarpment Commission, and Conservation Halton. Halton Region is generally supportive of having those issues addressed through the review of the application.
5. Halton Region wants assurances that all objectors will be engaged by the proponent in a collaborative and constructive manner.
6. All commitments made during the consultation process by the applicant need to be fully detailed and properly secured through site plan conditions or appropriate agreements.

Conclusion

Given the volume and technical detail of the material provided in support of this application, Halton Region has not had sufficient time to fully analyze and assess the potential effects of the quarry as proposed. Halton Region reserves the right to raise further issues and make further recommendations as its review progresses.

A Joint Agency Review Team (JART) approach will be used to review this proposal under the auspices of Halton Region's Halton Consolidated – Streamlined Mineral Aggregate Review Protocol. This was most recently updated by Halton Region Council in February 2020. The function of a JART is to review, analyze and comment on the completeness of the submissions supporting a proposal for new or expanded mineral aggregate extraction operations, and to comment and analyze the proposal on its technical merits. The JART will provide coordinated technical comments to support discipline-to-discipline conversations on the proposal and to inform decision-making of the parties. Halton Region looks forward to engaging with the proponent through this process alongside our agency partners, with Provincial staff engaged at key intervals.

Halton Region requests notification of any future meetings or updates on the review of this file.

For further questions and correspondence on this file, Halton Region's project manager is Joe Nethery (joe.nethery@halton.ca, 905-825-6000 ext.3035), using the mailing address on page 1 of our submission.

Sincerely,

A handwritten signature in black ink, appearing to read 'Curt Benson', with a stylized, cursive script.

Curt Benson, MCIP, RPP
Director of Planning Services and Chief Planning Official

cc: John Linhardt, Town of Halton Hills (by email)
Jill Hogan, Town of Milton (by email)
Barb Veale, Conservation Halton (by email)
John Dungavell, Niagara Escarpment Commission (by email)
Brian Zeman, MHBC (by email)



VIA EMAIL

May 26, 2022

Kevin Arjoon, City Clerk, City of Burlington
Meaghan Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Please be advised that at its meeting held Wednesday, May 25, 2022, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: PW-06-22 - Blue Box Transition and Negotiation with Producer Responsibility Organizations

1. THAT the Commissioner of Public Works be delegated the authority to negotiate agreements with Producer Responsibility Organizations for the Regional Municipality of Halton to transition to the new Blue Box regulatory framework within the timelines identified in the Ontario Blue Box Regulation O. Reg. 391/21 as outlined in Report No. PW-06-22 re: "Blue Box Transition and Negotiation with Producer Responsibility Organizations."
2. THAT the Commissioner of Public Works report back to Regional Council on the status of negotiations with Producer Responsibility Organizations in the first half of 2023.
3. THAT the Regional Clerk forward a copy of Report No. PW-06-22 to the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville.

Included please find a copy of Report No. PW-06-22 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

A handwritten signature in blue ink, appearing to read "G. Milne", written over a light blue circular stamp.

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

Report To:	Regional Chair and Members of Regional Council
From:	Andrew Farr, Commissioner, Public Works
Date:	May 25, 2022
Report No:	PW-06-22
Re:	Blue Box Transition and Negotiation with Producer Responsibility Organizations

RECOMMENDATION

1. THAT the Commissioner of Public Works be delegated the authority to negotiate agreements with Producer Responsibility Organizations for the Regional Municipality of Halton to transition to the new Blue Box regulatory framework within the timelines identified in the Ontario Blue Box Regulation O. Reg. 391/21 as outlined in Report No. PW-06-22 re: "Blue Box Transition and Negotiation with Producer Responsibility Organizations."
2. THAT the Commissioner of Public Works report back to Regional Council on the status of negotiations with Producer Responsibility Organizations in the first half of 2023.
3. THAT the Regional Clerk forward a copy of Report No. PW-06-22 to the City of Burlington, the Town of Halton Hills, the Town of Milton, and the Town of Oakville.

REPORT

Executive Summary

- Producer Responsibility Organizations will begin negotiations with municipalities to transition municipal Blue Box programs to full producer responsibility on the designated date for the respective municipalities.
- Halton Region will begin negotiations with Producer Responsibility Organizations between the fall of 2022 and fall of 2023 to meet the Region's Blue Box transition date of April 2025.

- The objective of negotiations is to enter into an agreement for the transition period with the Producer Responsibility Organizations to ensure a smooth transition to producer responsibility, whereby producers will assume full financial responsibility for the collection of Blue Box material from eligible sources.
- A negotiated agreement with Producer Responsibility Organizations will ensure continued Blue Box collection services through the tight timeline of the transition period and if deemed a preferred option, to extend current collection agreements to ensure a consistent delivery of service and sufficient time to prepare next waste collection agreements.
- The Commissioner of Public Works will lead the negotiation team and will require delegated authority to negotiate with the Producer Responsibility Organizations on behalf of Halton Region to ensure a seamless transition for Blue Box collection services.
- The Commissioner of Public Works will update Regional Council on the status of negotiations with Producer Responsibility Organizations in the first half of 2023.

Background

Over the last six years, staff have informed Regional Council on the status of the transition of specific waste materials to producer responsibility in the following reports:

- Report No. PW-05-16 – Bill 151 the Proposed *Waste-Free Ontario Act*;
- Report No. PW-06-18 – Update on the *Waste-Free Ontario Act, 2016*;
- Report No. PW-39-19 – Blue Box Transition to Full Producer Responsibility;
- Report No. PW-30-20 – Proposed Regulations for Producer Responsible Blue Box Programs; and,
- Report No. PW-26-21 – Ontario Blue Box Regulation 391/21.

Since the Province of Ontario introduced the *Waste-Free Ontario Act, 2016* and the Made-In-Ontario Environment Plan, responsibility for the management of waste materials such as tires, electrical/electronic waste, hazardous special waste and Blue Box material is transitioning to full producer responsibility. Though municipalities may no longer be primarily responsible for the collection and diversion of these materials from landfill, for producers to be successful at reaching recovery targets, it is likely that in most instances municipalities will continue to support and provide effective collection programs for these materials on behalf of resident's and the producers.

The introduction of the Ontario Blue Box Regulation 391/21 transitions financial and operational responsibilities to producers that supply recyclable material (paper, packaging and packaging like materials) to consumers in Ontario. Following the introduction of the Ontario Blue Box Regulation 391/21 in June of 2021, the process towards transition to full producer responsibility has commenced.

Producer Responsibility Organizations

In accordance with the new Blue Box Regulation, Producer Responsibility Organizations were required to register with the Resource Productivity and Recovery Authority by November 1, 2021.

A Producer Responsibility Organization is a business established to contract with producers to provide collection, management and administrative services to help producers meet their obligations under the Blue Box Regulation.

The Resource Productivity and Recovery Authority is an agency of the Province of Ontario responsible for program oversight under the Regulation.

There are three Producer Responsibility Organizations registered with the Resource Productivity and Recovery Authority:

- Circular Materials Ontario;
- Resource Recovery Alliance; and,
- Ryse Solutions.

The Producer Responsibility Organizations may now establish how they will operate a province-wide collection system to meet recovery targets identified in the Blue Box Regulation.

A province-wide collection system will define how Producer Responsibility Organizations collect a consistent set of materials from eligible sources that include single-family households, multi-residential properties, schools, retirement homes, long-term care facilities and public spaces.

Producer Responsibility Organizations are required to submit rules for the common collection system to the Resource Productivity and Recovery Authority by July 1, 2022. Following approval of the rules, Halton Region will know which Producer Responsibility Organizations are responsible for the recovery of recyclable material in Halton, which will inform future negotiations.

Discussion

As Regional Council is aware, Halton Region is to transition the municipal Blue Box program to full producer responsibility on April 1, 2025 in compliance with Ontario Regulation 391/21.

It is important to note that current levels of service established by municipalities are to remain consistent through the transition period of July 1 2023 through to December 31 2025. As of January 1 2026, producers are required to implement a standardized Provincial Blue Box Program (the common collection system) across Ontario that meets the regulatory requirements set by the province.

The common collection system may lead to changes to the Blue Box program including changes to collection frequency, collection areas and type of collection container (e.g. boxes, bags, carts). However, until such time that the rules for a common collection system are presented and approved by the Resource Productivity and Recovery Authority, the impact on the levels of service and how all solid waste material will be collected in Halton remains unknown.

Since the implementation of Ontario Regulation 391/21, Halton Region has participated in meetings organized by the Association of Municipalities Ontario to better understand the transition process as well as to engage with Producer Responsibility Organizations to hear their vision for how they may administer a new Blue Box program. The Association of Municipalities Ontario also recommends that municipalities receive delegated authority to negotiate with Producer Responsibility Organizations.

Blue Box Transition Negotiations

Current Solid Waste Collection Agreements

In Halton, all current collection agreements commenced in April 2016 and included a contract term of a minimum of eight years, with two one-year options to extend. As a result, the current terms and conditions of Halton Region's collection agreements can be extended to the end of March 2025 and again to the end of March 2026.

It is generally understood that Producer Responsibility Organizations are willing to enter into agreements with municipalities to utilize existing collection agreements during the transition period and beyond January 1, 2026 if possible and/or preferred. The contract term for Halton Region's collection agreements do provide an opportunity for the Region to maintain current levels of service through to the end of March 2026, and ensure the financial obligations of Producer Responsibility Organizations for the Blue Box program commencing on April 1, 2025.

The timeline for Ontario municipalities to transition the Blue Box program to producer responsibility is extremely tight (July 1, 2023 to December 31, 2025). As municipalities and Producer Responsibility Organizations prepare to commence new collection agreements, the availability of required resources to meet the needs for new agreements (e.g. collection vehicles, collection containers) will be limited.

As a result, it may be in Halton Region and Producer Responsibility Organizations' best interests during negotiations to determine if an extension with current waste collection service providers for one to two years is warranted. An extension of current agreements could provide Halton Region with sufficient time to prepare, release, evaluate and award the next solid waste collection agreements and ability for contractors to secure required resources.

Blue Box Transition Negotiation Strategy

Transition Period

The responsibilities and obligations to be met by Producer Responsibility Organizations and Halton Region during the transition period will be the subject of negotiations as well as opportunities to continue current collection agreements through to end of March 2026, if deemed beneficial.

The intent will be to negotiate an agreement, which reflects as closely as possible the levels of service currently delivered by Halton Region.

The following elements will form the framework for negotiations with Producer Responsibility Organizations:

Levels of Service

- Frequency of collection;
- Types of materials to be collected;
- Eligible locations; and,
- Hours of Operation for collection services.

Customer Service and Support

- Types of containers for Blue Box material;
- Distribution and replacement of containers;
- Call Centre support for customer inquiries and complaints;
- Promotion and education material and distribution;
- Enforcement of set-outs and placement of acceptable material;
- Financial Responsibility;
- Financial compensation for services provided by Halton Region on behalf of producers; and,
- Manufacture and supply of containers for Blue Box material.

Service Providers

- Agreement on how collection and transfer station agreements are to be organized and awarded; and,
- Length of agreements and ability to extend agreements.

Next Solid Waste Collection Agreements

Staff continue to recommend that Halton Region directly perform the collection of Blue Box material on behalf of Producer Responsibility Organizations when new collection

agreements commence in 2026 or at a later date based on result of transition period negotiations with Producer Responsibility Organizations.

By continuing to collect Blue Box material, Halton Region can maintain an integrated waste management program that maximizes resources to deliver services to designated locations, support diversion of waste from landfill, protect public health and provide quality customer service.

However, Producer Responsibility Organizations may prefer to operate their own curbside Blue Box collection program without assistance from municipalities. Producer Responsibility Organizations could award collection agreements for a common collection system that could be provided across a number of municipalities and not specific to a single municipality. If Producer Responsibility Organizations prefer this option, it would mean that Halton Region would need to modify how curbside waste is collected when new agreements begin.

Next Steps

In order to develop transition agreements with the Producer Responsibility Organizations, staff recommend assembling a negotiation team consisting of Public Works, legal and finance staff. It is recommended the Commissioner of Public Works receive delegated authority to negotiate once the framework for a province-wide collection system has been established.

In advance of any negotiations, staff will pay close attention to the result of negotiations between Producer Responsibility Organizations and other municipalities who are transitioning their programs in 2023 and 2024. These negotiations are ongoing and will be completed well before Halton Region's. Any agreement between those municipalities and Producers will likely identify the framework for which Halton Region will use during negotiations.

In the first half of 2023, the Commissioner of Public Works will present an interim report to Regional Council on the status of negotiations with Producer Responsibility Organizations plus any updates on the negotiation schedule. It is expected that the negotiations will be completed by early 2024 whereby the final results will be reported to Council for review and approval.

The following key milestone dates identify next steps for the transition of the Halton Blue Box program to Producer responsibility.

Description	Date
Resource Productivity and Recovery Authority approval of province-wide collection system submitted by Producer Responsibility Organizations	July 2022
Negotiations with Producer Responsibility Organizations	Fall 2022 – Fall 2023
Regional Council update on status of negotiations	Winter/Spring 2023
Completion of negotiations with Producer Responsibility Organizations	Fall 2023 – Winter 2024
Regional Council approval of the transition agreement and future levels of service for waste collection	Spring/Summer 2024
Release, evaluation and award of next solid waste collection agreements	Summer 2024 – Spring 2025
Earliest date for transition of Halton Blue Box program	April 1, 2025
Commencement of next solid waste collection agreements	April 1, 2026 – April 1, 2028

FINANCIAL/PROGRAM IMPLICATIONS

There are no direct financial implications associated with this report. Any financial implications arising from the transition to full Producer responsibility will be communicated to Regional Council through the transition process, and will be reviewed as part of the annual budget process.

Respectfully submitted,



Rob Rivers CET
Director, Waste Management and Road
Operations



Andrew Farr
Commissioner, Public Works

Approved by



Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Rob Rivers

Tel. # 8289

Attachments: None



VIA EMAIL

May 27, 2022

Legislative & Planning Services
Department
Office of the Regional Clerk
1151 Bronte Road
Oakville ON L6M 3L1

Serge Imbrogno, Deputy Minister of the Environment, Conservation and Parks
Kevin Arjoon, City Clerk, City of Burlington
Meaghan Reid, Town Clerk, Town of Milton
Vicki Tytaneck, Town Clerk, Town of Oakville
Valerie Petryniak, Town Clerk, Town of Halton Hills

Please be advised that at its meeting held Wednesday, May 25, 2022, the Council of the Regional Municipality of Halton adopted the following resolution:

RESOLUTION: PW-10-22 - Halton Region Solid Waste Management Strategy 2023-2030

1. THAT Regional Council endorse the Solid Waste Management Strategy (the "Strategy") and the recommended key initiatives as outlined in Report No. PW-10-22 re: "Halton Region Solid Waste Management Strategy 2023-2030".
2. THAT the Regional Clerk forward a copy of Report No. PW-10-22 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville and the Ministry of Environment Conservation and Parks Halton/Peel District Office for their information.

Included please find a copy of Report No. PW-10-22 for your information.

If you have any questions please contact me at the e-mail address below.

Sincerely,

A handwritten signature in blue ink, appearing to read "Graham Milne", written over a light blue circular stamp.

Graham Milne
Regional Clerk
graham.milne@halton.ca

Regional Municipality of Halton

HEAD OFFICE: 1151 Bronte Rd, Oakville, ON L6M 3L1
905-825-6000 | Toll free: 1-866-442-5866

Report To:	Regional Chair and Members of Regional Council
From:	Andrew Farr, Commissioner, Public Works
Date:	May 25, 2022
Report No:	PW-10-22
Re:	Halton Region Solid Waste Management Strategy 2023-2030

RECOMMENDATION

1. THAT Regional Council endorse the Solid Waste Management Strategy (the “Strategy”) and the recommended key initiatives as outlined in Report No. PW-10-22 re: “Halton Region Solid Waste Management Strategy 2023-2030”.
2. THAT the Regional Clerk forward a copy of Report No. PW-10-22 to the City of Burlington, the Town of Halton Hills, the Town of Milton, the Town of Oakville and the Ministry of Environment Conservation and Parks Halton/Peel District Office for their information.

REPORT

Executive Summary

- In July 2021, Regional Council approved Report No. PW-19-21: “Draft Medium-Long Term Solid Waste Management Strategy” which included a Public Engagement Plan.
- Public engagement was undertaken in the fall of 2021 to obtain input and feedback on the proposed Draft Strategy and to determine the level of support for specific key initiatives.
- The Solid Waste Management Strategy public consultation webpage received over 15,000 views between November 8 and December 10, 2021.
- The online survey form was accessed approximately 11,000 times and over 6,900 respondents completed the survey. The results identified that the majority of respondents are supportive of the Solid Waste Management Strategy.

- Three virtual Public Information Centres were held in November 2021 to provide additional information and directly answer questions from participants.
- Staff met with several Halton Advisory Committees and other community stakeholders to share the proposed Draft Strategy including the results of the public engagement, and to confirm their support for the recommended Solid Waste Management Strategy.
- Based on the level of support identified by the public and community stakeholders, Region staff recommend Regional Council approve the Solid Waste Management Strategy 2023-2030 and key initiatives.

Background

Since 1992 when the Halton Waste Management Site opened, the Solid Waste Management Strategy has been updated and enhanced several times, leading to the successful implementation of programs and services supported by the Halton community. By placing a priority on the diversion of solid waste from landfill (58 per cent in 2021) and enhancing landfill site operational procedures, the landfill lifespan has been extended by more than 30 years.

In July 2021, Regional Council approved Report No. PW-19-21: “Draft Medium-Long Term Solid Waste Management Strategy”. Applying a sustainability framework that measured potential economic, environmental and social results, the Draft Strategy identified a number of proposed key initiatives to extend the lifespan of the Halton Waste Management Site, increase diversion of waste from landfill and reduce greenhouse gas emissions (Attachment #1 – Executive Summary Recommended Solid Waste Management Strategy). The objectives of the Solid Waste Management Strategy are:

- Extend landfill lifespan and preserve landfill capacity;
- Minimize and divert waste;
- Reduce greenhouse gas emissions;
- Prepare for future waste collection contracts;
- Support pending Federal/Provincial Environmental Legislation; and,
- Maintain a sustainable waste management program that meets and adapts to the demands of the present and future.

Report No. PW-19-21 also provided details on a public engagement plan to be undertaken during the fall of 2021 to obtain input and feedback on the proposed Draft Strategy and to determine the level of support for specific key initiatives that are proposed to meet the objectives of the Strategy.

An electronic copy of a detailed report on the Draft Medium-Long Term Solid Waste Management Strategy is available on the Region website <https://www.halton.ca/For-Residents/Recycling-Waste/Solid-Waste-Management-Strategy>. Once approved by

Regional Council, the recommended Solid Waste Management Strategy will be posted on Halton Region's website.

Discussion

Public Engagement Results

Webpage and Public Information Centres

In the fall of 2021, Halton Region created a new webpage that provided a summary of each of the proposed key initiatives identified in the Draft Strategy, along with their forecasted impacts on waste diversion, extended landfill lifespan, reduction in greenhouse gas emissions and estimated costs. The webpage included information on their opportunities to participate and how to provide feedback on the Draft Strategy. The webpage also included links to the Executive Summary and full report on the Draft Strategy, as well as links to Federal, Provincial and Regional initiatives specific to environmental sustainability and climate change.

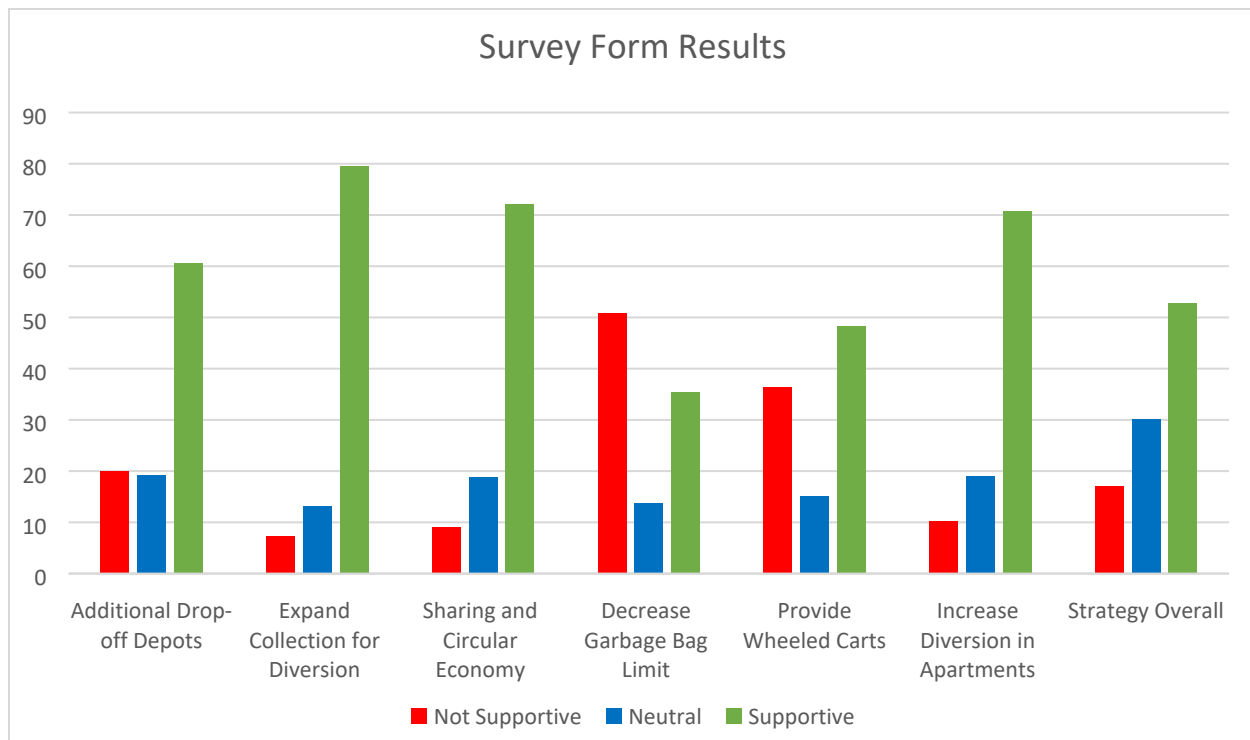
The webpage and opportunities to participate were promoted through Halton Region's communications channels, including social media, the halton.ca homepage, newspaper advertisements, Regional Chair's communications and by email to those subscribed through ReCollect. A mix of targeted social media and digital media advertising, including a postcard mailed to residents in Halton's rural community, were used to reach intended audiences and drive people to the webpage to find more information. Regional partners were also engaged to help share information, including Local Municipalities, Regional Council and waste management stakeholders.

Residents were also informed of scheduled virtual Public Information Centres, which they could register to attend to learn more about the Draft Strategy and ask questions of staff. The three Public Information Centres were held in late November 2021. The virtual Public Information Centre held on November 24, 2021 was recorded and posted on the Strategy webpage.

Online Survey

An online survey form was developed to provide residents with an opportunity to identify their level of support for the proposed key initiatives and offer suggestions on additional waste reduction and diversion initiatives for consideration. There were over 11,000 views of the survey form and approximately 6,900 individuals filled out the survey. Residents indicated their level of support for proposed initiatives that would have an impact on how waste management programs and services are delivered in Halton.

While support for specific initiatives varied, the majority of residents supported the overall Solid Waste Management Strategy. The bar graph below indicates the level of support for the proposed initiatives identified through the online survey.



As stated above, the responses from the public indicate a general support for the Waste Strategy. However, to address certain initiatives where public support was not as strong; the final Strategy recommends additional study and public engagement for several specific initiatives prior to implementation.

- Provide wheeled carts; and,
- Decrease garbage bag limits.

The results of the Public Engagement Survey are attached to this report (Attachment #2 – Survey Results). An electronic copy of the Public Engagement Summary Report and the Public Webinar Questions and Answers Summary are available upon request through the Regional Clerk's office.

Consultation with Advisory Committees and Community Stakeholders

In late September and early October of 2021, staff presented the Draft Strategy to the following groups for their information and opportunity to provide initial feedback:

- Halton Solid Waste Management Advisory Committee;
- Halton Older Adults Advisory Committee;
- Halton Accessibility Advisory Committee; and,
- Halton Environmental Network and Burlington Green.

The Advisory Committees and community stakeholders were supportive of the proposed key initiatives. The Halton Solid Waste Management Advisory Committee was asked to endorse the recommended Solid Waste Management Strategy.

The Halton Solid Waste Management Advisory Committee met in February 2022 to review the results of the public consultation and approved the following:

- “Our primary role, as an advisory committee, is to assist Halton Region in maintaining priority of the efficiency and environmental integrity of the Halton landfill site and increased diversion of waste from landfill; therefore, the Halton Waste Management Advisory Committee endorses the recommended Solid Waste Management Strategy, as it will extend the lifespan of the Halton Waste Management Site, increase diversion of waste and reduce greenhouse gas emissions.”

Recommendation

Based on results of the public engagement and level of community support for the proposed initiatives, staff recommend that Regional Council approve the Solid Waste Management Strategy as presented to Regional Council in Report No. PW-19-21.

The recommended Strategy provides the framework to develop policy directions that meet the environmental, economic and social outcomes that established the key initiatives. Once implemented, the key initiatives have the ability to increase the total diversion of waste generated in Halton from landfill from the current 58 per cent to between 64 per cent and 70 per cent by the year 2030. In addition, the Strategy proposes to reduce greenhouse gas emissions by over 13,000 tonnes per year and extend the lifespan of the landfill out to 2050-2054. The environmental impacts are equivalent to annually removing:

- 2 million bags of garbage;
- 3,980 vehicles; and,
- 5.5 million litres of gas.

The table below, identifies the key initiatives, forecasted year(s) for when they will be evaluated and/or implemented as well as the environmental benefits.

Table 1: Recommended Solid Waste Management Strategy

Key Initiative	Forecasted Year of Implementation	Environmental Benefit
Implement waste management community ambassadors (formerly alternatives to by-law enforcement)	2023	Impact on Diversion 2 per cent – 4 per cent
Pilot and evaluate automated collection	2023/2024/2025	GHG Reduction 2,940 tonnes
Review garbage bag limits (formerly decrease garbage bag limits)	2024/2025	

Implement multi-residential waste management improvements	2024	Impact on Diversion 0.75 per cent - 1.5 per cent
Review “Smart City” initiatives	2025/2026	
Track waste containers	2024	GHG Reduction 870 tonnes
Support the circular/sharing economy	2023	Impact on Diversion 3.0 per cent - 5.5 per cent GHG Reduction 3,510 tonnes
Implement enhanced contractor collection services	2025/2026	
Expand existing collection services	2025/2026	
Promotion and education for residential waste diversion	2023/2024	
Promotion and education for ICI waste diversion	2024/2025	
Evaluate additional public waste drop-off depots	2023 to 2030	
Evaluate alternatives to petroleum-based fuels for waste management vehicles	2023/2024	Impact on Landfill Lifespan 20 Additional Years GHG Reduction 5,700 tonnes
Optimize the utilization of landfill gas	2023-2027	
Review and implement options to extend landfill capacity	2024-2030	

Following approval of the recommended Solid Waste Management Strategy, staff will begin developing programs and services to support the key initiatives.

As the initiatives in the Strategy move forward, staff will report back to Regional Council prior to moving forward with detailed implementation plans including the results of further review of options, capital and operating cost impacts and other service level impacts.

A comprehensive communications and marketing strategy will be developed to ensure awareness of new initiatives, promote the benefits of the enhanced services and program changes, and support change management.

Costs associated with each of the key initiatives will be included for Regional Council's consideration in the annual Budget and Business Plan. Report No. PW-19-21 provided total estimated cost projections for the proposed initiatives. However changes to Halton Region's waste management programs and services due to the impending transition to producer responsibility for the Blue Box and the future waste collection contracts, do limit the ability to accurately quantify annual budget impacts at this time.

FINANCIAL/PROGRAM IMPLICATIONS

The completion of the Solid Waste Management Strategy was funded from the approved capital budget G3081A.

Following approval of this report, staff will begin a comprehensive analysis of costs for the recommended key initiatives to be implemented, including undertaking a number of

studies that are proposed to further refine the estimated one-time, capital, and annual operating costs, impact on waste and greenhouse gas reduction, and recommended next steps for implementation.

As stated above, staff will report back prior to implementation with further implementation details, once available, for Regional Council's consideration and approval. Once initiatives are approved, the financial impacts will be brought forward for Regional Council's consideration through the annual budget process based on the timing of the implementation plan.

Respectfully submitted,



Rob Rivers CET
Director, Waste Management and Road
Operations



Andrew Farr
Commissioner, Public Works

Approved by



Jane MacCaskill
Chief Administrative Officer

If you have any questions on the content of this report,
please contact:

Rob Rivers

Tel. # 8289

Attachments: Attachment #1 – Executive Summary Recommended Solid Waste Management Strategy
Attachment #2 – Survey Summary

EXECUTIVE SUMMARY

RECOMMENDED SOLID WASTE MANAGEMENT STRATEGY 2023-2030



April 2021

Executive Summary

The Region of Halton (Region) provides waste management programs for its customers within four local municipalities: City of Burlington and Towns of Halton Hills, Milton and Oakville. The current solid waste management system continues to perform at a high level in terms of waste diversion with an overall diversion rate of 57% in 2019. In 2017, the Region began developing a Solid Waste Management Strategy (SWMS or Strategy) to enhance the current waste management system for the next 30 years.

The Strategy was separated into two parts, based on timing to implement the recommendations:

- Short Term SWMS (1-3 years)
- Medium (4-10 years) - Long Term (11+ years) SWMS

The **Short Term SWMS** was approved by Regional Council in June 2018 and included a Vision Statement and eight guiding principles to focus the direction and action required to support the Vision. Ten options were recommended for implementation between 2018 and 2021 and included developing strategies to reduce food waste, increasing textile reuse and recycling opportunities, staying current on ways to inform and educate the public, and increasing diversion from apartments and condominium buildings.

This **Medium-Long Term SWMS** outlines recommended options to be implemented in the Medium-Long term planning period (starting in 2022). The implementation of these options will directly benefit the Region by reducing the amount of garbage produced and extending the life of a major asset – the landfill located at the Halton Waste Management Site (HWMS). There are 16 recommendations in the following five areas which are further described below along with the potential impacts to diversion, costs and greenhouse gas emission reductions:

- Single-Family Households
- Multi-Residential Households
- Businesses
- The Community
- Region's Solid Waste System

While the Region's landfill is anticipated to last until 2044-2048 at current disposal rates, there are opportunities to extract valuable resources and energy from the residual waste stream and further extend the life of the landfill site.



Medium-Long Term Options

The Halton Region Solid Waste Management Strategy recommended numerous medium and long term options that strive to enhance and improve the Region's waste management system.

These options consider single-family and multi-residential households, businesses, and the community as a whole.

Recommendations for Single-Family Households

Impact on Diversion Rate (%)	One-Time Cost	Ongoing Annual Cost	Capital Costs	GHG Reductions (tonnes/year) ²
2%-4%	\$ 250,000	\$ 100,000	0	2,940



Evaluate Garbage Bag Limits

Decrease garbage bag limits in two phases (2 bags, 1 bag).



Automated Collection

Conduct a feasibility study to move to a cart-based collection program.



Waste Management Ambassadors

Conduct targeted outreach to households to improve compliance with the Region's waste management.

Recommendations for Multi-Residential Households

Impact on Diversion Rate (%)	One-Time Cost	Ongoing Annual Cost	Capital Costs	GHG Reductions (tonnes/year) ²
0.75% - 1.5%	\$ 62,000	\$ 30,000	0	870



Track Waste Containers

Use radio-frequency ID tags to enhance collection and reporting of waste diversion.



Waste Management Improvements

Improve waste diversion performance through increased and targeted promotion and education.



"Smart City" Technology

Conduct a feasibility study for the use of underground waste collection and weight tracking per multi-residential unit.

Recommendation for Businesses

Impact on Diversion Rate (%)	One-Time Cost	Ongoing Annual Cost	Capital Costs	GHG Reductions (tonnes/year) ²
0.25% - 0.5%	\$30,000	\$15,000	0	290



IC&I Waste Diversion Promotion and Education

Provide promotion and education to small and medium sized businesses through a waste diversion campaign and a dedicated webpage.

Recommendations for the Community

Impact on Diversion Rate (%)	One-Time Cost	Ongoing Annual Cost	Capital Costs	GHG Reductions (tonnes/year) ²
2.5% - 5%	\$ 150,000	\$ 3,320,000	\$ 39,100,000	3,220

Support the Circular Economy

Provide support for local innovators and/or organizations that design for the environment and/or reduce, reuse and reclaim waste.

Support the Sharing Economy

Promote the sharing economy (e.g., repair cafes) through supporting, partnering and/or partially funding organizations involved in this area.

Enhanced Contractor Collection Services

Conduct compliance 'blitzes' to increase proper residential set outs.

Expand Existing Collection Services

Expand collection program to align with future Provincially-designated materials.

Additional Public Waste Drop-Off Depots

Provide two additional permanent locations for residents to drop-off excess curbside collected and non-curbside waste. Additional studies will be completed before a site(s) is selected.

Promotion and Education for Diversion

Continue to find new ways to promote and educate waste management programs (e.g., pop-up events, market research, social media).



Recommendations for the Region's Solid Waste System

Impact on Diversion Rate (%)	One-Time Cost	Ongoing Annual Cost	Capital Costs	GHG Reductions (tonnes/year) ²
0%	\$ -	\$ -	\$ 500,000	5,700

Optimize Utilization of Landfill Gas

Modify/enhance the utilization of landfill gas at the HWMS. Conduct a cost benefit analysis on how best to use landfill gas.

Alternatives to Petroleum-Based Fuels for Waste Management Vehicles

Use alternative fuels for waste collection vehicles and onsite equipment.

Extend Landfill Capacity

Review ways to optimize landfill operations, use technology to reduce the volume of waste requiring landfill and revisit the need to expand the HWMS landfill.



The Medium-Long Term SWMS recommends improvements and additions to the Region's solid waste management system to meet future needs based on community growth projections, changes in waste materials, regional initiatives and provincial/federal legislation. A comprehensive approach was used to develop the SWMS and recommended options as shown in the figure below.

The recommended options align with the SWMS **Vision Statement**, **Objectives** and **Key Performance Indicators**.



Vision Statement

Building on the strengths of our Region, provide a sustainable, equitable and responsible waste management service that efficiently serves our community, protects our environment and is responsive to change.



OBJECTIVES

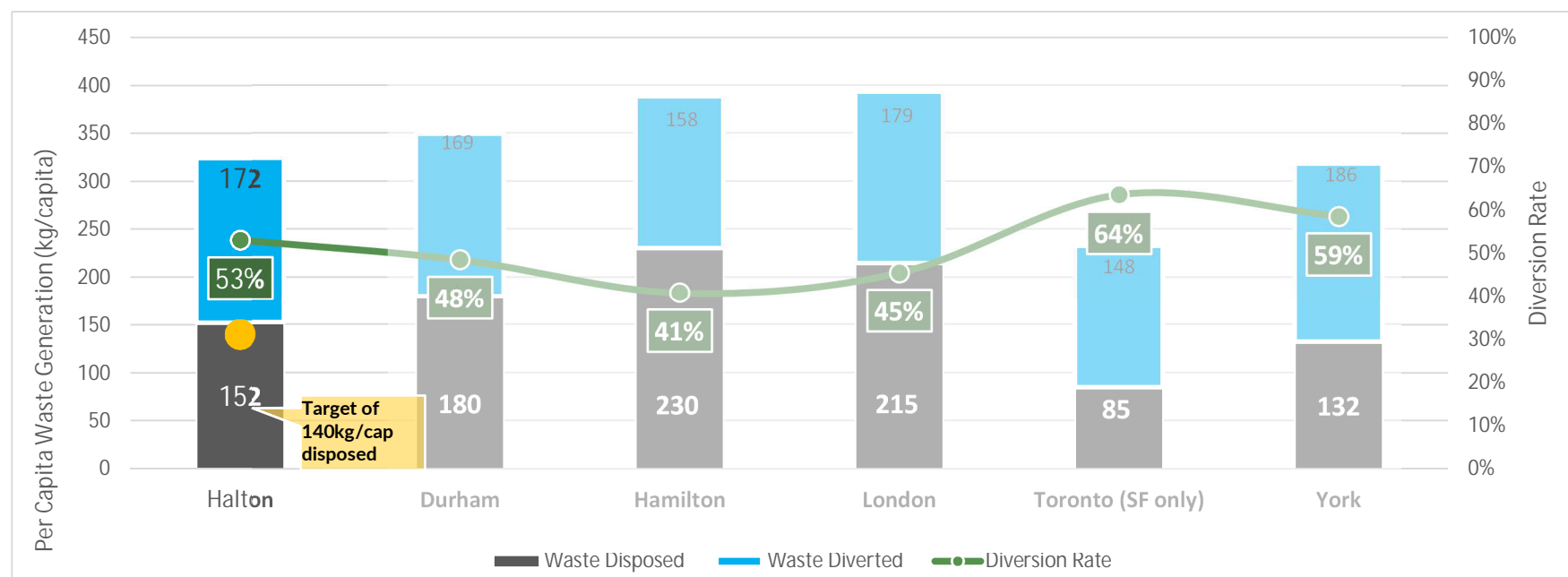
- Enhancing diversion programs and developing innovative new waste solutions;
- Ensure the waste management system is accessible and equal for all users, with a focus on customer service, convenience, and efficiency;
- Financially and environmentally sustainable, with flexibility and resilience to changes in technology, policy and legislation, waste streams, and the community; and
- Working in partnerships and supporting public engagement, outreach, and collaboration.

KEY PERFORMANCE INDICATORS



- Per capita statistics, including waste generated, diverted, and disposed, in kg/capita and by housing type (single family, multi-residential etc.);
- Percentage of waste diverted by material streams;
- Greenhouse gas emissions in kilograms of CO₂ equivalents (kg CO₂e);
- Cost per tonne and cost per household for waste management services;
- Landfill lifespan; and
- Customer wait times at HWMS.

The Region participates in and submits data to the Municipal Benchmarking Network Canada (MBNC) for the waste management service area. In 2019, the Region generated almost 325 kg/capita with 152 kg/capita being disposed in landfill achieving a diversion rate of 53%¹. When compared to other Greater Toronto Area municipalities that also participate in MBNC, the Region is among the top performers in terms of waste diversion but also has a very high waste generation rate. The Region is striving to reduce the amount of garbage produced and through the Strategic Business Plan has set a target to achieve a waste disposal rate of 140 kg/capita. The SWMS proposes several new initiatives to reduce and divert more waste from landfill and extend the life of the Region's landfill beyond 2044-2048.



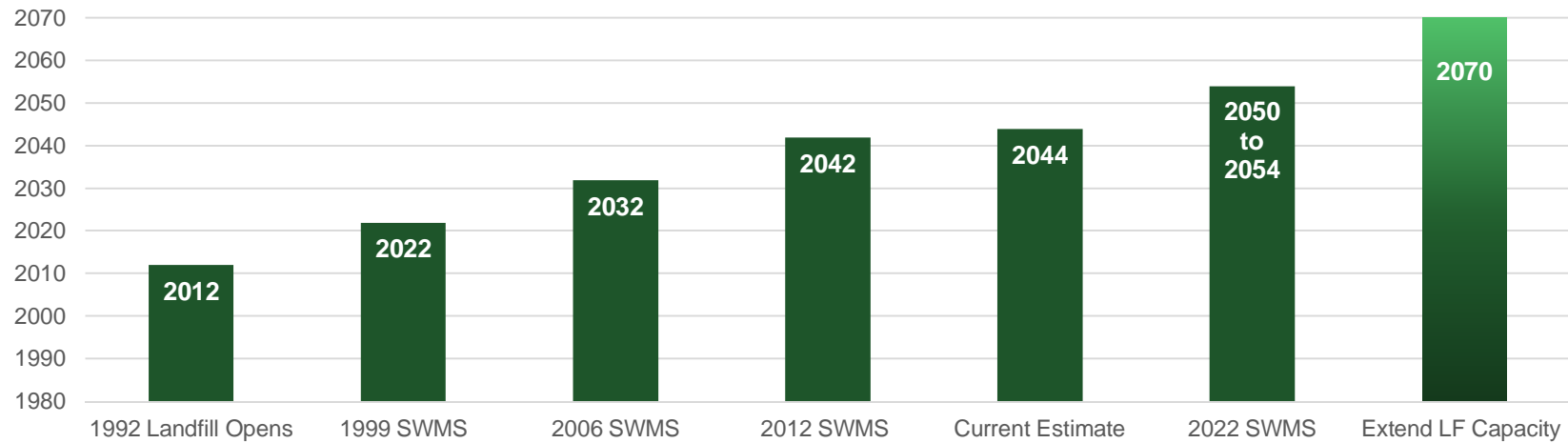
¹ It is noted that the methodology used by MBNC to estimate diversion rates differs from how the Region estimates and reports diversion rate in that the Region includes the total waste collected through diversion programs and MBNC removes the residue portion of the waste collected from diversion programs. In 2019, the Region estimated the diversion rate to be 57% and the MBNC calculation yielded a diversion rate of 53%.

A number of options were considered and evaluated in the development of the Medium-Long Term SWMS. The types of options considered included programs to reduce waste generation and increase participation in reuse programs and services, techniques to capture more waste for diversion, waste technologies to process waste, alternative disposal options, and long-term management plans for the HWMS. An objectives-based evaluation approach, developed as part of the Short Term SWMS, was used to conduct a triple bottom line evaluation (Environmental, Social, Financial) for each option. Options were categorized into Waste Diversion and Policy, Collection, Drop-off and Transfer, Processing and Residual Processing and Disposal.

The ultimate goal of the SWMS is to extend the life of the Region's landfill by reducing the amount of waste requiring disposal. The cumulative diversion potential that the Region could achieve through implementation of the Medium-Long Term options is estimated to range from 2% in 2024 to 10% in 2033 until the end of the planning period which brings the Region to a 60% diversion rate in 2025, 65% in 2030 and 68% in 2035. It is noted that there are many different factors that affect the success of waste management programs, initiatives and facilities and would therefore impact the ability to achieve the full diversion potential of the SWMS options. It is also noted that given the Region's current high diversion rate, achieving further increases in diversion tends to be more costly and the results may be minor.

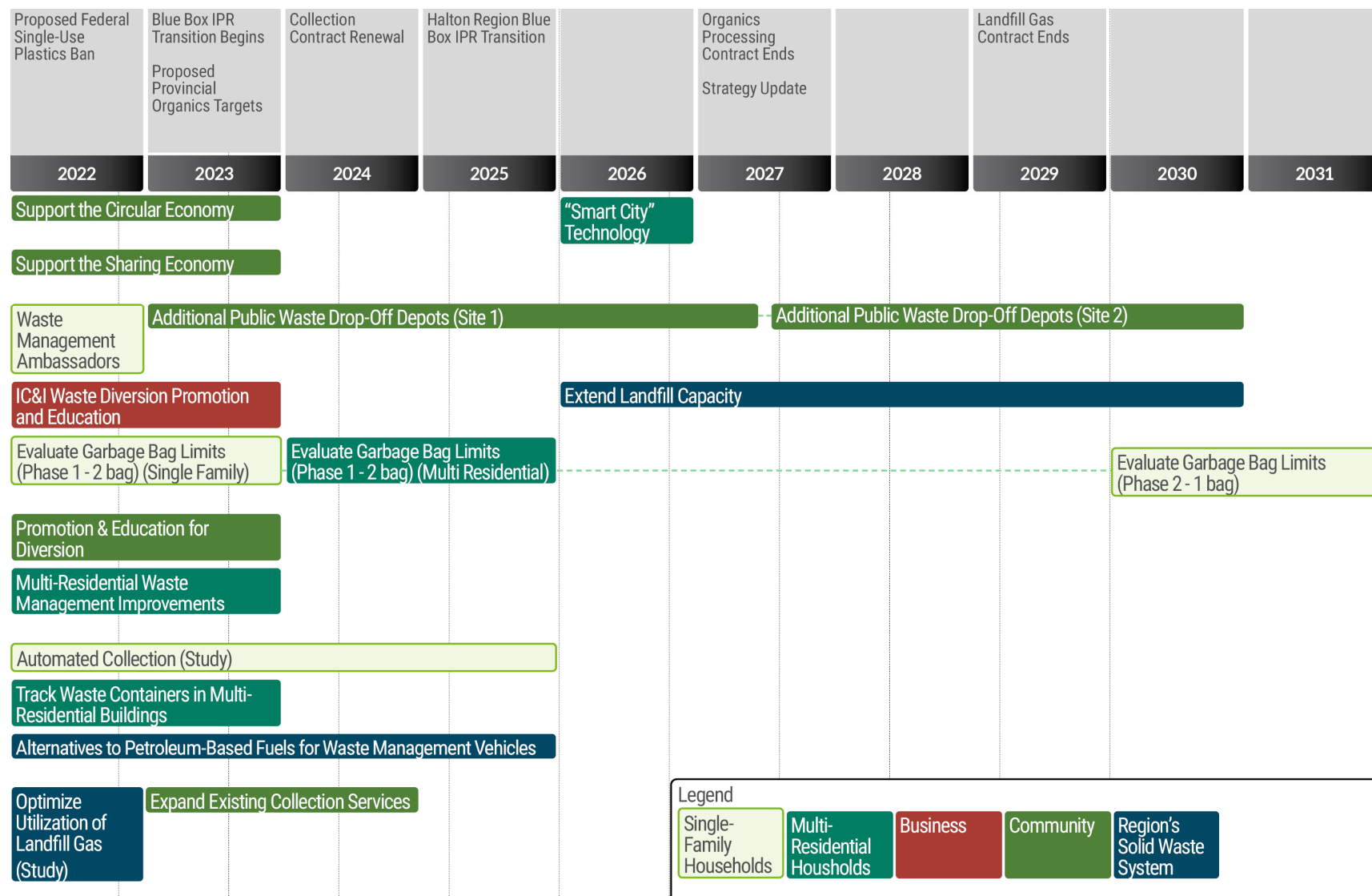
Assuming the diversion potential above is achieved and held until the end of the planning period, it is estimated that this could extend the life of the HWMS landfill by an additional 10 years or until approximately 2054-2056, if the Region is able to implement all of the initiatives and maximize full capture rate of the targeted materials. A realistic target based on partial implementation and moderate capture rates is 2050. The impact of past Strategies and the recommended options in this SWMS on the extension of landfill life is illustrated below. In addition, one of the options looks to study more ways to extend landfill capacity and if successful, could potentially increase the landfill life beyond 2070.





The recommended Strategy sets a direction for the Region to follow over the next 30 years. The **Short Term SWMS**, approved in 2018, included options to be implemented in the first three years of the SWMS (2018-2021). The draft **Medium-Long Term SWMS** recommends 16 options to carry forward. The proposed timelines to plan and implement each medium and long-term option plus the key milestones are provided in the figure below. The options are colour-coded based on who/what is affected (i.e., single-family households, multi-residential households, businesses, the community and the Region's solid waste system).





The Medium-Long Term SWMS includes a financial analysis of the Region's current costs and cost impacts of the recommended options. The cost impact of the options was compared to the 2020 Operating Budget for the Region's Solid Waste Management division. Of the 16 recommended options, 10 had new costs associated with them that have been incorporated into the financial forecast to 2040. The 2020 Operating Budget (\$52.2M) has been used as the baseline for all future years of analysis. The 2022-2040 operating budget forecast includes the incremental one-time and operating costs as well as necessary reserve contributions to fund the associated capital costs for the recommended options. The incremental operating budget impacts represent an average cost increase of approximately \$4.6 million over the forecast period for the recommended options. The incremental increases result in an estimated average annual cost increase of \$20.56 per household.

It is noted that feasibility studies will be undertaken for a number of options, which will review the most innovative and proven technologies and/or approaches at that time and conduct more detailed analysis on the costs, risks and other considerations associated with the option. The transition of the blue box program to an Individual Producer Responsibility (IPR) operated system is expected to have a significant impact on the Region's waste management system. The IPR transition in Ontario is scheduled to begin in 2023, with Halton currently scheduled to transition in 2025. Areas of impact will include recycling collections, transfer, haulage, and processing. In the transition to IPR, there will be significant impacts to the operational requirements of the Region. This will result in changes to costs and revenues of the Region's waste management systems. The Region should continue to analyze the potential cost impact of a transition to IPR and incorporate that into the financial analysis of the various options.

Waste regulations, technology, trends and composition will change over time and given all the changes happening in the industry, it is recommended to conduct a SWMS review every five years. As such, the next update is proposed to be initiated in 2025.



Table of Contents

Table of Contents	i
1.0 Introduction	1
2.0 Response Summary	3
2.1 Proposed Key Initiatives	3
2.2 Draft Solid Waste Management Strategy	8
2.3 Demographic Questions	15
3.0 Conclusion	19

1.0 Introduction

Halton Region (Region) has been developing its next Solid Waste Management Strategy (Strategy) that will enhance the waste management system. The Strategy aims to reduce waste, extend the lifespan of the Region's landfill and lower carbon emissions.

The Strategy identifies medium (4-10 years) and long-term (11+ years) key initiatives that would be implemented to:

- Divert between two per cent and 10 per cent more waste from landfill by 2035;
- Extend the landfill capacity from 2044 to between 2050–2054 (on the lower end of predictions) and 2070 (on the higher end of predictions); and
- Have the potential to reduce greenhouse gas emissions by 13,020 tonnes per year.

Waste management practices at home, at work, and in the community are an important part of the waste management system. Hearing from a wide range of voices through community engagement was an important component of the Strategy. Engagement activities were designed to educate the community about current waste management practices, the key initiatives and the overall proposed Strategy in order to collect feedback. Feedback and input collected was reviewed and will help inform the key initiatives outlined in the final Strategy.

The key activity to collect feedback and input for the Strategy was an online survey that was available from November 8 to December 10, 2021 on the Solid Waste Management Strategy webpage (halton.ca/waste). A comprehensive Communication Plan promoted the survey with the following tactics:

- the Region's website,
- organic and promoted social media content (Facebook, Twitter, LinkedIn and Instagram),
- a media release,
- Regional Councillor Toolkit
- emails to current waste collection subscribers,
- mail-out postcards to rural residents,
- ads in local newspapers, and

- at Zoom-based Public Information Centers held on November 23, 24 and 30, 2021.

The survey sought feedback on the proposed key initiatives that will help reduce community waste, extend the life of the Region's landfill and protect the natural environment in the Region. The survey asked participants to identify their level of support for the Strategy, six key initiatives that will impact the waste management services provided to the public, and to provide additional feedback on the proposed Strategy, including if there was anything else the Region should consider.

Overall, 6,970 people responded to the survey. Feedback will help the Region understand perspectives on the key initiatives, and if there was anything missing that should be considered.

Survey responses are summarized by question number below. Responses to open ended questions were reviewed and categorized into themes. A summary of the key themes, ideas, and feedback received in the survey is outlined below.

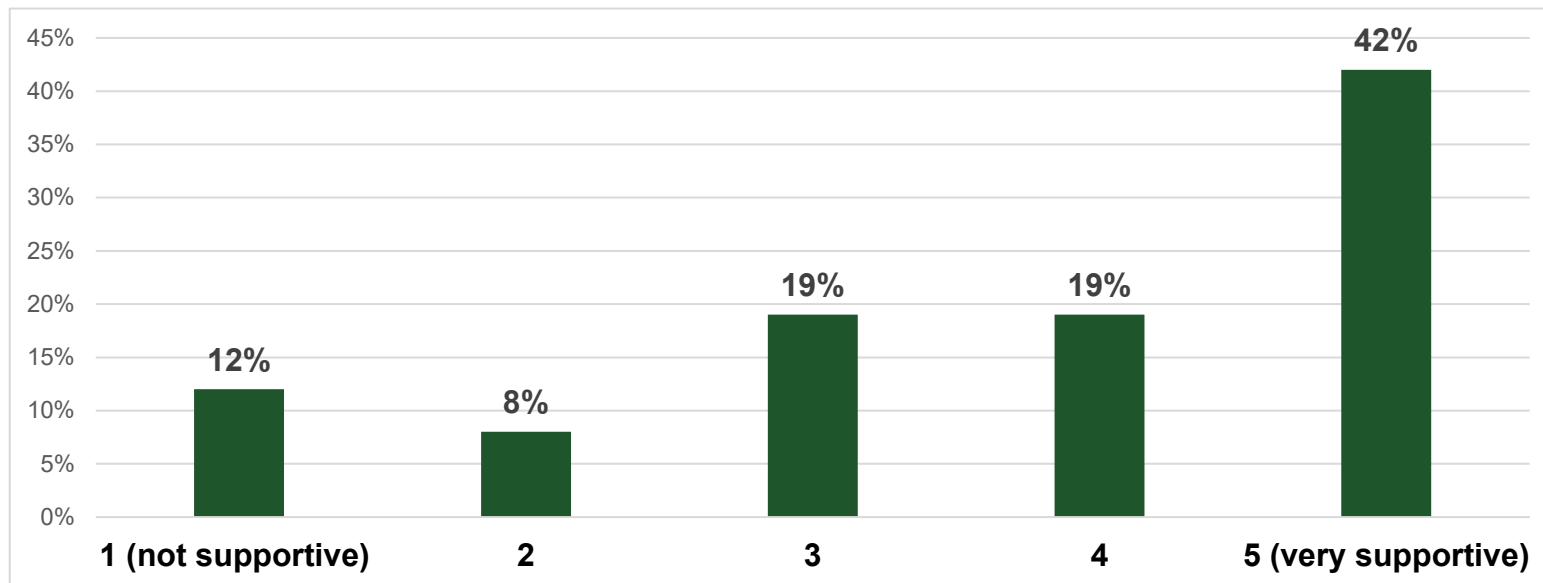
2.0 Response Summary

The following section provides the responses to questions relating to the key initiatives, the proposed Strategy and demographics of the respondents.

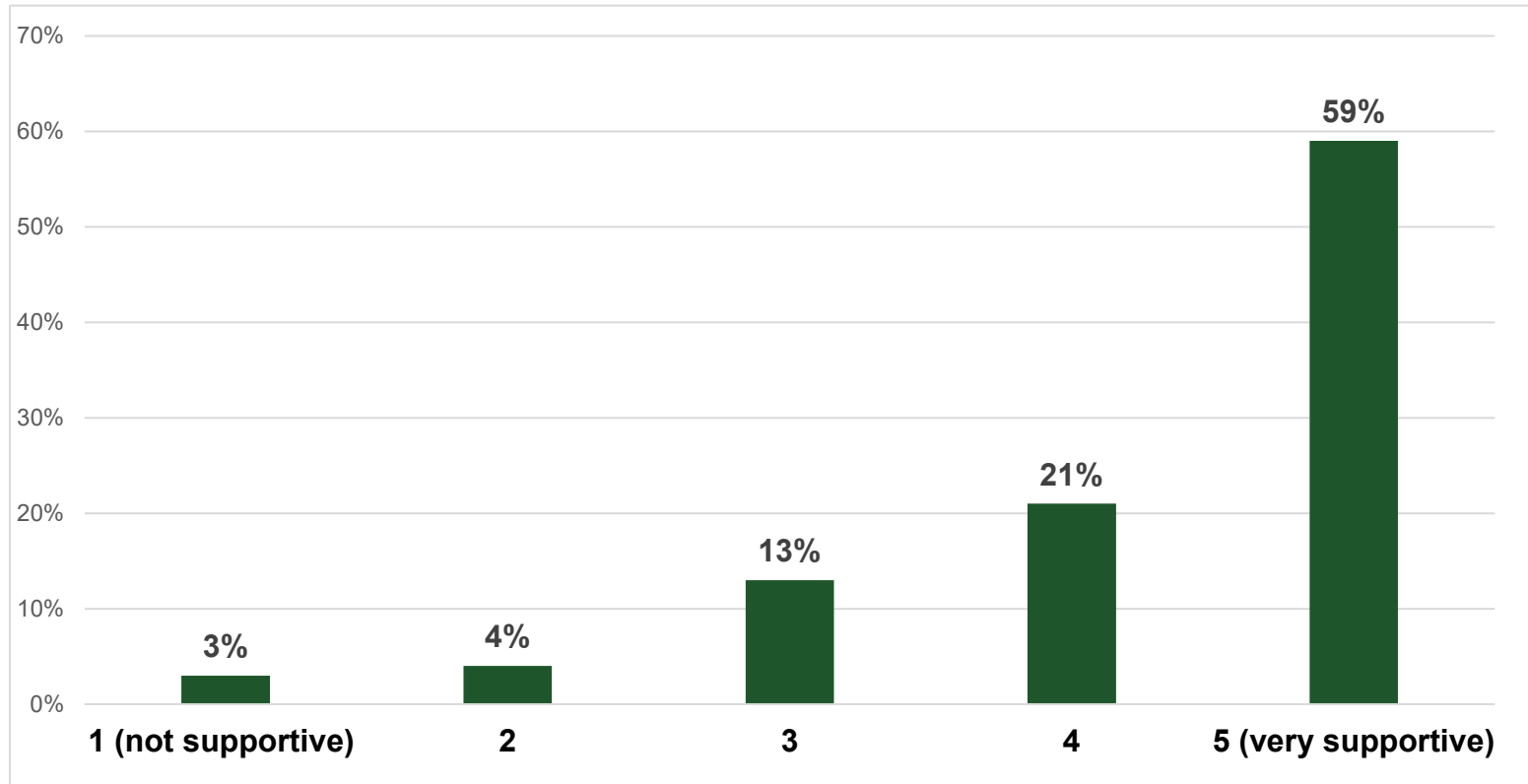
2.1 Proposed Key Initiatives

Questions 1 through 6 sought feedback by asking respondents to indicate their level of support for some of the key initiatives on a scale of 1 (not supportive) to 5 (very supportive). The results are provided in the figures below.

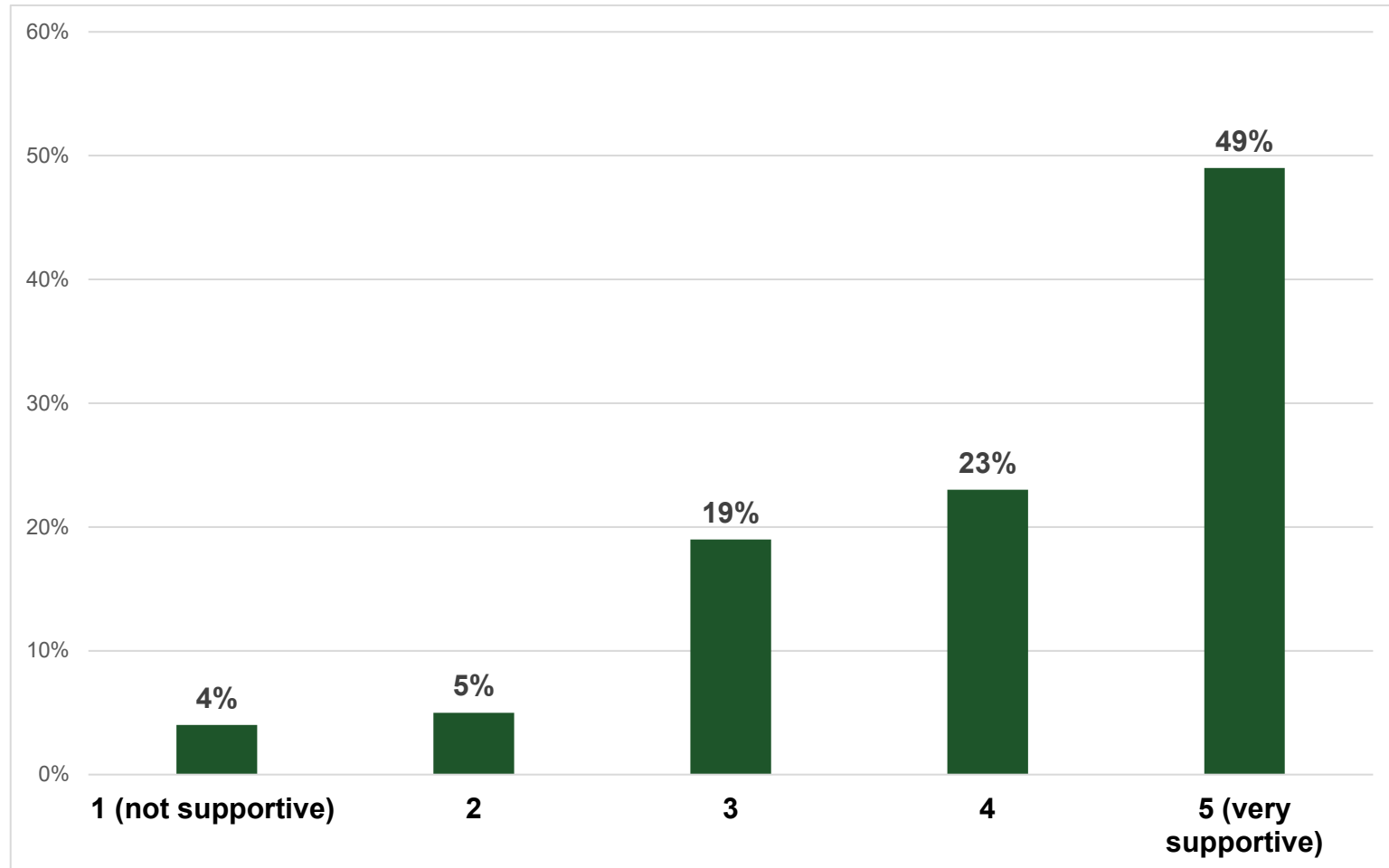
Q1: Additional public waste drop-off depots to reduce resident's travel time to the Halton Waste Management Site. (6,960 responses)



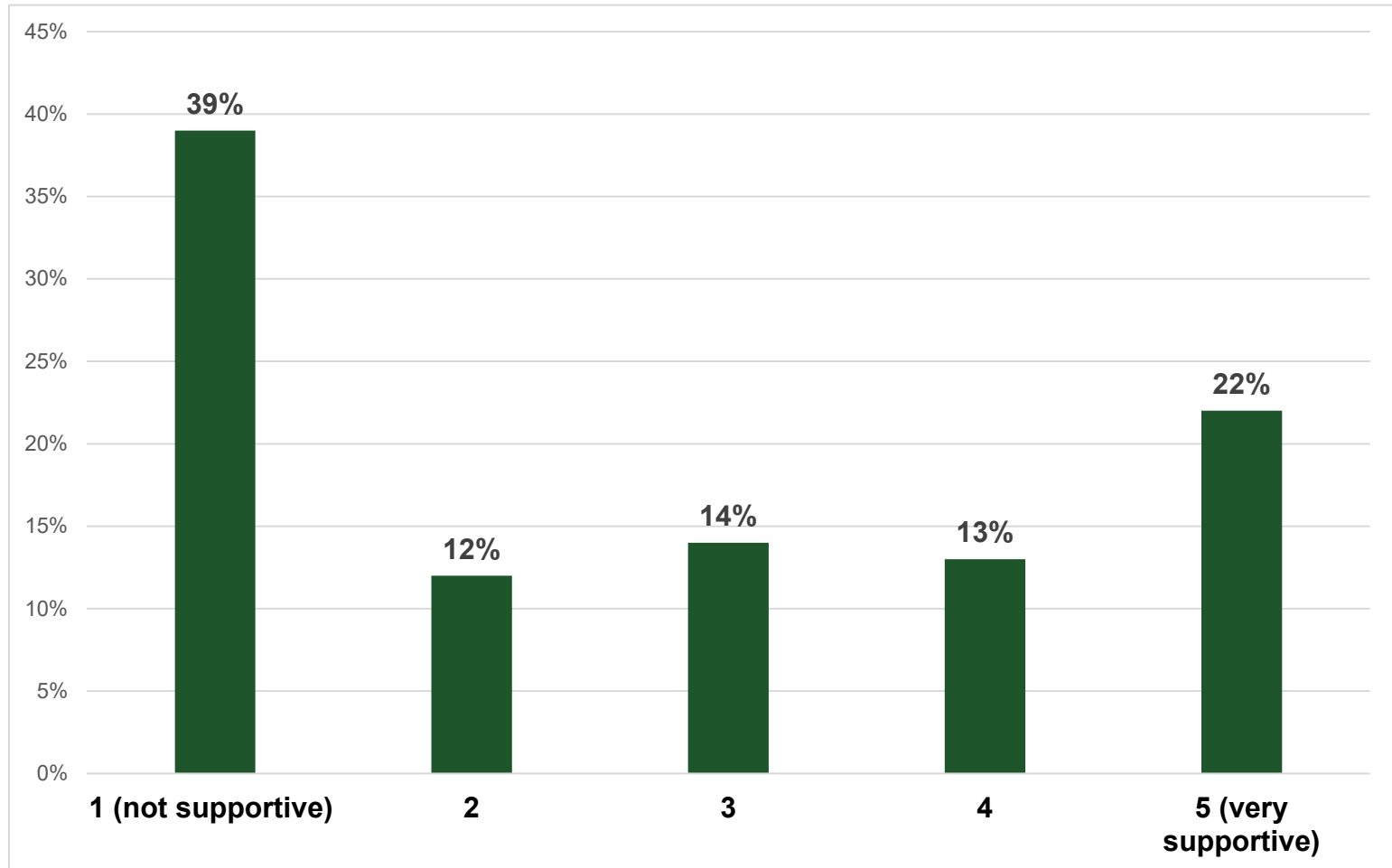
Q2: Expand existing community waste collection services by including more designated materials, such as fabrics (textiles) to divert from landfill. (6,949 responses)



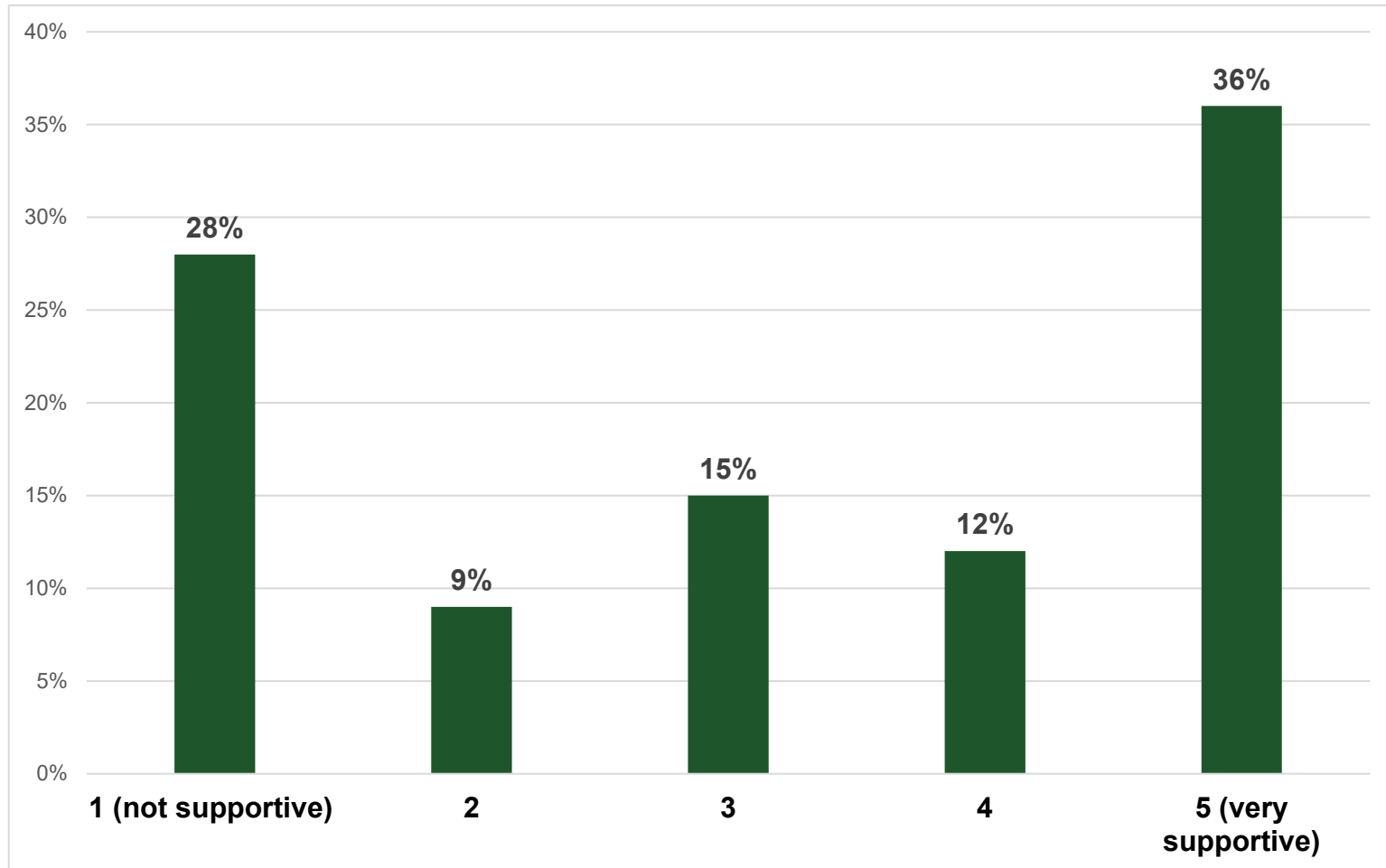
Q3: Support the circular and sharing economy by providing support for local innovators and/or organizations that design for the environment and/or reduce, reuse, and reclaim waste. (6,911 responses)



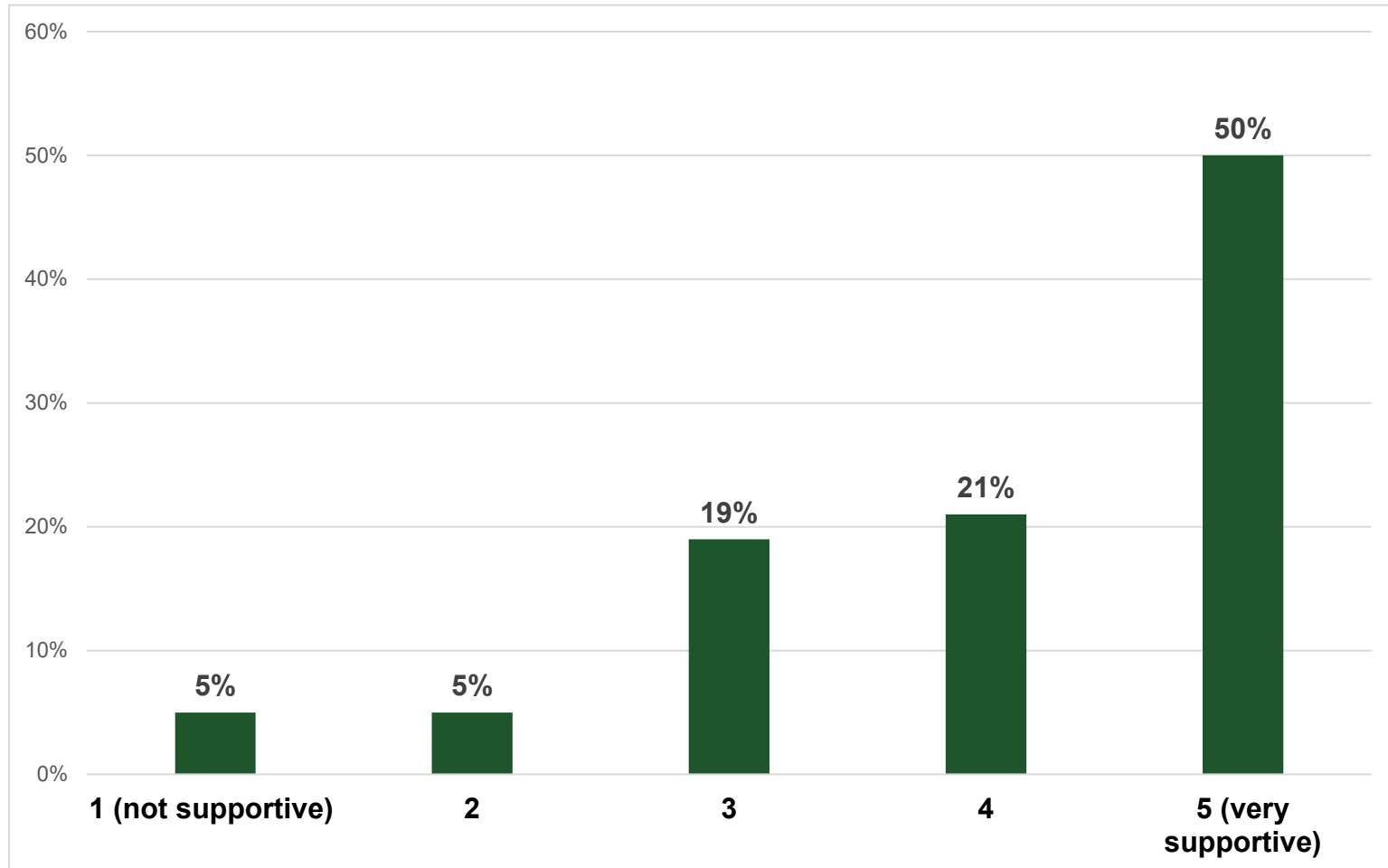
Q4: Decrease garbage bag limits to a 2-bag limit in 2023, and then a 1-bag limit for garbage in 2031. (6,973 responses)



Q5: Provide wheeled-carts for automated curbside collection of garbage, recyclable material and household organic waste. (6,968 responses)



Q6: Improve waste diversion in multi-residential buildings (apartment buildings) through increased and targeted promotion and education as well as limits on amount of garbage to be collected. (6,936 responses)

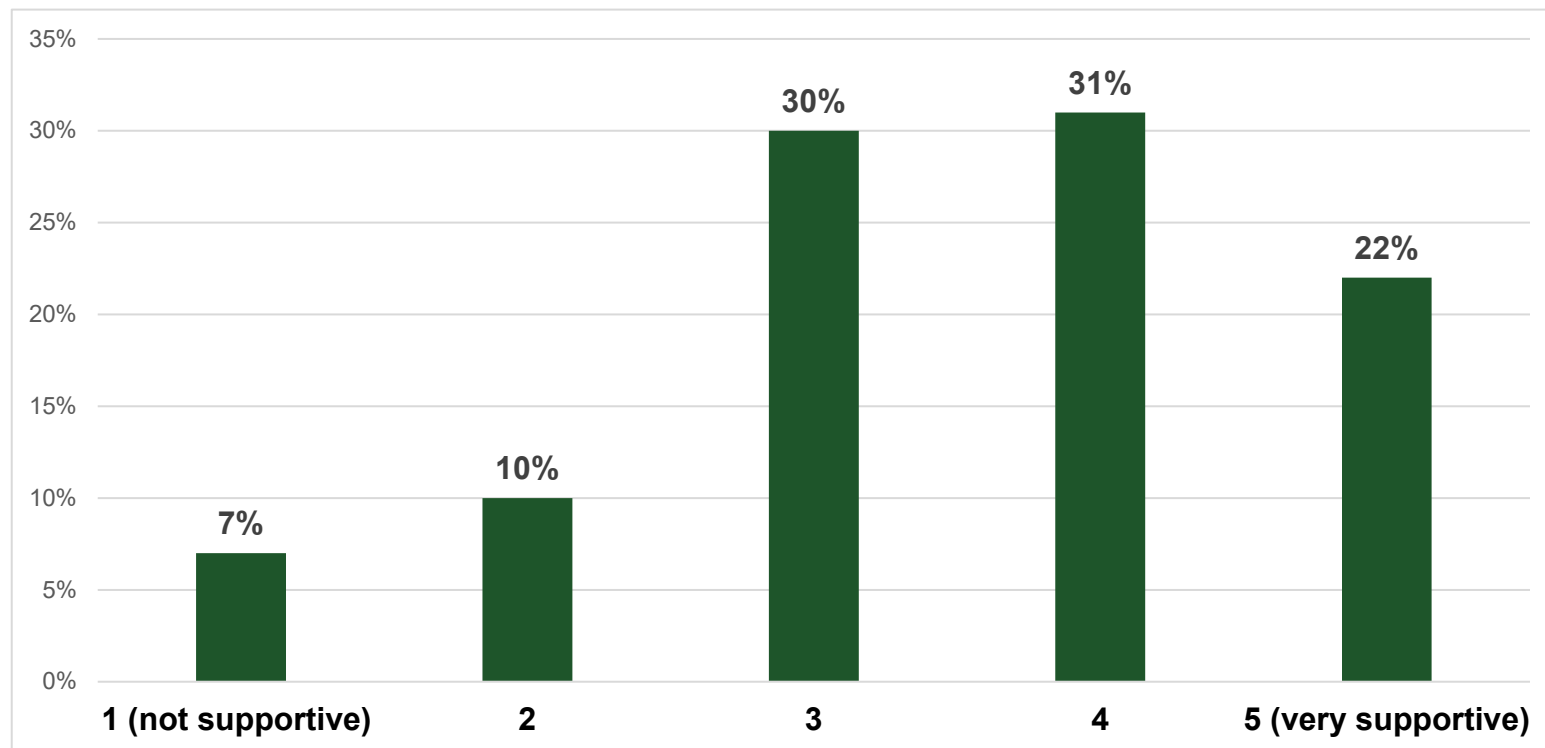


2.2 Draft Solid Waste Management Strategy

Questions 7 through 10 sought feedback on the proposed Medium-Long Term Solid Waste Management Strategy. Question 7 used the same level of support scale (1 – not supportive to 5 – very supportive) and Questions 8 through

10 were open ended questions. The main themes in the comments received for Questions 8 through 10 were themed and a summary of the key themes are provided below.

Q7: After reviewing the proposed Medium-Long Term Solid Waste Management Strategy, please check the number that best represents your level of overall support using a five-point scale from not supportive (1) to very supportive (5). (5156 responses)



Q8: Please highlight what parts of the proposed Medium-Long Term Solid Waste Management Strategy were a factor in determining your level of support? (2,546 responses)

Of the 2,546 responses provided to the open ended question, the most common factor for determining levels of support are outlined below:

Very supportive (score of 5) and supportive (score of 4) make up 53% of the total responses. Residents were supportive of the following key initiatives:

- Provide wheeled-carts for automated curbside collection of garbage, recyclable material and household organic waste. Many residents felt that Halton Region was overdue for wheeled carts. There were comparisons to other municipalities that have a successful wheeled cart program such as the Region of Peel and the City of Toronto. Residents noted that wheeled carts will prevent litter as the lids will protect waste from weather elements. There was concern around the cost of the new wheeled carts and the disposal of the old recycling bins.
- Decrease garbage bag limits to a 2-bag limit in 2023, and then a 1-bag limit for garbage in 2031. Residents who selected supportive of the overall strategy were also in favour of the reduction in garbage bag limits. Some residents felt that they do not need three bags a week and that having a lower bag limit will force them to rethink about the amount of waste they generate at home.
- Expand existing community waste collection services by including more designated materials, such as fabrics (textiles) to divert from landfill. Many residents supported the key initiative to designate more materials into the recycling stream including textiles and Styrofoam. Resident comments indicated that more recycling options will help reduce the amount of waste in the garbage stream which would help them comply to a bag reduction limit.

Neutral support (score of 3) made up 30% of the total responses. Residents who gave an overall score of 3 were supportive of most of the initiatives, with the exception of wheeled carts and garbage bag reductions. Residents expressed concerns with the following:

- Residents who were not supportive of the wheeled carts indicated that they do not have space to store them, they can be an eyesore for the community and that there could be accessibility issues.
- Residents who were not supportive of the bag reduction limit mentioned that large families cannot generate less than three bags of garbage per week. There were concerns from residents who had young children as they need more room to dispose of diapers and those with pets as they need disposal for pet waste as it is not accepted in the green bin.

Very unsupportive (1) and unsupportive (2) make up 17% of the total responses.

- Residents who indicated they were unsupportive of the key initiatives identified the similar concerns as the residents who indicated neutral support as outlined above. These concerns focused on the accessibility and size of the carts, potential loss of jobs from automated trucks and concerns with family size and the limits to garbage bag limits.

Q9: Are there other strategies or waste diversion initiatives that you want the Region to review in order to reduce waste and extend the lifespan of the landfill site? (2,127 responses)

Of the 2,127 responses provided to the open-ended question, the most common strategies or waste diversion initiatives suggested to extend the lifespan on the landfill site include:

- Increase promotion and education:
 - To make it easier for residents to properly sort material at home and divert waste from the landfill.
 - To encourage residents to use the green cart.
 - Aimed at youth and children to promote more sustainable practices at a younger age.
 - with the use of social media, apps, and websites to make information more accessible
 - On how to sort packaging materials.
 - With language translation services or graphic friendly outreach tactics to help newcomers understand recycling rules.
- Recycle more materials:
 - Include more materials, particularly Styrofoam, in the recycling program to make sure more material is diverted from the landfill.
- Collect more items:
 - Include special pick up days on a regular basis to collect hard to dispose of materials such as electronics, hazardous waste, and large items.
- Incentivize change:
 - Use incentives or reward programs to encourage residents and businesses to properly sort their waste, reuse items, reduce, and divert waste from the landfill.
- Reduce single-use items:

- Work with businesses to reduce waste from the source, specifically encourage businesses to reduce packaging.
 - Encourage the use of reusable items over single-use items for commonly used things such as takeout containers, coffee cups, and shopping bags.
- Target businesses
 - The Region should target businesses rather than the individual to reduce the amount of waste they produce, improve how they dispose of their materials to ensure they are diverting materials from the landfill, and ensure that businesses are using more sustainable practices overall.
- Public space receptacles
 - Include more public receptacles in places like retail centres, malls, main streets, parks, and ensure that garbage, recycling, and compost are available in these places.
- Innovation:
 - Explore innovative solutions to waste management including using waste for energy, exploring new technologies, and researching what other countries are doing for inspiration.

Q10: Do you have any comments about the proposed initiatives included in the draft Solid Waste Management Strategy? (1,558 responses)

Of the 1,558 responses provided to the open-ended question, the most common comments about the proposed initiatives include:

- Support for the implementation of wheeled carts
 - Paired with the automated collection system, participants noted it would help garbage bag reduction, is easier to manage and would encourage recycling and bi-weekly pick-ups.
 - Having secure lids with a sturdy design would ensure waste material does not fall out onto the streets and is not accessible to pests.
 - An assortment of sizes and design choices to choose from would help different size households and those of differing abilities.
- Concerns related to wheeled carts
 - Some participants expressed concerns over how cumbersome the wheeled carts may be; their size making it challenging to maneuver for those with accessibility needs.
 - Some participants also expressed concerns over space available in townhomes and homes with smaller driveways and often finding them visually not pleasing.
 - Some participants indicated concerns with the potential for the lids not being secure, and allowing waste material to pollute the neighborhood and allow pests to gain access.
- Support for garbage bag reduction
 - Education, support and incentives would help encourage residents to recycle more and aim to reduce personal waste.
 - Providing opportunities for diversion (electronics, textiles, animal waste, and hazardous waste), more recycling options and materials would garner greater support in reducing bags.
- Concerns with garbage bag reduction
 - Participants with larger families noted concerns with reducing the number of bags they are currently disposing of. In particular, concerns with diapers, hygienic products and pet waste were noted.

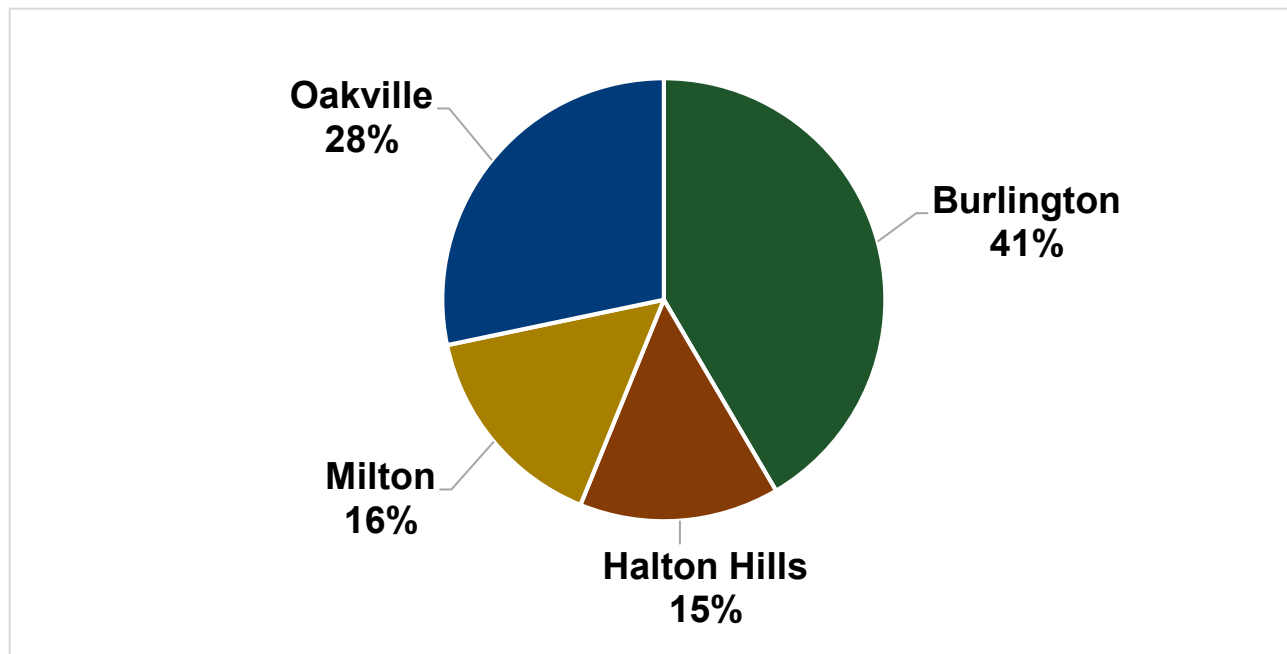
- Some participants noted there may be residents unable to reduce the number of garbage bags, paired with a bi-weekly pick up schedule, and may choose to illegally dump on rural streets or in public receptacles. Increased public drop-off sites would be helpful to curb this behavior.
- Producers and businesses should be held accountable to ensure packaging is minimized and that single-use plastics and Styrofoam are limited if not recyclable.
- Overall Support for the Strategy Initiatives
 - Increasing enforcement, innovation and awareness along with looking to others towards better practices to help move the initiatives along.
 - Allowing products to be reusable again through circular economy and right to repair initiatives.
 - Ensuring multi-residential buildings are held accountable and improving their sorting practices.
 - In general, providing residents an ease of use, different recycling options, greater collection opportunities and accepting more materials.
 - To extend the lifespan of the landfill by diverting waste, converting waste to energy through incineration or capturing landfill gas from the waste.
 - Trying to reduce greenhouse gas emissions by using alternative energy in trucks.

2.3 Demographic Questions

The last four questions (Questions 11 through 14) asked for information about the respondents demographics. Generally, the demographics of the survey respondents is representative of Halton Region residents' demographic profile, with the exception of Burlington being slightly overrepresented and Milton slightly underrepresented. Since the level and type of waste management services differ for the various demographic areas in the Region, for example single-family, multi-residential buildings and rural areas, it was important to ensure survey responses were received from residents that live in each of these sectors.

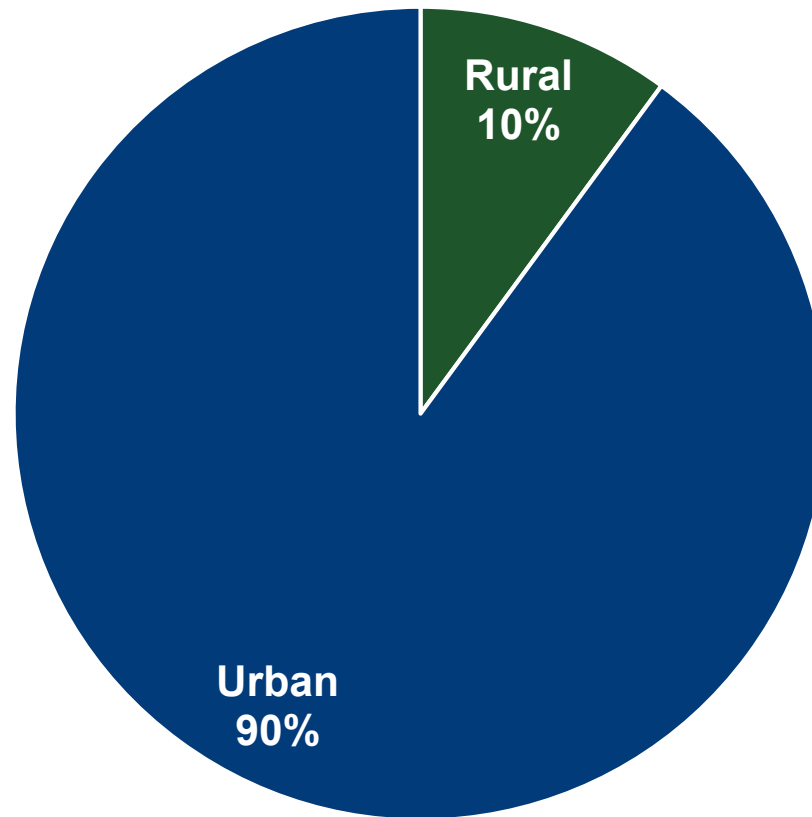
Q11: In which municipality to you live?

Participants in the survey came from all four local municipalities with the highest representation from Burlington residents (2,159 respondents), followed by Oakville (1,470 respondents), Milton (809 respondents total), and Halton Hills (759 respondents total).



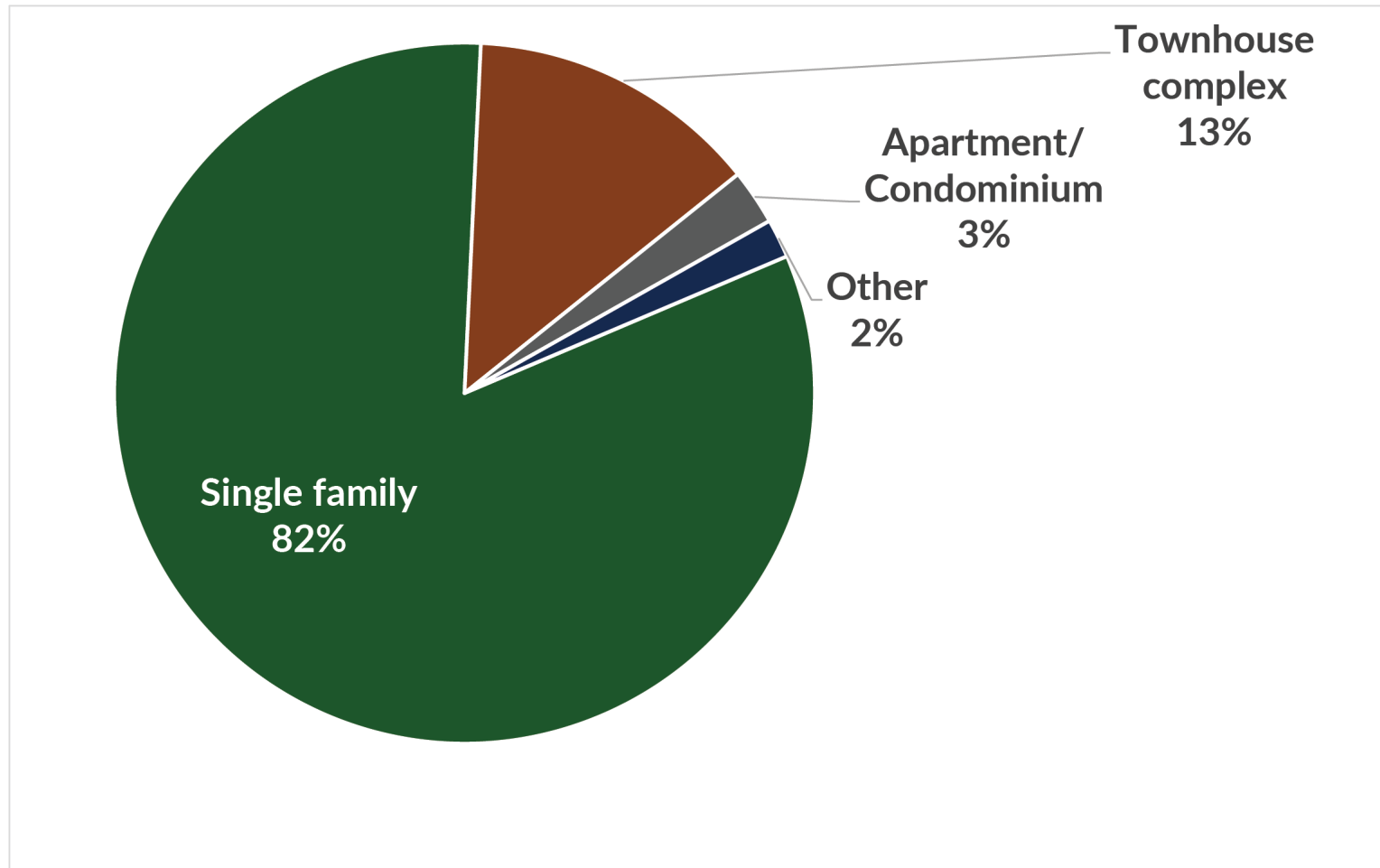
Q12: Do you live in a rural or urban area?

Overall, the majority of participants (4,662) live in an urban area (523 live in a rural area). It was important to hear from rural residents as there are differences in waste collection service levels that are delivered to the rural households in the Region. This response rate of 10% indicates that the survey successfully engaged this demographic.



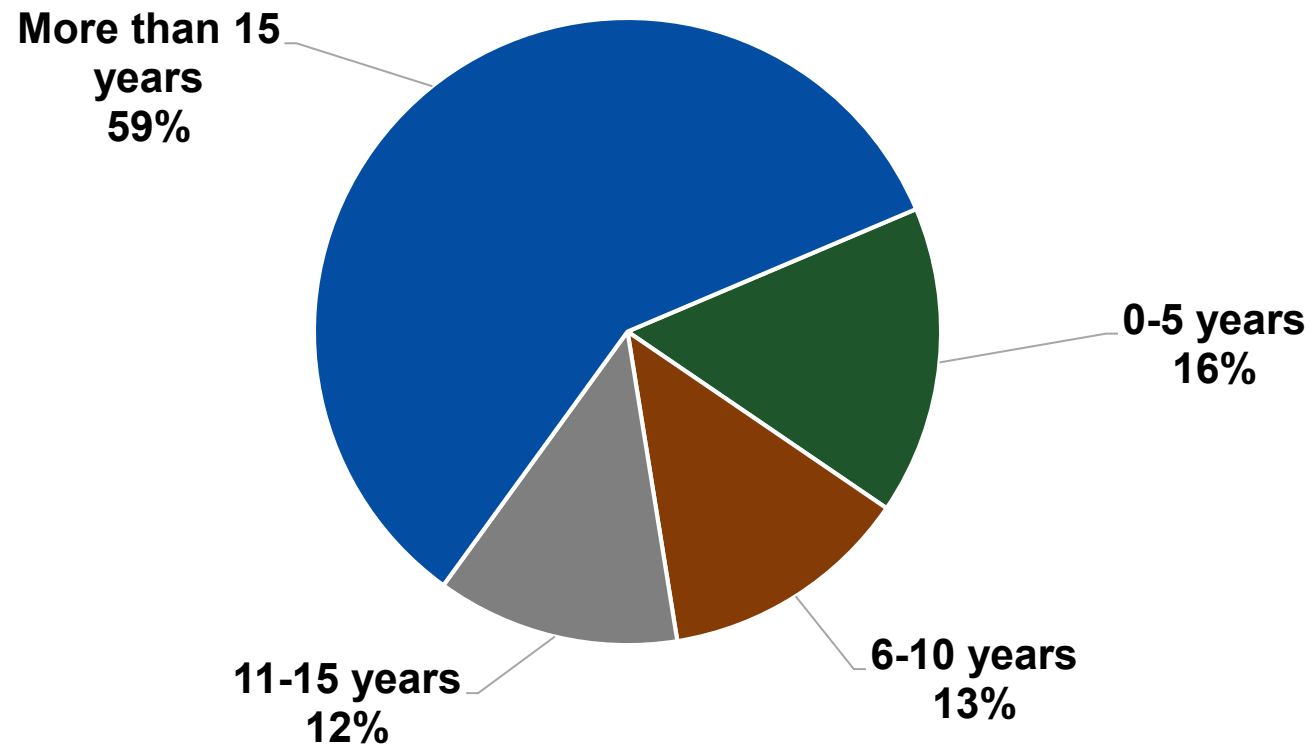
Q13: What type of household do you live in?

Overall, the majority of participants (4,226) live in single-family homes, followed by townhouse complex (702) and apartment / condominium (133).



Q14: How long have you lived in the Halton Region?

The majority of participants (3,050) have lived in Halton Region for more than 15 years. The distribution of how long respondents have lived in the Region indicates that we heard from both residents that have a good knowledge and familiarity with the history of waste management services provided in Halton Region as well as hearing from newcomers to the Region. This is also important as Halton Region is a fast growing community in Ontario.



3.0 Conclusion

Almost 7,000 residents within Halton participated in the online survey and have provided the Region with feedback that will help inform the key initiatives outlined in the final Strategy. Overall, respondents were supportive of the proposed key initiatives with additional public waste drop-off depots, expanding existing community waste collection services, the sharing economy and improvements to waste diversion in multi-residential buildings being the most supported initiatives. There was mixed levels of support for the proposed decreased bag limits and implementation of wheeled carts. Some participants noted that the automated collection system would help garbage bag reduction and be easier to manage, while some participants expressed concerns over the size and accessibility of the carts. Some participants also noted that a garbage bag limit would help encourage residents to recycle more and reduce personal waste while others expressed concerns with their ability to reduce waste because of their family size, and concerns with disposing of certain materials such as diapers and pet waste.