

Ministry of Infrastructure

Ministère de l'Infrastructure

Ministry of  
Transportation

Ministère des  
Transports

Ministry of  
Municipal Affairs  
and Housing

Ministère des  
Affaires municipales  
et du Logement

Office of the Minister

Bureau du ministre

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**RECEIVED**



REGISTRY No. 4365

DATE NOV 19 2012

FILE No. 0.01.21

**MAYORS OFFICE**



NOV 13 2012

M2012-4944

Her Worship Hazel McCallion  
Mayor  
City of Mississauga  
300 City Centre Drive  
Mississauga ON L5B 3C1

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Appropriate Action
<input type="checkbox"/> Planning & Building	<input checked="" type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

Dear Mayor *Hazel* McCallion:

Thank you for your letter regarding the City of Mississauga's and the City of Brampton's application under the P3 Canada Fund for federal funding for the Hurontario-Main rapid transit project.

The province remains committed to renewing and expanding public transit infrastructure in communities throughout Ontario, including Mississauga and Brampton. To that end, the province is supporting the implementation of the Mississauga Transitway BRT project and the Züm BRT project in Brampton. The cities are also receiving funding under the provincial gas tax program for transit.

As you are aware, the province created Metrolinx to plan and implement a regional transit system in the Greater Toronto and Hamilton Area. Metrolinx's Regional Transportation Plan identified the Hurontario-Main Street rapid transit corridor in Peel Region as one of its Top 15 priorities. The province provided \$26.5 million in Quick Wins funding in the 2008 Budget to support the development of the Hurontario and Dundas higher order transit corridors in the region.

I am pleased that the cities of Mississauga and Brampton have been working together with Metrolinx to advance the environmental assessment, planning and design for the Hurontario-Main rapid transit project.

I also note with interest Mississauga's and Brampton's application for federal funding under the P3 Canada Fund for this project. In the province's long-term infrastructure plan, *Building Together*, and elsewhere, we continue to make the case that the federal government must continue to support provincial and municipal infrastructure in Ontario, particularly in areas such as transit, where the investment yields widespread benefits for people, the environment and the economy.

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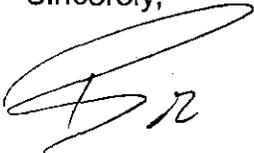
-2-

Ontario is asking the federal government to develop a national plan for public transit and increase overall infrastructure funding to boost productivity and create jobs. These recommendations are part of Ontario's submission to the federal government's long-term infrastructure plan. I have enclosed a copy of *Building Canada Together* for your information.

Any provincial funding will be carefully considered as part of the government's budget process and within the context of Ontario's fiscal and broader public infrastructure priorities.

Thank you again for taking the time to write.

Sincerely,



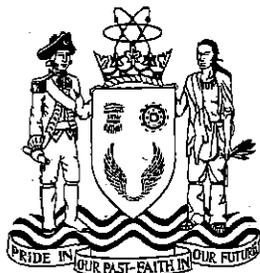
Bob Chiarelli  
Minister

A copy of the referenced report is available in the Clerk's File for review.

Enclosure

c: Janice Baker, City Manager, City of Mississauga  
Her Worship Susan Fennell, Mayor, City of Brampton  
Bruce McCuaig, President and CEO, Metrolinx  
The Honourable Dalton McGuinty, Premier of Ontario  
Martin Powell, Commissioner, Transportation and Works, City of Mississauga  
J. Robert S. Prichard, Chair, Metrolinx

I-1(b)



OFFICE OF THE MAYOR

August 7, 2012

The Honourable Bob Chiarelli  
Minister of Transportation  
77 Wellesley Street West  
Ferguson Block, 3rd Floor  
Toronto, Ontario  
M7A 1Z8

Dear Mr. Minister:

I am writing to inform you that the City of Mississauga and the City of Brampton recently co-submitted an application for Round Four of the P3 Canada Fund for the Hurontario-Main LRT (HMLRT) Project. Furthermore, the City of Mississauga would like to affirm its commitment to the project and emphasize the positive impacts a light-rail transit system would have for our city.

The Hurontario-Main LRT project has been identified in our Master Plan as necessary to facilitate projected growth along the corridor. It has substantial opportunities to stimulate downtown intensification, and encourage mixed-use and transit-oriented development. Moreover, the project aligns with our City's Official plan, Strategic Plan and Transportation Master Plan.

Metrolinx has conducted and approved a rapid transit benefit case analysis and has identified the HMLRT as a top 15 project in *The Big Move* regional transportation plan for the Greater Toronto and Hamilton Area. Mississauga supports this plan and is committed to delivering higher-order transit for its citizens.

Mississauga City Council has been working with Brampton City Council to address the transportation needs along this key corridor. However, the success of the HMLRT project will require commitment, funding and co-ordination from all three levels of government.

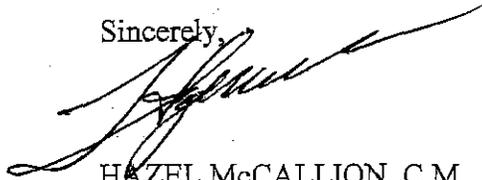


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The City of Mississauga recognizes the Ontario Government's efforts to renew and expand rapid transit infrastructure to stimulate the economy, protect the environment, shorten commute times and provide sustainable transportation for our citizens. We look forward to working with you as this important project advances.

Sincerely,



HAZEL McCALLION, C.M., LL.D.  
MAYOR

cc: The Honourable Dalton McGuinty, Premier of Ontario  
Members of Council  
Mayor Susan Fennell, City of Brampton  
J. Robert S. Prichard, Chair, Metrolinx  
Bruce McCuaig, President and Chief Executive Officer, Metrolinx  
Janice Baker, City Manager  
Martin Powell, Commissioner, Transportation and Works

I-1(d)



RESOLUTION 0234-2012  
adopted by the Council of  
The Corporation of the City of Mississauga  
at its meeting on October 10, 2012

---

0234-2012 Moved by: Chris Fonseca Seconded by: Bonnie Crombie

WHEREAS the federal government has been carrying out a 12-month process of research and consultations to develop a federal long term infrastructure plan;

AND WHEREAS the province of Ontario has been actively engaged in that process and is committed to ensuring infrastructure investments are delivered to support economic growth and strong communities;

AND WHEREAS the province of Ontario has been investing significantly more in Ontario's public infrastructure renewal to support economic growth, enhance business competitiveness and local quality of life;

AND WHEREAS in a 2009 survey of executives from 21 countries, 90 percent said that the quality and availability of infrastructure directly influences their choice in locating and expanding business operations;

AND WHEREAS the province of Ontario has released a Building Canada Together: Ontario's Recommendations for the Federal Long-Term Infrastructure Plan;

NOW THEREFORE BE IT RESOLVED THAT the City of Mississauga support the province of Ontario's five key recommendations:

1. Invest in Key Economic Infrastructure: Core economic infrastructure produces larger economic benefits than other types of infrastructure at a ratio of 2:1.

I-1(e)

2. Increase Federal Investment: For 2011-12, Ontario's planned infrastructure investment was more than \$12.4 billion, while the federal government's infrastructure investment to all provinces, territories and municipalities combined was \$4.8 billion. As a percentage of Gross Domestic Product, Ontario's investment was 1.9 per cent versus the federal government's 0.3 per cent.
3. Asset Management Planning: All orders of government need to understand the extent, age and condition of infrastructure in order to prioritize projects more effectively.
4. Private Sector Innovation: Infrastructure Ontario has been involved with 79 projects using the Alternative Financing and Procurement (AFP) model since 2005, which includes significant private-sector engagement while protecting public ownership. The value for money savings of the projects that Infrastructure Ontario has brought to market is about \$3 billion. The next federal plan should promote wider use of AFPs when appropriate across federal infrastructure programs.
5. Streamline Administration: The federal government should work with provinces and territories to establish program parameters and allow provinces more flexibility in using federal funding for priority projects. Cooperative partnerships across the three orders of government should be emphasized.

AND FURTHER that the resolution be forwarded to the Honourable Denis Lebel, federal Minister of Transport, Infrastructure and Communities, local Members of Parliament and local Members of Provincial Parliament.

I-2

**From:** Hon. Bob Chiarelli [mailto:info.moi@ontario.ca]  
**Sent:** 11/15/2012 1:42 PM  
**To:** Hazel McCallion  
**Subject:** A message from the Honourable Bob Chiarelli



**Ministry of Infrastructure**

**Ministère de l'Infrastructure**

**Ministry of Transportation**

**Ministère des Transports**

**Ministry of Municipal Affairs and Housing**

**Ministère des Affaires municipales et du Logement**

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<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Appropriate Action
<input type="checkbox"/> Planning & Building	<input checked="" type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

November 15, 2012

Dear Mayor McCallion:

I am very pleased to be able to write to you today and provide an update on Ontario's Municipal Infrastructure Strategy. My announcement of the strategy on August 16, 2012, and speech at the Association of Municipalities of Ontario (AMO) annual conference in August emphasized the importance of good asset management planning. As indicated in the strategy, the policy going forward is that municipalities requesting provincial infrastructure funding will need to show how projects fit within a comprehensive asset management plan.

Asset management planning helps us make smart decisions about building, operating, maintaining, renewing and replacing infrastructure over the long term. Working collaboratively to focus on the most pressing needs and to show that we have done our homework with respect to addressing those needs will put us in good stead as we negotiate future funding programs with the federal government.

To support municipalities, we have made available a guide and an online web portal. *Building Together: Guide for Municipal Asset Management Plans* sets out the information and analysis that asset management plans should include, at a minimum. The online asset management toolkit is available to help municipalities develop or refine their plans ([ontario.ca/municipalinfrastucture](http://ontario.ca/municipalinfrastucture)).

In addition, Ontario is providing \$60 million over the next three years to

I-2(a)

municipalities through our new funding program, the Municipal Infrastructure Investment Initiative (MIII). Up to \$9 million is being made available this year to help municipalities prepare their plans, while the remaining funds will help address critical projects identified in those finalized plans.

The uptake for asset management funding has been exceptional – nearly 100 per cent of eligible communities submitted expressions of interest for funding by the October 22nd deadline. Interest in this program tells me that we are on the right track with our focus on asset management planning. Municipalities that met eligibility will be receiving notification and their funding very soon.

I am also pleased to inform you that we have launched the next phase of this work – the MIII Capital Program. This \$51-million program is now available to all Ontario municipalities and is intended to help address critical road, bridge, water and wastewater projects identified through asset management plans. I certainly appreciate that this infrastructure funding program is relatively modest when compared to the need for investment. As I communicated in August, we are working hard to find ways to extend the duration of this program and to expand the envelope.

While additional program details can be found in the Capital Program Manual posted online at [ontario.ca/municipalinfrastructure](http://ontario.ca/municipalinfrastructure), I would like to draw your attention to the key features of this program, many of which will be new to municipalities.

- The first step will be a pre-screen. This will help identify projects that have the greatest potential for alignment with the objectives of the MIII Capital Program and to minimize time spent preparing applications. Expressions of Interest are due by January 9, 2013.
- Asset management plans are the tool by which applicants can demonstrate that proposed projects are top priorities and that the full range of local infrastructure financing tools has been explored.
- The share of provincial funding that may be requested is flexible up to a maximum of 90 per cent of total project costs or \$2 million, whichever is lower. Applicants will need to put forward a rationale for the amount of funding requested and demonstrate that they are doing what they can financially to move forward with the project.

We have been hearing concern that municipalities will not have enough time to complete asset management plans before applications are due for the capital funding. We certainly appreciate that it will take time to prepare asset management plans that are consistent with the content outlined in the Guide for Municipal Asset Management Plans. In cases where a municipality or Local Services Board with only a partial asset management plan has an urgent road, bridge, water or wastewater

I-2(b)

project that it cannot address on its own, it may put the project forward for funding consideration under the MIII Capital Program. As part of this, we will be looking for strong commitments from applicants to completion of asset management plans by the end of 2013.

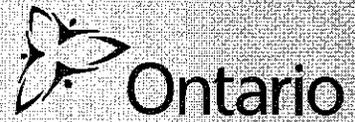
Our government has made unprecedented investments in infrastructure across the province. We will continue to partner with all municipalities to invest in local infrastructure to support economic growth and enhance quality of life.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Chiarelli". The signature is fluid and cursive, with a large initial "B" and "C".

Bob Chiarelli  
Minister

I-2(c)



# BUILDING TOGETHER

Guide for Municipal Asset Management Plans

*Ministry of Infrastructure*

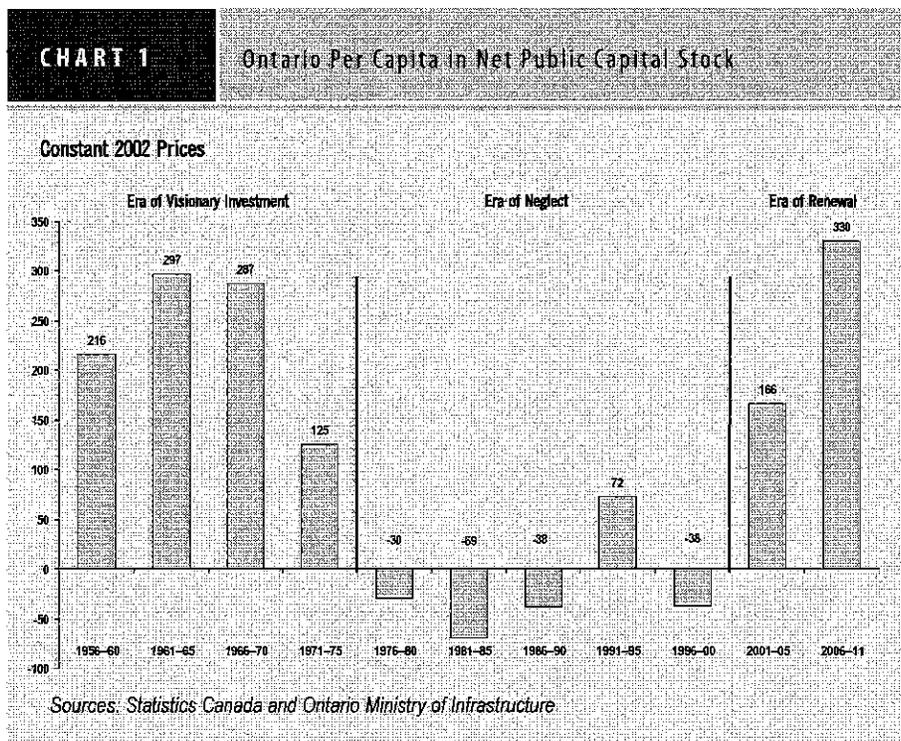


# Letter from the Minister of Infrastructure and Minister of Transportation

Infrastructure investments are vital to strengthening the economy, creating jobs and building strong communities in which residents enjoy a high quality of life.



That's why the Ontario government has invested more than \$75 billion in infrastructure since 2003 to support our hospitals, schools, transit and roads — creating or preserving close to 100,000 jobs, on average, each year.



Last June, we released our 10-year infrastructure plan, *Building Together*. This plan is the first of its kind and reinforces our strong commitment to continued investment in infrastructure.

Despite significant fiscal challenges, we are standing by that commitment. In the *2012 Ontario Budget*, we committed to invest more than \$35 billion in infrastructure over the next three years. We are also standing by our commitments to municipalities, including honouring our commitment to implement the uploads agreed upon through the Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR) according to the schedule agreed upon through the PMFSDR, and providing over \$1.8 billion to municipalities through the combined benefit of both the Ontario Municipal Partnership Fund (OMPF) grants and provincial uploads in 2012.

Recognizing that we have more work to do with municipalities and the federal government to address municipal infrastructure challenges, the government committed through *Building Together* to develop a municipal infrastructure strategy.

Asset management will be the foundation of the strategy. Asset management planning will allow needs to be prioritized over wants. It will help ensure that investments are made at the right time to minimize future repair and rehabilitation costs and maintain municipal assets.

We are moving toward standardization and consistency in municipal asset management. The first step is requiring any municipality seeking provincial capital funding to prepare a detailed asset management plan and show how its proposed project fits within it. As part of this process, municipalities will need to demonstrate how they themselves are assisting financially with the proposed project, including engaging with Infrastructure Ontario.

We have heard loud and clear that some municipalities, particularly small ones, struggle with the task of preparing detailed asset management plans due to a lack of in-house technical capacity or limited financial resources.

The government will therefore be making funding available on an entitlement basis to approximately 350 communities to assist with the preparation of asset management plans. We are taking an entitlement approach so municipalities can focus on improving their asset management plans rather than on competing for funding.

This guide is part of a toolkit to help municipalities prepare asset management plans and consider all the resources that are available to help address infrastructure needs. This web-based toolkit will also help us learn from each other by providing a forum to share best practices and success stories.

The goals of the municipal infrastructure strategy include: making good asset management planning universal; moving toward optimal use of a full range of infrastructure financing tools; and addressing the structural challenges facing small communities.

The federal government should be a key partner in this effort. We are actively participating in the federal government's year-long engagement process to inform its long-term infrastructure plan. We have been emphasizing our commitment to asset management and smart investment.

We will continue to work with our municipal and federal partners to address municipal infrastructure challenges and ensure Ontario's future prosperity.



Bob Chiarelli  
Minister of Infrastructure,  
Minister of Transportation

I-2(g)

# TABLE OF CONTENTS

<b>PART ONE: CONTEXT</b> .....	1
1. Introduction .....	1
2. Municipal infrastructure strategy .....	3
<b>PART TWO: ASSET MANAGEMENT PLANNING</b> .....	9
1. Asset management in Ontario .....	9
2. Innovation .....	19
3. Integration with financial planning .....	24
4. Enhancing the asset management planning process .....	27
<b>PART THREE: THE ELEMENTS OF A DETAILED ASSET MANAGEMENT PLAN</b> .....	29
1. Executive summary .....	30
2. Introduction .....	31
3. State of local infrastructure .....	32
4. Desired levels of service .....	34
5. Asset management strategy .....	35
6. Financing strategy .....	39
<b>PART FOUR: CONCLUSION</b> .....	41

**PART**  
**1****CONTEXT****1 INTRODUCTION**

Public infrastructure is central to our prosperity and our quality of life. That is why the province released *Building Together*, a long-term infrastructure plan for Ontario, in June 2011. *Building Together* responds to the far-reaching trends that will affect Ontario's infrastructure needs, including a more global and service-oriented economy; a larger, older and more urbanized population; and the effects of a changing climate. The plan sets out a strategic framework that will guide future investments in ways that support economic growth, are fiscally responsible, and respond to changing needs. A key element of this framework is ensuring good stewardship through proper asset management.

Municipalities deliver many of the services that are critical to Ontarians, and these services rely on well-planned, well-built and well-maintained infrastructure. For example, municipalities are responsible for more than 15,000 bridges and large culverts and more than 140,000 kilometres of roads that support the movement of people and goods. In addition, more than 10 million Ontarians depend on municipal water and/or wastewater services.

The province, municipalities and the federal government share an obligation to address municipal infrastructure challenges.

The province takes this obligation seriously. Since 2003, the province has invested approximately \$13 billion in municipal infrastructure. This includes more than \$1.8 billion that went towards municipal and community infrastructure stimulus projects in the wake of the 2008 economic downturn. These investments have helped municipalities to modernize and expand transit systems, repair and upgrade roads and bridges, improve water and wastewater treatment, and revitalize community infrastructure.

In addition, since 2003, the Infrastructure Ontario Loan Program has provided financing to eligible public sector clients to help renew infrastructure and deliver value to the public. The Loan Program borrows on behalf of municipalities and other eligible public organizations, allowing smaller borrowers to secure financing at more favourable interest rates than would otherwise be available to them.

To date, the Loan Program has approved and executed more than \$5.8 billion in affordable loans — including some \$4 billion to 215 municipal clients to help support more than 1,500 projects. These projects include important investments in roads, bridges, and water/wastewater systems across the province.

Provincial funding and financing for municipal infrastructure is complemented by other ongoing municipal support initiatives. These initiatives include the uploads agreed upon through the Provincial-Municipal Fiscal and Service Delivery Review (PMFSDR), which will ensure that more property tax dollars are available for important municipal priorities — including investments in infrastructure, funding provided through the Ontario Municipal Partnership Fund (OMPF), and others. The province's ongoing support to municipalities has increased to \$3.2 billion in 2012 — almost three times what was provided in 2003.

## 2 MUNICIPAL INFRASTRUCTURE STRATEGY

Despite significant investments by all orders of government, more needs to be done to address current and emerging municipal infrastructure needs. That is why the province committed through *Building Together* to work with municipalities and the federal government to establish a municipal infrastructure strategy.

### What will the strategy do?

A long-term, cooperative effort among all three orders of government will be required to address the challenges of current and emerging municipal infrastructure needs. The strategy will be guided by the following principles:

- Municipalities are the stewards of the infrastructure they own. The province and the federal government have an obligation to help municipalities address infrastructure challenges.
- Comprehensive asset management plans should guide investment decisions.
- Those who benefit directly from municipal infrastructure should pay for the service, whenever feasible.
- Opportunities should be pursued to provide infrastructure more efficiently by forging partnerships with other communities or consolidating services where possible.
- Maintaining roads, bridges, water, wastewater and social housing should be a top priority.
- Some communities face unique challenges that require tailored solutions.
- Infrastructure Ontario and the private sector can help address municipal infrastructure challenges.

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As part of the strategy, policy activities in the following three areas will need to be discussed:

- Making asset management planning and public reporting universal.
- Making optimal use of the full range of budgeting and infrastructure financing tools.
- Addressing the structural challenges that are confronting small municipalities.

To minimize the reporting burden associated with asset management planning, the province intends to move toward a “one window” approach, which means that a single comprehensive plan would satisfy all provincial requirements related to municipal asset management. This will help streamline activities such as potential future regulations under the *Water Opportunities Act, 2010*.

### **What is the first step?**

Resolving municipal infrastructure challenges begins with improved asset management. The province views this as a prerequisite for a productive discussion about solutions, including permanent funding for municipal infrastructure.

In *Building Together*, the province stated that any municipality seeking provincial infrastructure funding must demonstrate how its proposed project fits within a detailed asset management plan. This will help ensure that limited resources are directed to the most critical needs.

## What do detailed asset management plans need to include?

Part Three of this guide sets out the information and analysis that municipal asset management plans should include, at a minimum. The province is moving in the direction of standardizing municipal asset management planning and this guide will help municipalities get a head start on developing detailed asset management plans.

Municipalities that already have detailed asset management plans do not need to replace them. Part Three of this guide can act as a template, but municipalities may select any appropriate format, so long as their plans include the information and analysis described in Part Three.

Financing strategies are a key component of a detailed asset management plan. Municipal councils must be open to all available revenue and financing tools. For example, there may be a need for some municipalities to revisit their “zero debt” policies. Debt financing, such as debentures, loans, and construction financing agreements, helps to spread the cost of expensive capital projects over time so that both current and future users of services share the burden.

In addition, some municipalities may need to revisit their policies regarding user fees, such as water rates. The prices of water and wastewater services in Ontario are low compared to many other jurisdictions and in many cases rates charged do not reflect the full cost of services.

**The Commission on the Reform of Ontario's Public Services**, in its report on transforming Ontario's public sector, discussed the need for full-cost water pricing:

"... in municipal water and wastewater services... stable investment over the long-term is more efficient and results in greater intergenerational fairness... Moreover, full-cost pricing in water and wastewater services has the added benefit of encouraging conservation — an area in which Canada desperately lags the world's best. The electricity sector already operates on a cost recovery model, so too should water and wastewater services.

**Recommendation 12-2: Implement full cost pricing for water and wastewater services."**

*Source: Public Services for Ontarians: A Path to Sustainability and Excellence, Report of the Commission on the Reform of Ontario's Public Services (2012).*

As a condition of future provincial infrastructure funding, municipalities will be required to demonstrate that a full range of available financing and revenue generation tools has been explored.

Provincial infrastructure funding will continue to be conditional on municipalities demonstrating that they are complying with all relevant legislative requirements, including completing bridge inspections as required under the *Public Transportation and Highway Improvement Act, 1990* and submitting Financial Information Returns as required under the *Municipal Act, 2001*.

Responsibility for the safety and maintenance of Ontario bridges is set out in the *Public Transportation and Highway Improvement Act, 1990, Regulation 104-97, Standards for Bridges*. The Act requires that all provincial and municipal bridges be inspected every second calendar year under the direction of a professional engineer using the Ministry of Transportation's Ontario Structure Inspection Manual (Inspection Manual).

### How will the province help municipalities that require assistance?

The province recognizes that small municipalities may have limited financial capacity to undertake asset management planning. Therefore, small municipalities (and Local Services Boards with water/wastewater systems in Northern Ontario) will be eligible to receive entitlement funding for asset management planning in 2012–13 through the new Municipal Infrastructure Investment Initiative (MIII). Municipal service managers who are responsible for a small number of social housing units will also be eligible through MIII to receive entitlement funding to improve asset management practices related to social housing units. Information about this program, including a manual and expression of interest forms, can be found at [ontario.ca/municipalinfrastructure](http://ontario.ca/municipalinfrastructure).

To help municipalities develop asset management plans, the province has launched a web portal to share resources and showcase best practices and success stories. The materials on the portal will grow and evolve in partnership with municipalities and municipal sector associations. The portal will be a key resource for municipalities (particularly small municipalities) that have limited experience with asset management. It can be accessed at [ontario.ca/municipalinfrastructure](http://ontario.ca/municipalinfrastructure).

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# PART 2

# ASSET MANAGEMENT PLANNING

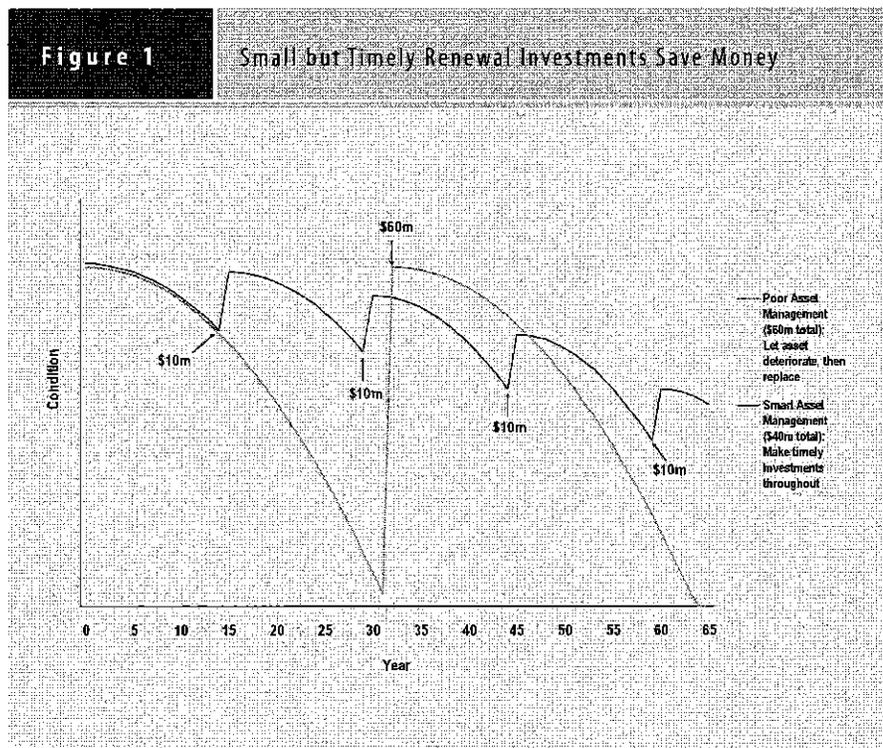
## 1 ASSET MANAGEMENT IN ONTARIO

### What is asset management?

Asset management planning is the process of making the best possible decisions regarding the building, operating, maintaining, renewing, replacing and disposing of infrastructure assets. The objective is to maximize benefits, manage risk, and provide satisfactory levels of service to the public in a sustainable manner. Asset management requires a thorough understanding of the characteristics and condition of infrastructure assets, as well as the service levels expected from them. It also involves setting strategic priorities to optimize decision-making about when and how to proceed with investments. Finally, it requires the development of a financial plan, which is the most critical step in putting the plan into action.

### Why is asset management so important?

Because it takes a long-term perspective, good asset management can maximize the benefits provided by infrastructure. It also affords the opportunity to achieve cost savings by spotting deterioration early on and taking action to rehabilitate or renew the asset, as illustrated in Figure 1.



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Good asset management is essential for all orders of government. It results in informed and strategically sound decisions that optimize investments, better manage risk — including the risk of infrastructure failure — and take into account the potential impact of other factors, such as climate change (e.g., damage due to extreme weather). For example, the Ministry of Transportation is increasingly applying preventative maintenance strategies to extend the life of pavements. Preventative treatments such as crack sealing, hot mix patching and thin surface applications help to maintain the pavement at a high level of service. When applied at the right time, these treatments can prolong pavement life up to 15 years, deferring the need for costly road reconstruction.

### **What is the current state of municipal asset management?**

Many Ontario municipalities, including the City of Thunder Bay, have made significant progress towards best practices in asset management.

However, there is more work to be done. Research undertaken in 2012 by the Ministry of Municipal Affairs and Housing suggests that fewer than 40 per cent of Ontario municipalities have a long-term asset management plan in place for their capital assets.

### Asset management in Thunder Bay

Thunder Bay's infrastructure is aging while demand for better municipal services is growing in response to higher standards of safety, health, and environmental protection, and, to some degree, growth.

Beginning in 2004, the City's Transportation & Works Department (now Infrastructure & Operations) reviewed its existing long range infrastructure strategies and current technical and financial practices. Staff compared the existing strategies and practices to best asset management practices in other municipalities and the InfraGuide prepared by the Federation of Canadian Municipalities, the National Research Council and Infrastructure Canada.

City staff produced an integrated asset management plan that identified ways to minimize life cycle costs and maintain adequate service levels at the lowest possible risk. From 2004 to 2011 capital funding increased. However the amount of funding required to implement the plan exceeded the established level of capital spending.

The 2011-2014 Strategic Plan approved by City Council supported an increase in capital financing capacity to reduce the annual infrastructure deficit and, in addition, requested administration to develop enhanced infrastructure funding options.

The Enhanced Infrastructure Renewal Program (EIRP) was approved by City Council and beginning in 2012, the EIRP was integrated into the budget process to address ongoing capital needs through incremental and dedicated property tax increases. By 2014, the gap between the amount of funding required to implement the City's asset management plan and annual capital spending is expected to have been reduced by approximately 60 per cent.

*Source: Presentation to the Ontario Ministry of Municipal Affairs & Housing by Darrell Matson, City of Thunder Bay (February 2012)*

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### **What existing activities does asset management build on?**

While many municipalities need to improve their asset management practices, it is likely that most of them have a good foundation of information on which to build. The Ministry of Municipal Affairs and Housing's research revealed that 84 per cent of municipalities without formal asset management plans have protocols in place to manage/prioritize assets. Such protocols can help contribute to the development of asset management plans.

One of the key outcomes of the Provincial-Municipal Fiscal and Service Delivery Review — undertaken by the Province, the Association of Municipalities of Ontario, and the City of Toronto — was the consensus that asset management planning is vitally important for addressing municipal infrastructure challenges. While there are costs associated with developing these plans, participants in the review agreed that such costs are generally repaid by the savings realized through timely and informed decisions.

Ontario municipalities have transitioned to accrual accounting — a critical first step in the development of asset management plans.

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**Accrual accounting and asset management**

Due to changes to Public Sector Accounting Board (PSAB) standards that came into effect in 2009, municipalities are required to report on their tangible capital assets in their audited Financial Statements. The Province undertook the same change in accounting treatment in the 2002-03 fiscal year.

Under the new standards, the full cost of acquisition or construction of an asset is no longer recognized as an expenditure in the year in which it occurs. Instead, the cost of the asset is spread over the asset's estimated useful life as amortization expense.

In order to comply with the new standards, municipalities have gathered information on the assets they own, which provides a foundation for improving asset management practices.

Since 2000, many municipalities have been participating in the Municipal Performance Measurement Program (MPMP), which tracks efficiency and effectiveness across 13 service areas. Data is collected through the Financial Information Return. In 2009, measures including amortization and interest on long-term debt were added to the existing operating cost measures. The data generated through MPMP can inform the asset management planning process.

Many associations have been developing and disseminating tools and resources to help improve municipal asset management. For example, the Ontario Good Roads Association has been working to support data collection through the Municipal DataWorks system.

I-2(cu)

### **Municipal DataWorks**

Municipal DataWorks is a software tool that helps municipalities carry out asset management planning. It is an online database with tools to import and export infrastructure data and create flexible reports on the extent and condition of municipal infrastructure. Municipal DataWorks is managed by the Ontario Good Roads Association (OGRA).

In view of the importance of municipal bridge asset management, the Ministry of Transportation provided \$1.1 million to the OGRA in 2010 and 2011 to help municipalities collect and process their bridge and culvert data and input it into Municipal DataWorks.

This database now includes 15,000 bridges and large culverts from more than 340 Ontario municipalities.

The Provincial-Municipal Roads and Bridges Review also focused on the importance of improved municipal asset management. The Review was initiated following the Provincial-Municipal Fiscal and Service Delivery Review. It was a collaborative process involving members of the Association of Municipalities of Ontario (AMO), representatives from the City of Toronto, and staff from the ministries of Transportation, Infrastructure, Finance, Municipal Affairs and Housing, and Northern Development and Mines. The Roads and Bridges Review Steering Committee Final Report was released in July 2012 and is available through the AMO website ([www.amo.on.ca](http://www.amo.on.ca)). The Review also produced an asset management guide for roads and bridges that is available through the new web portal the province has launched ([ontario.ca/municipalinfrasturcture](http://ontario.ca/municipalinfrasturcture)).

The importance of municipal bridge inspections and maintenance was recognized in the Ontario Auditor General's 2009 Annual Report (December 2009). A key recommendation was that the Ministry of Transportation should work with stakeholders to ensure that the condition of municipal bridges is consistently assessed, updated every two years as required, and publicly reported.

As noted on page 6, municipalities are required to inspect their bridges under the *Public Transportation and Highway Improvement Act, 1990*. Bridge inspections provide key information on structure condition and repair strategies and costs. This is critical for municipalities to determine their bridge infrastructure needs and priorities.

Through the province's 2005–06 Dedicated Gas Tax Funds for Public Transportation Program, municipalities were required to develop and submit a 10-year municipal Transit Asset Management Plan. The Ministry of Transportation received 79 municipal asset management plans, satisfying the requirement for all applicable recipients. Under the federal gas tax transfer program, municipalities are required to develop or enhance an Integrated Community Sustainability Plan — a long-term plan, developed in consultation with community members, that provides direction for the community to realize sustainability objectives, including environmental, cultural, social, and economic objectives.

I-2(W)

Good asset management has also been gaining momentum in the water sector. Operating authorities that oversee municipal residential drinking water systems must document their infrastructure maintenance, rehabilitation, and renewal programs and monitor the effectiveness of their maintenance programs as part of the quality management system required as a condition of accreditation. In addition, the Financial Plans Regulation under the *Safe Drinking Water Act, 2002* requires that municipalities plan for the long-term financial viability of their drinking water system(s). The *Water Opportunities Act, 2010* builds on this by setting the framework for a performance measurement regime and sustainability planning for water, wastewater, and stormwater over the lifetime of the infrastructure assets.

In the social housing sector, many municipal service managers have assessed the condition of their housing portfolios. This work has been undertaken as part of the Social Housing Renovation and Retrofit Program or previously completed assessments.

The Ministry of Municipal Affairs and Housing has worked with the Housing Service Corporation, the Centre for Asset Management, and stakeholders to provide tools to help providers and service managers undertake effective asset management planning. These tools include the publication *FRAME: Fundamental Resources for Asset Management Excellence*, the Asset Management Resource Kit, and access to licenses for a web-based asset management system.

Service managers across Ontario are responsible for administering approximately 230,000 units of social housing stock. To address capital repair priorities and sustainability, municipalities are encouraged to integrate asset management planning for social housing with asset management planning for other municipal infrastructure.

I-2(x)

Municipalities need to continue to build on this work and this momentum. The province will help municipalities by providing asset management entitlement funding to small municipalities and service managers and by sharing tools and resources through the web portal it has launched ([ontario.ca/municipalinfrastructure](http://ontario.ca/municipalinfrastructure)).

I-2(y)

## 2 INNOVATION

The asset management planning process is a useful venue to explore better and more cost-effective ways to deliver infrastructure services.

### **Alternative Financing and Procurement**

Municipalities may be able to utilize Infrastructure Ontario's Alternative Financing and Procurement (AFP) model to help implement projects. The AFP model brings together private and public sector expertise in a unique structure that reduces the risk of project cost increases and scheduling delays typically associated with traditional project delivery.

Costs and risks can be further reduced if the private sector is also responsible for maintenance. This delivery model, known as design-build-finance-maintain, takes a lifecycle perspective and builds effective asset management directly into the contract.

The design-build-finance-maintain model requires close coordination among all parties involved in the project, including: the designer/architect, builder, and maintenance contractor, each of whom has relevant expertise. Together, they must develop an approach that integrates capital and operating costs over a contracted period of time and minimizes the total costs. To comply with holdback provisions in the project agreement, they must also ensure the asset is in good condition at the end of the contract.

**AFP and Project Bundling**

While the AFP model is best suited to large projects, groups of smaller projects of a similar nature can be bundled and delivered by Infrastructure Ontario using the AFP model to achieve cost savings. To facilitate this, Infrastructure Ontario has established a bundling working group with industry representatives to identify best practices and guidelines.

The province has bundled projects for two large AFP contracts: the OPP Modernization project and the Highway Service Centres project.

To explore bundling of municipal bridge projects, the Ontario Good Roads Association has partnered with the Residential and Civil Construction Alliance of Ontario with the support of the Ministry of Transportation to undertake a pilot study of bridges in Wellington County.

This pilot study will provide a better understanding of the potential for municipalities to use alternative delivery approaches to minimize their long-term bridge renewal costs. Results are expected in Fall 2012.

I-2(a)(a)

## Innovative technologies

Another potential way to “stretch” capital dollars is through the adoption of leading edge technologies. For example, the Ministry of Transportation has used rapid bridge replacement and prefabrication technology to save millions of dollars in costs as well as years in construction time.

### **New construction methods to replace bridges**

Rapid bridge replacement is an innovative technology that allows bridges to be replaced in a matter of hours instead of months. The state-of-the-art technology lifts out the old bridge and replaces it with a new one that has been constructed nearby. This method reduces costs, improves site safety, helps the environment, and minimizes traffic disruption. It has proved to be invaluable in replacing bridges in major urban areas in southern Ontario.

On August 18, 2010, the Ministry of Transportation removed an aging Canadian Pacific Railway (CPR) three-span bridge east of Kenora. The accelerated operations accommodated a CPR condition to have its east-west rail line shut down for no more than 12 consecutive hours. Ten hours after the last train had passed over the bridge, the railroad was ready for train traffic again — a full two hours ahead of schedule.

To save time and money, the Ministry of Transportation is using prefabricated steel structures to replace small bridges on rural, low volume roads in northern Ontario. These bridges can be replaced in less than four hours per structure and at 10 per cent of the cost of traditional methods.

The *Water Opportunities Act, 2010* will help make Ontario a North American leader in developing water technologies and services, offering our expertise to the world through the Water Technology Acceleration Project (TAP) — a technology hub that brings together industry, academics, and government to develop and promote the sector. To complement this, the Showcasing Water Innovation program is highlighting new and innovative approaches and technologies for managing drinking water, wastewater and stormwater systems.

“Green infrastructure” is one way to reduce the need for costly, large-scale solutions. It uses natural processes like infiltration and evaporation — often on a small scale close to the source — to reduce the burden on built systems. Green infrastructure is in use across Ontario. Guelph, for example, offers a \$2,000 rebate for large capacity rainwater harvesting systems. As well as reducing costs, green infrastructure generates other benefits, which include removing undesirable chemicals from stormwater, increasing green space in urban environments, converting carbon dioxide into oxygen, and providing natural habitat.

### **Better integrated infrastructure planning and land use planning**

Municipalities can also consider how their “built form” affects infrastructure needs. Denser municipalities, for example, require shorter lengths of roads, sidewalks and pipes for the same number of residents. This can result in lower costs per household. A number of studies by IBI Group, the Brookings Institution and the Canada Mortgage and Housing Corporation have found that compact, smart growth development saves up to 30 per cent on capital costs and up to 15 per cent on operating costs for infrastructure compared to traditional development patterns.

I-2(c)(c)

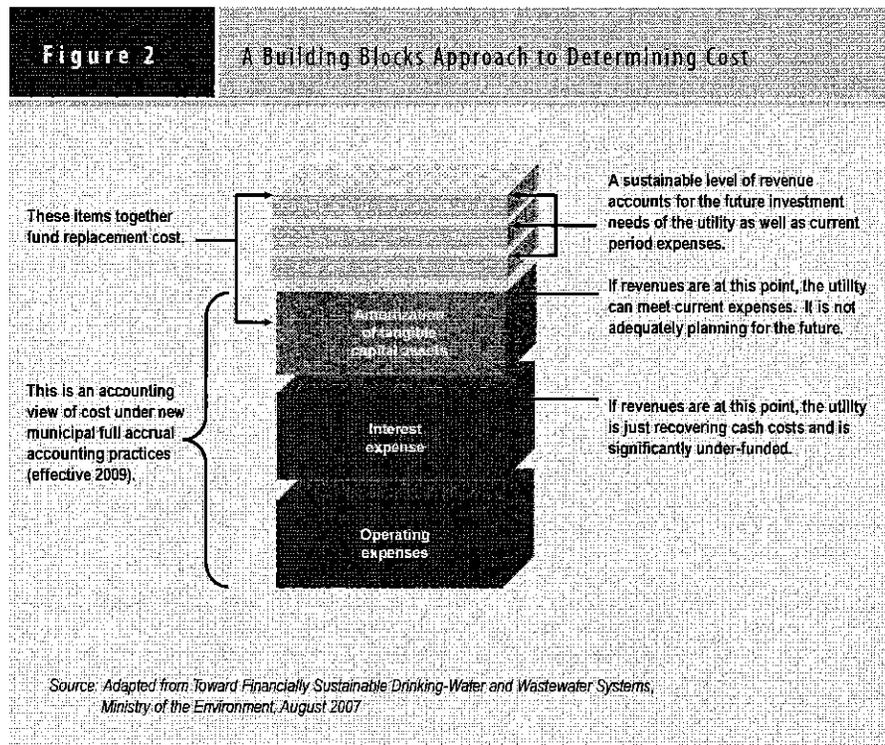
Effective land use planning helps to establish a foundation for municipalities to align infrastructure investments with growth management, optimize the use of existing, planned, and new infrastructure, co-ordinate water and wastewater services, and promote green infrastructure and innovative technologies.

For municipalities anticipating major growth, undertaking master infrastructure plans in conjunction with an official plan update can provide a sound basis for considering the most cost-effective way to plan for new infrastructure. The province's newly published Transit-Supportive Guidelines provide practical information to help optimize transit investment. These guidelines are available through the Ministry of Transportation website ([www.mto.gov.on.ca/english/transit/supportive-guideline/](http://www.mto.gov.on.ca/english/transit/supportive-guideline/)).

### 3 INTEGRATION WITH FINANCIAL PLANNING

As noted on page 5, financing strategies are a key component of a detailed asset management plan. As such, asset management planning must be integrated with financial planning and budgeting.

Some of the costs associated with planning, building, and maintaining infrastructure may be classified as operating expenses. Figure 2 shows a “building block” approach to identifying costs that includes four distinct components. While the diagram reflects an approach for water and wastewater systems, it has direct application to other types of municipal infrastructure. Municipalities may wish to consider this framework when estimating costs associated with asset management strategy options, and the corresponding funding needed to support service sustainability over time.



## I-2(e)(e)

From an accounting perspective, the focus is on the financial position of a municipality at a particular point in time and the changes over the accounting period. In contrast, asset management planning should not only focus on what has happened in the past, but also take a forward-looking approach to planning for long-term financial sustainability.

One approach to estimating required capital spending could be to assume that assets will need to be replaced at the end of their lives. This is a reasonable assumption for estimating total funding needs. Asset management plans, however, are still needed to help decide when to replace specific individual assets and to help allocate funds within an overall capital budget. Replacement of any individual asset or group of assets should be driven by a detailed analysis of that asset or group. It should not be automatically dictated by financial plan assumptions.

For services to be sustainable, a financing plan needs to be in place to implement the actions identified in the asset management plan. Funding for asset management plans should come from a variety of sources — including property taxes, user fees, debt issuance, and drawing on reserves. It may not be advantageous for large, one-time capital expenditures to be funded from current revenues alone. Municipalities need to plan their reserves and debt issuance accordingly.

I-2(f)(f)

**Kitchener's new stormwater user fee**

The City of Kitchener transferred stormwater management funding from property taxes to a user-fee program, effective January 1, 2011. Rates are based on property type and size of impervious area, to account for the varying degrees of water runoff generated from properties that use the system. The average single dwelling homeowner is charged approximately \$9.73/per month for stormwater management.

This funding model allows the city to dedicate dollars specifically to stormwater management — a service that has been consistently underfunded through the tax base.

A recent update to the model will offer property owners who actively decrease the volume of stormwater and pollution coming off their properties a credit of up to 45 per cent of their bill.

*Source: [http://www.kitchener.ca/en/livinginkitchener/stormwater\\_utility.asp](http://www.kitchener.ca/en/livinginkitchener/stormwater_utility.asp)*

I-2(g)(g)

## 4 ENHANCING THE ASSET MANAGEMENT PLANNING PROCESS

The current state of asset management planning varies among municipalities. Regardless of whether a municipality is beginning to develop a plan or reviewing an existing one, the following actions may help to create a successful outcome.

### Direction and Support

- Obtain a Council resolution that directs staff to develop an asset management plan.
- Designate a project champion within the municipal administration and another on Council.
- Establish a Working Group or Steering Committee to engage the appropriate municipal departments in the process.
- Ensure that engineering, finance and other appropriate representatives are included.

### Public Engagement

- Engage the public to help envision what the municipality will look like in the future and the infrastructure needed to support it.
- Assist the engagement process by identifying priority projects and developing costing scenarios.
- Be open to a conversation about prioritization and the difficult choices that sometimes need to be made.

I-2(h)(h)

### **External Support and Collaboration**

- Consider if advice from external experts would help Council to make better informed decisions on the asset management plan.
- Examine the advantages of potential partnerships with neighbouring municipalities. Partnerships could be as simple as sharing resources and bundling multiple projects into one procurement - or more complex arrangements involving consolidation of infrastructure services.

### **An Open and Ongoing Process**

- Ensure that asset management plans are clear and available to the public.
- Monitor and report on the implementation of asset management plans at the Council and staff levels.
- View asset management plans as “living” documents that require continuous updates and improvements.

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# PART 3

## THE ELEMENTS OF A DETAILED ASSET MANAGEMENT PLAN

An asset management plan is a strategic document that states how a group of assets is to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the expected level of service, and financing strategies to implement the planned actions. A detailed asset management plan has the following sections:

- Executive summary
- Introduction
- State of local infrastructure
- Expected levels of service
- Asset management strategy
- Financing strategy

I-2(j)(j)

Future provincial capital funding will be conditional on municipalities ensuring that their asset management plans include, at minimum, all of the content described here. All data and analysis supporting the asset management plan (including what is specified in this document and any additional work the municipality chooses to undertake) must be documented and kept on file.

This guide is intended to be a starting point for municipal asset management planning. Municipalities are responsible for tailoring their asset management plans to their unique needs and ensuring that all of the relevant expertise has been brought to bear in developing them.

Through the web portal, municipalities can access a range of resources to help them develop their asset management plans.

## **1 EXECUTIVE SUMMARY**

The executive summary is typically the final section to be prepared, and provides a succinct overview of the plan.

I-2(K)(K)

## 2 INTRODUCTION

The introduction:

- explains how the goals of the municipality are dependent on infrastructure. This could include discussing how infrastructure assets support economic activity and improve quality of life. The municipality's goals may already be set out in documents, including the strategic plan and/or the Official Plan, or may need to be developed in consultation with residents.
- clarifies the relationship of the asset management plan to municipal planning and financial documents (e.g. how the plan impacts the budget, Official Plan and Infrastructure Master Plan).
- describes to the public the purpose of the asset management plan (i.e. to set out how the municipality's infrastructure will be managed to ensure that it is capable of providing the levels of service needed to support the municipality's goals).
- states which infrastructure assets are included in the plan. Best practice is to develop a plan that covers all infrastructure assets for which the municipality is responsible. At a minimum, plans should cover roads, bridges, water and wastewater systems, and social housing.
- identifies how many years the asset management plan covers and when it will be updated. At a minimum, plans must cover 10 years and be updated regularly. Best practice is for plans to cover the entire lifecycle of assets.
- describes how the asset management plan was developed — who was involved, what resources were used, any limitations, etc.
- identifies how the plan will be evaluated and improved through clearly defined actions. Best practice is for actions to be short-term (less than three years) and include a timetable for implementation.

I-2(1)(1)

### 3 STATE OF LOCAL INFRASTRUCTURE

This section of the plan summarizes in one or more tables:

- Asset types (e.g. urban arterial road, rural arterial road, watermains) and quantity/extent (e.g. length in kilometres for linear assets).
- Financial accounting valuation and replacement cost valuation. Financial valuation uses historical costs and depreciation assumptions. Replacement cost valuation is forward-looking and accounts for expected inflation, changes in technology and other factors.
- Asset age distribution and asset age as a proportion of expected useful life.
- Asset condition (e.g. proportion of assets in “good,” “fair” and “poor” condition). Asset condition must be assessed according to standard engineering practices. For bridge structures, condition is based on an analysis of bridge inspection reports.

This section also discusses how and when information regarding the characteristics, value, and condition of assets will be updated.

I-2(m)(m)

This section is supported by:

- an inventory database of infrastructure assets covered by the plan, which includes basic asset information (e.g. asset type/class, physical description, location, expected useful life, etc.) and information that will require regular updates (e.g. replacement cost, condition, performance, etc.). The database could take the form of a simple spreadsheet or a more complex system supported by dedicated asset management software, such as Municipal DataWorks.
- records of all assumptions, which could be incorporated into the asset inventory or recorded in stand-alone documentation.
- a data verification policy and a condition assessment policy that sets out when and how asset information will be verified and when and how assets will be assessed to determine their condition. This policy must be consistent with provincial requirements — for instance, the requirement that municipal bridges be inspected every two years.

## 4 DESIRED LEVELS OF SERVICE

While the introduction of an asset management plan explains in a general way how the goals of the municipality rely on infrastructure, the levels of service section is much more detailed. This section:

- defines levels of service through performance measures, targets and timeframes to achieve the targets if they are not already being achieved. For example, levels of service for a water system could include:
  - “X” breaks per 100 km of watermain per year are acceptable;
  - Watermain breaks will be repaired within “X” hours of initiation of repair, 95 per cent of the time;
  - Customer complaints will be responded to within 24 hours;
  - The meeting of all regulatory requirements.
- discusses any external trends or issues that may affect expected levels of service or the municipality’s ability to meet them (e.g., new accessibility standards, climate change impacts).
- shows current performance relative to the targets set out. A table may be useful for this.

This section is supported by documentation that specifies which performance measures are associated with which assets, current performance and expected performance over the planning period, as well as all assumptions. One way to link performance measures and current/expected performance to the relevant assets is through the asset inventory database.

I-2(a)(a)

## 5 ASSET MANAGEMENT STRATEGY

The asset management strategy is the set of planned actions that will enable the assets to provide the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost (e.g., through preventative action). This section of the asset management plan:

- summarizes planned actions, including:
  - Non-infrastructure solutions – actions or policies that can lower costs or extend asset life (e.g., better integrated infrastructure planning and land use planning, demand management, insurance, process optimization, managed failures, etc.).
  - Maintenance activities – including regularly scheduled inspection and maintenance, or more significant repair and activities associated with unexpected events.
  - Renewal/rehabilitation activities – significant repairs designed to extend the life of the asset. For example, the lining of iron water mains can defer the need for replacement.
  - Replacement activities – activities that are expected to occur once an asset has reached the end of its useful life and renewal/rehabilitation is no longer an option.
  - Disposal activities – the activities associated with disposing of an asset once it has reached the end of its useful life, or is otherwise no longer needed by the municipality.
  - Expansion activities (if necessary) – planned activities required to extend services to previously unserved areas - or expand services to meet growth demands.

I-2(p)(p)

- Discusses procurement methods. To ensure the most efficient allocation of resources, best practice is for a number of delivery mechanisms to be considered — such as working with other municipalities to pool projects and resources, or considering an AFP model. As previously mentioned, the design-build-finance-maintain AFP model takes a lifecycle perspective and builds effective asset management directly into the contract.
- Includes an overview of the risks associated with the strategy (i.e. ways the plan could fail to generate the expected service levels) and any actions that will be taken in response.

#### **Procurement**

Municipalities should have procurement by-laws in place to serve as the basis for considering various delivery mechanisms. The Ministry of Municipal Affairs and Housing has produced a procurement by-law development guideline that provides best practices and general information on content and considerations for municipal procurement policies. This guideline is available through the Ministry of Municipal Affairs and Housing website ([www.mah.gov.on.ca/Page172.aspx](http://www.mah.gov.on.ca/Page172.aspx)).

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Undertaking options analysis is necessary to develop the strategy section of the asset management plan. This analysis compares different actions that would enable assets to provide the needed levels of service.

Options must be compared based on:

- Lifecycle cost – the total cost of constructing, maintaining, renewing and operating an infrastructure asset throughout its service life. Future costs must be discounted and inflation must be incorporated. Municipalities need to use appropriate indices to calculate discount or inflation rates. For example, planned maintenance projects could use a standard inflation measure, while large capital projects may require a more specific measure that better reflects changes in construction costs.
- An assessment of all other relevant direct and indirect costs and benefits associated with each option. Examples include:
  - Direct benefits and costs
    - Efficiencies and network effects (such as savings in wastewater treatment due to conservation and efficiency improvements to the water system or savings of time and vehicle operating costs for users of transportation infrastructure).
    - Investment scheduling to appropriately time expansion in asset lifecycles (for example, consider delaying the resurfacing of road assets before an imminently planned expansion to save costs and minimize waste).
    - Safety (accident reduction and impact on both property damage and injury/fatalities).
    - Environmental impacts such as greenhouse gas emissions or nutrient loading.
    - Vulnerability to climate change impacts or climate change adaptation.

I-2(r)(r)

- Indirect Benefits and Costs
  - Municipal wellbeing and health.
  - Amenity values.
  - Value of culturally or historically significant sites.
  - Municipal image.
- An assessment of the risks associated with all potential options. Each option must be evaluated based on its potential risks, using an approach that allows for comparative analysis. Risks associated with each option can be scored based on quantitative measures when reasonable estimates can be made of the probability of the risk event happening and the cost associated with the risk event. Qualitative measures can be used when reasonable estimates of the probability and the cost associated with the risk event cannot be made.

#### **Risk management in Peel Region**

The Region of Peel has developed a risk-centric methodology to optimize asset management decision-making at the enterprise level. The optimized decision model balances risks to services at desired levels with the cost of mitigation to show where the risk reduction potential per dollar is highest. For example, the level of service for water mains could be allowed to remain at 90 per cent of the desired level with low risk whereas more could be done to mitigate risk at lower cost by investing in higher risk status assets such as social housing or road pavements.

*Source: Grace McLenaghan, "Optimized Decision Modeling for Organizational Asset Management," Public Sector Digest (September 2010)*

I-2(s)(s)

Opportunities to save resources by coordinating solutions to multiple problems must be explored. **The asset management strategy is the set of actions that, taken together, has the lowest total cost — not the set of actions that each has the lowest cost individually.** All decisions made regarding the set of preferred solutions and the person making the decision must be recorded.

#### **Integrated planning to optimize lifecycle costs**

A common strategy is to coordinate capital spending across multiple assets. A good example is coordinating water and wastewater repair/replacement with municipal road replacement.

Municipal roads periodically need to be rebuilt, and the associated schedules are part of the municipal planning cycle. If there is a good possibility that a watermain or sewermain will fail or start to provide degraded service — during the life of the road that is being rebuilt, significant cost savings can be achieved by replacing the watermain or sewermain at the same time.

*Source: Toward Financially Sustainable Drinking-Water and Wastewater Systems, Ontario Ministry of the Environment (2007)*

## **6 FINANCING STRATEGY**

As noted on page 9, having a financial plan is critical for putting an asset management plan into action. In addition, by having a strong financial plan, municipalities can demonstrate that they have made a concerted effort to integrate asset management planning with financial planning and budgeting and to make full use of all available infrastructure financing tools.

I-2(+)(+)

This section of a detailed asset management plan:

- shows yearly expenditure forecasts broken down by:
  - Non-infrastructure solutions.
  - Maintenance activities.
  - Renewal/rehabilitation activities.
  - Replacement activities.
  - Disposal activities.
  - Expansion activities (if necessary).
- provides actual expenditures for these categories from the previous two to three years for comparison purposes.
- gives a breakdown of yearly revenues by confirmed source (i.e. loans and senior government grants should not be included unless an agreement has been executed).
- discusses key assumptions and alternative scenarios where appropriate.
- identifies any funding shortfall relative to financial requirements that cannot be eliminated by revising service levels, asset management and/or financing strategies, and discuss the impact of the shortfall and how the impact will be managed.

This section is supported by documentation explaining how the expenditure and revenue forecasts were developed. Expenditure forecasts must be consistent with the options analysis supporting the strategy section of the asset management plan. Revenue forecasts must be documented separately, along with the assumptions made and alternative scenarios. Ten years is considered a minimum timeframe for expenditure and revenue forecasts. However, a best practice is to use a forecast period that covers the entire lifecycle of assets.

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## PART 4

# CONCLUSION

For many municipalities, improving asset management will require a significant effort. This effort is worthwhile. Informed and timely decisions will help municipalities to optimize investments, save money in the long run, and better manage risks. Improved municipal asset management will also help ensure that limited provincial resources are directed to the most critical needs.

Through the new Municipal Infrastructure Investment Initiative, the province is making asset management entitlement funding available in 2012–13 to small municipalities, Northern Ontario Local Services Boards with water/wastewater systems, and municipal service managers that are responsible for a small number of social housing units. Information regarding this funding can be accessed at [ontario.ca/municipalinfrastructure](http://ontario.ca/municipalinfrastructure).

In addition, the province has launched a web portal to share asset management resources and showcase best practices and success stories. The portal can be accessed at [ontario.ca/municipalinfrastructure](http://ontario.ca/municipalinfrastructure).

While improved asset management by municipalities is an important first step, the municipal infrastructure strategy will be a long-term, cooperative effort among all three orders of government. The province looks forward to a continuing partnership on infrastructure issues with municipalities and the federal government.

I-3



COUNCIL AGENDA  
NOV 28 2012

TO: OGRA Members  
FROM: J. W. Tiernay, Executive Director  
DATE: November 19, 2012  
RE: Constitutional Amendment

**Background**

The Ontario and Canadian governments have enacted new legislation governing the non-profit and not-for-profit sectors. Non-profits and not-for-profits have until 2015 to bring their Constitutions into compliance with the new legislation.

**Discussion**

The OGRA Board of Directors approved the attached document at its meeting of November 15, 2012. Any changes to the OGRA Constitution must be presented to the membership at the Annual General Meeting. The next AGM is scheduled for Tuesday, February 26, 2013 at the Fairmont Royal York Hotel during the annual ROMA/OGRA Combined Conference.

The table below outlines the significant changes in the new Constitution. A full copy of the current Constitution and the new proposed version are attached.

Section	Proposed Constitution
1. Head Office	Revised to reflect new location of Head Office in Oakville. Board can establish other location by resolution.
2. Seal	No change.
3. Interpretation	No change.
4. Membership	This section was significantly changed to better define who the members are and who can vote. The existing By-Law was silent on who actually had voting rights.
a. Municipal	Municipal Members are the municipal corporations and First Nation communities in Ontario. All members of Council and permanent full-time employees are eligible to vote. An attempt was made to define "full time employees".
b. Corporate	Revised to clarify that corporate members do not have voting rights as per current practice.
c. Life	Slight wording change and clarifies that Life Members have voting rights as per current practice.
d. Honorary Life	Clarifies that Honorary Life members do not have

I-3(a)

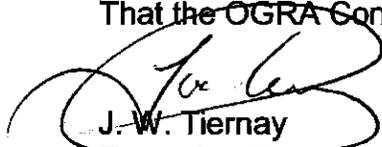
	voting rights as per current practice.
5. Annual General Meeting	Slight wording change to include First Nations in the Notice provisions.
6. Errors or Omission in Notice	No change.
7. Adjournments	No change.
8. Quorum of Members	No change.
9. Voting	A few minor changes.
10. Voting Proxies – Absentee Voting	This is a new section and requirement under the legislation. Any eligible voter may appoint a voting proxy to represent their interests at the AGM and Board of Director elections. It is important to note that proxies do not have to be eligible members to act as a proxy.
11. Dues & Fees	No change.
12. Board of Directors	Some minor wording changes. Includes reference to First Nations. Election methodology will be determined by Board policy rather than entrenched in Constitution.
13. Advisory Board of Past Presidents	No change.
14. Vacancies, Board of Directors & Offices	No change.
15. Quorum and Meeting, Board of Directors	No change.
16. Powers, Board of Directors	No change.
17. Remuneration of Directors	No change.
18. Travel and Other Expenses	No change.
19. Officers of Corporation	Some minor wording changes. Establishes a one-year term of office as per current practice.
20. Executive Director	No change.
21. Duties of President and Vice President	Stipulates that the Second Vice-President chairs the AGM as per current practice.
22. Duties of Secretary	Minor wording changes.
23. Duties of Treasurer	No change.
24. Duties of Other Officers	No change.
25. Executive Committee	No change.
26. Nominating Committee	Moves the structure and procedures of the Nominating Committee out of the Constitution and into Board policy. This allows greater flexibility to be able to change how the Board is nominated without the need for a Constitutional amendment.
27. Committees	Minor wording change to clarify that the President is ex-officio on Board created committees only.
28. Execution of Documents	No change.

29. Books and Records	No change.
30. Financial Year	No change.
31. Cheques	Minor wording change to acknowledge that the Board cheque signing resolution includes non-officers of the Corporation.
32. Deposit of Securities	Minor wording change to allow non-officers to make deposits.
33. Borrowing	Minor wording change.
34. Notice	No change.
35. Amendment	Minor wording change to continue previous Board and membership resolutions passed under old By-Law.

Any questions regarding these documents or questions regarding process may be directed to the undersigned.

**Recommendation**

That the OGRA Constitutional Amendment be approved.

  
 J. W. Tiernay  
 Executive Director

P: 289-291-OGRA (6472)

E: [joe@ogra.org](mailto:joe@ogra.org)

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services <input type="checkbox"/> Corporate Services <input type="checkbox"/> Planning & Building <input type="checkbox"/> Transportation & Works	For <input type="checkbox"/> Appropriate Action <input checked="" type="checkbox"/> Information <input type="checkbox"/> Reply <input type="checkbox"/> Report

I-3(c)

# ONTARIO GOOD ROADS ASSOCIATION

## CONSTITUTION & BY-LAW NO. 1 (Incorporating amendments approved February 2007)

### INDEX

	<u>Page</u>
1. Head Office	1
2. Seal	1
3. Interpretation	1
4. Membership	1
5. Annual General and Other Meetings of Members	2
6. Error or Omission in Notice	2
7. Adjournments	2
8. Quorum of Members, Annual General Meetings	3
9. Voting Members, Annual General Meetings	3
10. Dues and Fees	3
11. Board of Directors	3
12. Advisory Board of Past Presidents	4
13. Vacancies, Board of Directors	5
14. Quorum and Meetings, Board of Directors	6
15. Powers, Board of Directors	6
16. Remuneration of Directors	6
17. Travel and Other Expenses	6
18. Officers of Corporation	6
19. Executive Director	7
20. Duties of President and Vice-President	7
21. Duties of Secretary	7
22. Duties of Treasurer	8
23. Duties of Other Officers	8
24. Executive Committee	8
25. Nominating Committee	8
26. Committees	9
27. Execution of Documents	9
28. Books and Records	9
29. Financial Year	9
30. Cheques	9
31. Deposit of Securities	9
32. Borrowing	10
33. Notice	10
34. Amendment of By-Law #1	10

I-3(d)

## ONTARIO GOOD ROADS ASSOCIATION

### By-Law No. -- 1 --

A by-law relating generally to the transaction of the affairs of the Ontario Good Roads Association, a Corporation without share capital organized to represent the interests of municipalities through advocacy, consultation, training and the delivery of identified services.

#### 1. Head Office

The Head Office of the Corporation shall be at such place as the Board of Directors may from time to time determine.

#### 2. Seal

The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the Corporation.

#### 3. Interpretation

In these by-laws and in all other by-laws of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporations.

#### 4. Membership

Every municipality and First Nation shall be eligible for membership subject to payment of the applicable membership fee. Other corporations, partnerships, individuals, and legal entities are also eligible for membership subject to payment of the applicable membership fee. The following shall be the classes of membership:

##### a) municipal

Municipal members shall be municipal corporations or First Nations.

##### b) corporate

Corporate members shall be private sector organizations interested or involved in the design, construction, management and/or maintenance of roads and structures.

##### c) life

Life members shall be all Past Presidents of the Association.

I-3(e)

d) honorary life

Honorary life members shall be those who have performed distinguished service in the field of municipal transportation and public works. They shall be nominated by the Nominating Committee and approved by the Board of Directors.

e) special

Special members shall be other bodies or organizations as approved by the Board of Directors.

5. Annual and Other Meetings of Members

The annual general or any other general meeting of members shall be held at a location in Ontario as determined by the Board of Directors and on such day as the said Directors shall appoint.

The annual general meeting shall be held within ninety days of the fiscal year end.

At every annual general meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and a Board of Directors elected and auditors appointed for the ensuing year. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board of Directors or the President or Vice-President shall have the power to call at any time a general meeting of the members of the Corporation. A printed or typewritten notice stating the day, hour and place of meeting and the general nature of the business to be transacted shall be given by serving such notice on each member entitled to notice of such meeting in the manner specified in section 33. Notice to municipal members of annual general or other meetings shall be deemed to have been sufficiently given if directed to the head and members of council to the attention of the clerk of the municipality at his municipal office address.

6. Error or Omission in Notice

The accidental omission to give notice of any meeting to, or the non receipt of any notice by, any member or members or any irregularity in the notice of any meeting, shall not invalidate any resolution passed or any proceedings taken at any meeting of members.

7. Adjournments

The Chair of any meeting of members or Directors may adjourn the same from time to time to a fixed time and place and no notice of such adjourned meeting need be given to the members. Any business may be brought before or dealt with at any adjourned meeting which

might have been brought before or dealt with at the original meeting in accordance the notice calling the original meeting.

8. **Quorum of Members**

A quorum for the transaction of business at any annual general meeting, or special meeting of members shall consist of representatives from not less than 30 municipal members.

9. **Voting Members**

At annual general and other meetings of the members of the Corporation, each member in good standing who has paid the registration fee and who wears the current official registration badge, if any, or has a receipt for such payment shall be entitled to one vote on each question. At all meetings of members, every question shall be decided by a majority of the votes of the members present unless otherwise required by the by-laws of the Corporation, or by law. Every question shall be decided in the first instance by a show of hands unless otherwise demanded by a 2/3rd majority vote of members present. Upon a show of hands, every member having voting rights shall have one vote and, unless a poll be demanded, a declaration by the Chair that a resolution has been carried or not carried and an entry in the minutes of the Corporation shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution. The demand for a poll may be withdrawn, but if the poll be demanded and not withdrawn, the question shall be decided by a majority of votes given by the members present and such poll shall be taken in such manner as the Chair shall direct and the result of such poll shall be deemed the decision of the Corporation in general meeting upon the matter in question.

10. **Dues and Fees**

The fees or dues payable by members shall be fixed from time to time by a 2/3rd majority vote of the Directors.

11. **Board of Directors**

The affairs of the Corporation shall be managed by a Board of 15 Directors comprised as follows:

- a) immediate Past President, who shall be a municipal or life member;
- b) President, who shall be a municipal member when he/she assumes the office of President;
- c) First Vice-President and Second Vice-President, each of whom shall be municipal members throughout his/her term of office;

I-3(g)

- d) eleven Directors, each of whom shall be a municipal member throughout his/her term of office, which shall not exceed seven years.

The Directors shall be elected from OGRA's municipal membership with the following requirements for geographic representation and so far as possible maintaining an equal balance between elected and appointed representatives:

**Four Directors** from northern Ontario (municipalities in the Districts of Algoma, Cochrane, Kenora, Manitoulin Island, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay, and Timiskaming, the Greater City of Sudbury, and municipalities in and including the District of Muskoka.

**Three Directors** from southwest Ontario (municipalities in and including the Counties of Brant, Bruce, Elgin, Essex, Haldimand, Huron, Lambton, Middlesex, Norfolk, Oxford, and Perth, the municipality of Chatham-Kent, and municipalities in and including the Regional Municipality of Waterloo).

**Three Directors** from south central Ontario (municipalities in and including the Counties of Dufferin, Grey, Simcoe, and Wellington, and municipalities in and including the Regional Municipalities of Durham, Halton, Niagara, Peel and York, and the City of Hamilton.)

**Three Directors** from southeast Ontario (municipalities in and including the Counties of Frontenac, Haliburton, Hastings, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Peterborough, Prescott and Russell, Prince Edward, Renfrew, and Stormont, Dundas and Glengarry, and the Cities of Kawartha Lakes and Ottawa.)

**Two Directors** from the City of Toronto.

Election to the Board, if required, shall be by ballot at the annual general meeting.

## 12. Advisory Board of Past Presidents

Advisory to the Board of Directors, there shall be an Advisory Board composed of all Past Presidents of the Association.

- (1) The Vice-Chair and the Chair of the Advisory Board shall be the immediate Past President, and the next most immediate Past President of the association respectively. If the immediate Past President and/or the next most immediate Past President is/are not available to serve, the next most immediate Past President(s) would fill this (these) offices(s).
- (2) The Secretary of the Advisory Board shall be the Secretary of the Association, or such other person as the said Board may name.

- (3) At least one meeting of the members of the Advisory Board shall be held each year. Other meetings may be held at the call of the President of the Association or at the call of the Chair or Vice-Chair of the Advisory Board or of any three members.
- (4) Members of the Advisory Board shall be entitled to receive copies of the minutes of the meetings of the Board of Directors of the Association, and shall, from time to time make such recommendations to the Board of Directors as they deem expedient.
- (5) During the term of their office as members of the Advisory Board, such members shall without payment of fees be deemed members in good standing of the Association, and shall be registered as delegates at the annual conference of the Association without payment of registration fees.

13. **Vacancies, Board of Directors and Officers**

- (1) Vacancies on the Board of Directors (excluding Officers), however caused may be filled by the Directors from among the qualified members of the Corporation.
- (2) If the office of President should become vacant the office shall remain vacant until the next general meeting.
- (3) If the President ceases to be eligible, he/she shall be allowed to complete the term.
- (4) If the office of 1<sup>st</sup> Vice-President should become vacant the 2<sup>nd</sup> Vice-President shall assume the office of 1<sup>st</sup> Vice-President and the Board shall elect from its members an individual to fill the office of 2<sup>nd</sup> Vice President.
- (5) If the 1<sup>st</sup> Vice President ceases to be eligible, he/she shall resign from the Board immediately if the next annual general meeting is more than six months in the future, or may serve until the next general meeting (if less than six months), and then resign.
- (6) If the office of 2<sup>nd</sup> Vice-President should become vacant the Board shall elect from its members an individual to fill the office of 2<sup>nd</sup> Vice President.
- (7) If the 2<sup>nd</sup> Vice President ceases to be eligible, he/she shall resign from the Board immediately if the next annual general meeting is more than six months in the future, or may serve until the next general meeting (if less than six months), and then resign.
- (8) If the office of Immediate Past President becomes vacant, the next most immediate Past President able to serve will be requested to serve out the remainder of the term.
- (9) If the office of Director becomes vacant it shall remain so until the next general meeting.

E3(i)

14. **Quorum and Meetings, Board of Directors**

Eight of the Directors shall form a quorum for the transaction of business. In the absence of a quorum, the Board of Directors shall continue to meet, and its decisions ratified by confirming motion at the next meeting at which a quorum is present. Except as otherwise required by law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine. No formal notice of any such meeting shall be necessary if all the Directors are present, or if those absent have signified their consent to the meeting being held in their absence. Directors' meetings may be formally called by the President or Vice-President or by the Executive Director on direction in writing of two Directors.

15. **Powers**

The affairs of the Corporation shall be managed by the Board of Directors who may exercise all such powers and do all such acts and things as may be exercised or done by the Corporation that are not by the bylaws or any special resolution of the Corporation or by statute expressly directed or required to be done in some other manner.

16. **Remuneration of Directors**

The Directors shall receive no remuneration for acting as such.

17. **Travel and Other Expenses**

The Treasurer is authorized to pay such reasonable travel and other expenses of Officers, Directors, Advisory Board members, members of committees, and of the spouses of any such persons as are approved for payment by the Board of Directors and in accordance with policies for payment of expenditures approved by the Board of Directors.

18. **Officers of Corporation**

- (1) There shall be a President who shall be a municipal member. At the first meeting of the Board of Directors following the annual general meeting, the First Vice-President shall become President.
- (2) There shall be a First Vice-President who shall be a municipal member. At the first meeting of the Board of Directors following the annual general meeting, the second Vice-President shall become First Vice-President.
- (3) There shall be a Second Vice-President who shall be a municipal member. The Second Vice-President shall be elected by the Board of Directors at the first meeting of the Board following the annual general meeting.

- (4) The President, First Vice-President and Second Vice-President shall each have served a minimum of three years as a Director prior to becoming eligible to serve as an officer.
- (5) The President, First Vice-President and Second Vice President are not subject to annual re-election to the Board.
- (6) Such other officers as the Board of Directors may by by-law from time to time determine shall be appointed by the Board, and the employment of all appointed Officers shall be settled from time to time by the Board.

19. **Executive Director**

The Board of Directors may from time to time appoint an Executive Director and delegate to him/her the full powers to manage and direct the business of the Corporation except such business as must be transacted by other officers, by the Board of Directors, or by the members. The Executive Director shall conform to all lawful orders given by the Board of Directors and such matters and duties as are contained in the bylaws of the Corporation. The Executive Director shall at all reasonable times give to the Directors, or any of them, all information they may require regarding the affairs of the Corporation.

The Executive Director will serve as Secretary and Treasurer.

20. **Duties of President and Vice-President**

The President shall, when present, preside at all meetings of the members of the Corporation and of the Board of Directors.

The First Vice-President shall be vested with all the powers and shall perform all the duties of the President in the absence or inability or refusal to act of the President.

21. **Duties of Secretary**

The Secretary shall be ex-officio clerk of the Board of Directors. He shall attend all meetings of the Board of Directors and record all facts and minutes of all proceedings in the books kept for that purpose. He shall give all notices required to be given to members and to Directors. He shall be the custodian of the seal of the Corporation and all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he shall deliver up only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution. He shall perform such other duties as may from time to time be determined by the Board of Directors. All records required by the *Corporations Act* are exempt from this provision, and are open for inspection and extraction during normal working hours.

I-3(K)

22. **Duties of the Treasurer**

The Treasurer, or person performing the usual duties of a Treasurer, shall keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all moneys or other valuable affects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors. He shall disburse the funds of the Corporation under the direction of the Board of Directors, taking proper vouchers therefor and shall render to the Board of Directors at the regular meetings thereof or whenever required of him, an account of all his transactions as Treasurer, and of the financial position of the Corporation. He shall act in accordance with all policies concerning issuance of cheques and investments as approved by the Board of Directors, and shall perform such other duties as may from time to time be determined by the Board of Directors.

23. **Duties of Other Officers**

The duties of all other Officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them.

24. **Executive Committee**

- (1) The Executive Committee shall be comprised of the President, the First and Second Vice-Presidents, the Immediate Past President, and one Director elected at the first meeting of the Board of Directors following the annual general meeting. Directors shall have served a minimum of three years on the Board to be eligible to serve on the Executive Committee.
- (2) The Executive Committee shall review governance, financial and personnel issues and report on same to the Board of Directors.

25. **Nominating Committee**

- (1) The Nominating Committee shall comprise five members. The Chair of the Nominating Committee will be the Immediate Past President. The next most immediate Past President able to serve will be a member of the Nominating Committee. The remaining three members will be current Directors and will be chosen and appointed by the Board of Directors at the meeting of the Directors immediately following the annual general meeting each year.
- (2) Those nominated by the Nominating Committee shall be selected from OGRA' s municipal membership pursuant to the requirements for geographic representation contained in Section 11, and so far as possible maintaining an equal balance between elected and appointed representatives.

- (3) The Nominating Committee shall report to the following year's annual general meeting of the Association its nominations for 12 Directors.

26. **Committees**

- (1) The Board of Directors may from time to time by resolution appoint committees composed in whole, or in part, of Directors, members, or non-members.
- (2) The President may from time to time appoint special committees.
- (3) The President shall be a member of all committees.

27. **Execution of Documents**

Deeds, transfers, assignments, contracts, obligations, certificates and other instruments may be signed on behalf of the Corporation either the President or First Vice President and by the Executive Director. In addition, the Board of Directors may from time to time direct the manner in which and the person or persons by whom any particular instrument or class of instruments may or shall be signed. The Executive Director shall affix the seal of the Corporation to such instruments as require the same.

28. **Books and Records**

The Directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

29. **Financial Year**

The fiscal year of the Association shall be determined by the Board of Directors.

30. **Cheques**

All cheques and other orders for payment issued by the Corporation shall be signed by such Officer or Officers provided signing authority determined by resolution of the Board of Directors from time to time. Any one of such Officer or Officers may deposit cheques, bank drafts, etc. on account of the Corporation with its bankers and receive bank statements and cancelled cheques on behalf of the Corporation.

31. **Deposit of Securities**

The securities of the Corporation shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board of Directors. Any and all securities so deposited may be withdrawn, from time to time, only upon the written

I-3(m)

order of the Corporation signed by such Officer or Officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors and such authority may be general or confined to specific instances.

32. **Borrowing**

The Directors may from time to time

- (a) borrow money on the credit of the Corporation; or
- (b) issue, sell or pledge securities of the Corporation; or
- (c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation, including book debts, rights, powers, franchises, and undertakings to secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation.

The Board of Directors may also authorize any director, officer or employee of the Corporation to approve terms, conditions and security for such loans and generally to manage, transact and settle the borrowing of money by the Corporation.

33. **Notice**

Any notice (which term includes any communication or document) to be given (which includes sent, delivered or served) pursuant to this bylaw to a member, Director, officer, or member of the committee of the Board of Directors shall be sufficiently given if delivered personally to the person to whom it is to be given or if delivered his recorded address or if mailed to him at his recorded address by prepaid ordinary mail or if sent to his recorded address by any means of any means of prepaid transmitted or recorded communication. A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid. A notice so mailed shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the recorded address of any member, director, officer, or member of the committee of the Board of Directors in accordance with any information believed by him to be reliable. Not less than three days notice shall be given for meetings of the Board of Directors and not less than 14 days notice shall be given for general meetings.

34. **Amendment of By-Law #1**

This bylaw may be amended or altered only when same has been reported on by the Board of Directors and approved by the membership at an annual general meeting. Proposals for amendment or alteration must be received by the Executive Director at least ninety days prior

I-3(n)

to the annual general meeting and notice of the proposal or proposals shall be sent to every member at least thirty days prior to the annual general meeting.

Amended February, 2003

Amended February, 2007

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I-3(0)

**ONTARIO GOOD ROADS ASSOCIATION  
CONSTITUTION & BY-LAW NO. 1-2012**

**INDEX**

1.	Head Office .....	2
2.	Seal.....	2
3.	Interpretation .....	2
4.	Membership .....	2
5.	Annual General and Other Meetings of Members.....	3
6.	Error or Omission in Notice .....	4
7.	Adjournments.....	4
8.	Quorum of Members – Annual General Meetings.....	4
9.	Voting.....	4
10.	Voting Proxies – Absentee Voting.....	5
11.	Dues and Fees.....	6
12.	Board of Directors .....	6
13.	Advisory Board of Past Presidents.....	7
14.	Vacancies, Board of Directors and Officers .....	7
15.	Quorum and Meetings, Board of Directors.....	8
16.	Powers, Board of Directors .....	8
17.	Remuneration of Directors .....	8
18.	Travel and Other Expenses .....	9
19.	Officers of Corporation .....	9
20.	Executive Director .....	9
21.	Duties of President and Vice-President.....	10
22.	Duties of Secretary.....	10
23.	Duties of the Treasurer .....	10
24.	Duties of Other Officers.....	10
25.	Executive Committee .....	11
26.	Nominating Committee.....	11
27.	Committees.....	11
28.	Execution of Documents .....	11
29.	Books and Records.....	11
30.	Financial Year .....	12
31.	Cheques.....	12
32.	Deposit of Securities .....	12
33.	Borrowing.....	12
34.	Notice.....	12
35.	Amendment.....	13

**ONTARIO GOOD ROADS ASSOCIATION**

**By-Law No. 1-2012**

A by-law relating generally to the transaction of the affairs of the Ontario Good Roads Association, (the "Corporation") a corporation without share capital organized under the *Corporations Act* (Ontario) (the "Act") to represent the interests of municipalities through advocacy, consultation, training and the delivery of identified services.

**1. Head Office**

The Head Office of the Corporation shall be at Oakville, Ontario or at such place as the Board of Directors may from time to time determine.

**2. Seal**

The seal, an impression whereof is stamped in the margin hereof, shall be the corporate seal of the Corporation.

**3. Interpretation**

In these by-laws and in all other by-laws of the Corporation hereafter passed unless the context otherwise requires, words importing the singular number or the masculine gender shall include the plural or the feminine gender, as the case may be, and vice versa, and references to persons shall include firms and corporations.

**4. Membership**

Every class of member as set out below shall be eligible for membership subject to payment of the applicable membership fee. The following shall be the classes of membership:

**(a) Municipal**

Municipal members shall be municipal corporations or First Nations in the Province of Ontario. Provided that the Municipal member is in good standing, including having paid all membership dues, every member of a member Municipal Council or a member First Nation Council and all permanent full-time employees of a Municipal member shall be eligible to receive notice of and attend all meetings of members and to vote on all matters put before the membership. Each member of a Municipal member council (whether First Nations council or Municipal council) and all permanent full-time employees of a Municipal member shall have one vote. Each Municipal member shall provide the Corporation, from time to time and as requested by the Corporation, with a list of council members and permanent full-time employees. For the purposes of this by-law, "permanent full-time employee" means an individual who is employed for an indeterminate period to regularly work the standard number of hours fixed by the employer for employees in the occupational group in which the individual

I-3(q)

is employed and does not include temporary employees, permanent part-time employees, consultants, independent contractors or seasonal employees.

The rights of council members and permanent full-time employees to receive notice of, attend and vote at members' meetings shall cease and terminate when the individual in question is no longer a council member or a permanent full-time employee of a Municipal member.

(b) Corporate

Corporate membership shall be open to any private sector company, other corporation or institution or governmental or non-governmental organization which has applied for and been accepted as a Corporate member by the Board of Directors. Corporate members shall be entitled to notice of and to attend all meetings of members. Subject to the Act, Corporate members shall not be entitled to vote.

(c) Life

Past Presidents of the Corporation shall automatically become Life Members. Life Members shall be entitled to notice of and to attend all meetings of the members and to vote on all matters put before the membership. Each Life Member shall have one vote.

(d) Honorary Life

Honorary life members shall be those individuals who have performed distinguished service in the field of municipal transportation and public works. They shall be nominated by the Nominating Committee and approved by the Board of Directors. Honorary life members shall be entitled to receive notice of and attend all meetings of the members. Subject to the Act, Honorary life Members shall not be entitled to vote.

**5. Annual General and Other Meetings of Members**

Any meeting of members shall be held at a location in Ontario as determined by the Board of Directors and on such day as the said Directors shall appoint.

The annual general meeting shall be held within ninety (90) days of the fiscal year end.

At every annual general meeting, in addition to any other business that may be transacted, the report of the Directors, the financial statement and the report of the auditors shall be presented and a Board of Directors elected and auditors appointed for the ensuing year. The members may consider and transact any business either special or general without any notice thereof at any meeting of the members. The Board of Directors or the President or the First Vice-President shall have the power to call at any time a general meeting of the members of the Corporation.

A printed or electronic notice stating the day, hour and place of meeting and the general nature of the business to be transacted shall be given by serving such notice on each member entitled to notice of such meeting in the manner specified in section 34. Notice to Municipal members of annual general or other meetings shall be deemed to have been sufficiently given if directed to the attention of the Clerk (or the equivalent) of the municipality at the last known municipal office address or of the First Nations council at their last known address.

**6. Error or Omission in Notice**

The accidental omission to give notice of any meeting to, or the non receipt of any notice by, any member or members or any irregularity in the notice of any meeting, shall not invalidate any resolution passed or any proceedings taken at any meeting of members.

**7. Adjournments**

The Chair of any meeting of members or Directors may adjourn the same from time to time to a fixed time and place and no notice of such adjourned meeting need be given to the members. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance the notice calling the original meeting.

**8. Quorum of Members – Annual General Meetings**

A quorum for the transaction of business at any annual general meeting, or special meeting of members shall consist of representatives from not less than thirty (30) municipal members.

**9. Voting**

At meetings of the members of the Corporation, each voting member shall be entitled to one vote on each question. At all meetings of members, every question shall be decided by a majority of the votes of the members present unless otherwise required by the by-laws of the Corporation, or by-law. Every question shall be decided in the first instance by a show of hands unless otherwise demanded by a two-third (2/3) majority vote of members present. Upon a show of hands, every member having voting rights shall have one vote and, unless a poll be demanded, a declaration by the Chair that a resolution has been carried or not carried and an entry in the minutes of the Corporation shall be admissible in evidence as prima facie proof of the fact without proof of the number or proportion of the votes accorded in favour of or against such resolution. The demand for a poll may be withdrawn, but if the poll be demanded and not withdrawn, the question shall be decided by a majority of votes given by the members present and such poll shall be taken in such manner as the Chair shall direct and the result of such poll shall be deemed the decision of the Corporation in general meeting upon the matter in question.

I-3(s)

**10. Voting Proxies – Absentee Voting**

In addition to voting in person, every Member entitled to vote at a meeting of Members may vote by any of the following means:

- (a) by appointing a proxyholder or one or more alternate proxyholders who need not be Members, as the Member's nominee to attend and act at the meeting in the manner and to the extent and with the authority conferred by the proxy, subject to the following requirements:
  - (i) a proxy is valid only at the meeting in respect of which it is given or at a continuation of that meeting after an adjournment;
  - (ii) a proxy must be deposited with the Corporation 48 hours (excluding Saturdays, Sundays and holidays) before any meeting or continuance of an adjourned meeting; [Note: You could deal with this in the governance manual and say instead "proxies shall be deposited with the Corporation in accordance with the Corporation's policy manual".]
  - (iii) a Member may revoke a proxy by depositing an instrument in writing executed by the Member:
    - (A) at the registered office of the Corporation no later than the last business day preceding the day of the meeting, or the last business day preceding the day of the continuation of that meeting after an adjournment of that meeting, at which the proxy is to be used, or
    - (B) with the Chair on the day of the meeting or the day of the continuation of that meeting after an adjournment of that meeting;
  - (iv) a proxyholder or an alternate proxyholder has the same rights as the member by whom they were appointed, including the right to speak at a meeting of Members in respect of any matter, to vote by way of ballot for Directors and, except where a proxyholder or an alternate proxyholder has conflicting instructions from more than one Member, to vote at the meeting by way of a show of hands;
  - (v) the Corporation shall send, or otherwise make available, a form of proxy to each member who is entitled to receive notice of a meeting concurrently with or before giving notice of the meeting; and
  - (vi) the Board may by resolution fix a time not exceeding 48 hours, excluding Saturdays and holidays, before any meeting or continuance of an adjourned meeting of Members before which time proxies to be used at that meeting must be deposited with the

Corporation or an agent of the Corporation, and any period of time so fixed must be specified in the notice calling the meeting;

**11. Dues and Fees**

The fees or dues payable by members shall be fixed from time to time by a two-third (2/3) majority vote of the Directors.

**12. Board of Directors**

The affairs of the Corporation shall be managed by a Board of fifteen (15) Directors. The Board shall be comprised of:

- (a) Immediate Past President;
- (b) President, who shall be council member or permanent full-time employee of a Municipal member when he/she assumes the office of President
- (c) First Vice-President who shall be council member or permanent full-time employee of a Municipal member throughout his/her term of office;
- (d) Second Vice-President who shall be council member or permanent full-time employee of a Municipal member throughout his/her term of office.
- (e) Eleven additional Directors, each of whom shall be council member or permanent full-time employee of a Municipal member throughout his/her term of office, which shall not exceed seven (7) years.

Notwithstanding 12(e), a Director may remain on the Board in excess of seven (7) years, provided they are appointed as an officer prior to the expiration of their seventh (7<sup>th</sup>) year.

The Board shall be elected from the Corporation's Municipal membership with the following requirements for geographic representation and so far as possible maintaining an equal balance between council members and permanent full-time employees:

**Four (4) Directors** from northern Ontario (municipalities or First Nations in the Districts of Algoma, Cochrane, Kenora, Manitoulin Island, Nipissing, Parry Sound, Rainy River, Sudbury, Thunder Bay, and Timiskaming, the Greater City of Sudbury, and municipalities in and including the District of Muskoka.

**Three (3) Directors** from southwest Ontario (municipalities or First Nations in and including the Counties of Brant, Bruce, Elgin, Essex, Haldimand, Huron, Lambton, Middlesex, Norfolk, Oxford, and Perth, the municipality of Chatham-Kent, and municipalities in and including the Regional Municipality of Waterloo).

I-3(u)

**Three (3) Directors** from south central Ontario (municipalities or First Nations in and including the Counties of Dufferin, Grey, Simcoe, and Wellington, and municipalities in and including the Regional Municipalities of Durham, Halton, Niagara, Peel and York, and the City of Hamilton.)

**Three (3) Directors** from southeast Ontario (municipalities or First Nations in and including the Counties of Frontenac, Haliburton, Hastings, Lanark, Leeds and Grenville, Lennox and Addington, Northumberland, Peterborough, Prescott and Russell, Prince Edward, Renfrew, and Stormont, Dundas and Glengarry, and the Cities of Kawartha Lakes and Ottawa.)

**Two (2) Directors** from the City of Toronto.

**Nominations and election** to the **Board** shall be carried out in accordance with the Corporation's Policy Manual.

### **13. Advisory Board of Past Presidents**

There shall be an Advisory Board composed of all Past Presidents of the Corporation.

- (1) The Chair and the Vice-Chair of the Advisory Board shall be the immediate Past President not currently serving on the Board, and the next most immediate Past President of the Corporation. If the immediate Past President and/or the next most immediate Past President is/are not available or willing to serve, the next most immediate Past President(s) would fill this (these) office(s).
- (2) The Secretary of the Advisory Board shall be the Secretary of the Corporation, or such other person as the said Board may name.
- (3) At least one meeting of the members of the Advisory Board shall be held each year. Other meetings may be held at the call of the President of the Corporation or at the call of the Chair or Vice-Chair of the Advisory Board or of any three members.
- (4) Members of the Advisory Board shall be entitled to receive copies of the minutes of the meetings of the Board of Directors of the Corporation, and shall, from time to time make such recommendations to the Board of Directors as they deem expedient.

### **14. Vacancies, Board of Directors and Officers**

- (1) If the office of President should become vacant the office shall remain vacant until the next general meeting.
- (2) If the President ceases to be eligible, he/she shall be allowed to complete the term.

- (3) If the office of First Vice-President should become vacant the Second Vice-President shall assume the office of First Vice-President and the Board shall elect from its members an individual to fill the office of Second Vice-President.
- (4) If the First Vice-President ceases to be eligible, he/she shall resign from the Board immediately if the next annual general meeting is more than six months in the future, or may serve until the next general meeting (if less than six months), and then resign.
- (5) If the office of Second Vice-President should become vacant the Board shall elect from its members an individual to fill the office of Second Vice-President.
- (6) If the Second Vice-President ceases to be eligible, he/she shall resign from the Board immediately if the next annual general meeting is more than six months in the future, or may serve until the next general meeting (if less than six months), and then resign.
- (7) If the office of Immediate Past President becomes vacant, the next most immediate Past President able to serve will be requested to serve out the remainder of the term.
- (8) If the office of a Director other than the President, First Vice-President, Second Vice-President or Immediate Past President becomes vacant it shall remain so until the next [annual] general meeting.

**15. Quorum and Meetings, Board of Directors**

Eight (8) Directors shall form a quorum for the transaction of business. In the absence of a quorum, the Board of Directors shall continue to meet, and its decisions ratified by confirming motion at the next meeting at which a quorum is present. Except as otherwise required by-law, the Board of Directors may hold its meetings at such place or places as it may from time to time determine. No formal notice of any such meeting shall be necessary if all the Directors are present, or if those absent have signified their consent to the meeting being held in their absence. Directors' meetings may be formally called by the President or the First Vice-President or by the Executive Director on direction in writing of two Directors.

**16. Powers, Board of Directors**

The affairs of the Corporation shall be managed by the Board of Directors who may exercise all such powers and do all such acts and things as may be exercised or done by the Corporation that are not by the by-laws or any special resolution of the Corporation or by statute expressly directed or required to be done in some other manner.

**17. Remuneration of Directors**

The Directors shall receive no remuneration for acting as such.

I-3(W)

**18. Travel and Other Expenses**

The Treasurer is authorized to pay such reasonable travel and other expenses of Officers, Directors, Advisory Board members, members of committees, and of the spouses of any such persons as are approved for payment by the Board of Directors and in accordance with policies for payment of expenditures approved by the Board of Directors.

**19. Officers of Corporation**

- (1) There shall be a President who shall be a Municipal member. At the first meeting of the Board of Directors following the annual general meeting after which the President has completed his/her term of office as President, the President shall become the Immediate Past President.
- (2) There shall be a First Vice-President who shall be a Municipal member. At the first meeting of the Board of Directors following the annual general meeting after which the First Vice-President has completed his/her term of office as First Vice-President the First Vice-President shall become President.
- (3) There shall be a Second Vice-President who shall be a Municipal member. The Second Vice-President shall be elected by the Board of Directors at the first meeting of the Board following the annual general meeting. At the first meeting of the Board of Directors following the annual general meeting after which the Second Vice-President has completed his/her term of office as Second Vice-President the Second Vice-President shall become First Vice-President.
- (4) The President, First Vice-President and Second Vice-President shall each have served a minimum of three (3) years as a Director prior to becoming eligible to serve as an officer.
- (5) The individuals serving in the roles of President, First Vice-President and Second Vice-President shall not need to be re-elected as Directors while serving in their respective office; they shall be Directors by virtue of their office.
- (6) The term of office for the President, First Vice-President and Second Vice-President is one (1) year.
- (7) Such other officers as the Board of Directors may by resolution from time to time determine shall be appointed by the Board, and the employment of all appointed officers shall be settled from time to time by the Board.

**20. Executive Director**

The Board of Directors may from time to time appoint an Executive Director and delegate to him/her the full powers to manage and direct the business of the Corporation except such business as must be transacted by other officers, by the Board of Directors, or by the members. The Executive Director shall conform to all lawful

orders given by the Board of Directors and such matters and duties as are contained in the by-laws of the Corporation. The Executive Director shall at all reasonable times give to the Directors, or any of them, all information they may require regarding the affairs of the Corporation.

The Executive Director will serve as Secretary and Treasurer.

**21. Duties of President and Vice-President**

The President shall, when present, preside at all meetings of the Board of Directors.

The Second Vice-President shall, when present, preside at the Annual General Meeting of the Members of the Corporation.

The First Vice-President shall be vested with all the powers and shall perform all the duties of the President in the absence or inability or refusal to act of the President.

**22. Duties of Secretary**

The Secretary shall be ex-officio clerk of the Board of Directors. He/she shall attend all meetings of the Board of Directors and record all facts and minutes of all proceedings in the books kept for that purpose. He/she shall give all notices required to be given to members and to Directors. He/she shall be the custodian of the seal of the Corporation and all books, papers, records, correspondence, contracts and other documents belonging to the Corporation which he/she shall deliver up only when authorized by a resolution of the Board of Directors to do so and to such person or persons as may be named in the resolution. He/she shall perform such other duties as may from time to time be determined by the Board of Directors. All records required by the Act are exempt from this provision, and are open for inspection and extraction during normal working hours.

**23. Duties of the Treasurer**

The Treasurer, or person performing the usual duties of a Treasurer, shall keep full and accurate accounts of all receipts and disbursements of the Corporation in proper books of account and shall deposit all moneys or other valuable affects in the name and to the credit of the Corporation in such bank or banks as may from time to time be designated by the Board of Directors. He/she shall disburse the funds of the Corporation under the direction of the Board of Directors, taking proper vouchers therefore and shall render to the Board of Directors at the regular meetings thereof or whenever required of him/her, an account of all transactions, and of the financial position of the Corporation. He/she shall act in accordance with all policies concerning issuance of cheques and investments as approved by the Board of Directors, and shall perform such other duties as may from time to time be determined by the Board of Directors.

I-3(4)

**24. Duties of Other Officers**

The duties of all other Officers of the Corporation shall be such as the terms of their engagement call for or the Board of Directors requires of them.

**25. Executive Committee**

- (1) The Executive Committee shall be comprised of the President, the First and Second Vice-Presidents, the Immediate Past President, and one Director elected at the first meeting of the Board of Directors following the annual general meeting. Directors shall have served a minimum of three (3) years on the Board to be eligible to serve on the Executive Committee.
- (2) The Executive Committee shall review governance, financial and personnel issues and report on same to the Board of Directors.

**26. Nominating Committee**

- (1) The Corporation shall have a nominating committee (the "Nominating Committee") which shall be established in accordance with the Corporation's policy manual.

**27. Committees**

- (1) The Board of Directors may from time to time by resolution appoint committees composed in whole, or in part, of Directors, members, or non-members.
- (2) The President may from time to time appoint special committees.
- (3) The President shall be a member of all Board appointed committees with the exception of the Nominating Committee.

**28. Execution of Documents**

Deeds, transfers, assignments, contracts, obligations, certificates and other instruments may be signed on behalf of the Corporation by either the President or First Vice-President and by the Executive Director. In addition, the Board of Directors may from time to time direct the manner in which and the person or persons by whom any particular instrument or class of instruments may or shall be signed. The Executive Director shall affix the seal of the Corporation to such instruments as require the same.

**29. Books and Records**

The Directors shall see that all necessary books and records of the Corporation required by the by-laws of the Corporation or by any applicable statute or law are regularly and properly kept.

**30. Financial Year**

The fiscal year of the Corporation shall be determined by the Board of Directors.

**31. Cheques**

All cheques and other orders for payment issued by the Corporation shall be signed by such Officer or Officers or other individuals provided signing authority determined by resolution of the Board of Directors from time to time. Any one of such Officer or Officers, agent or agents may deposit cheques, bank drafts, etc. on account of the Corporation with its bankers and receive bank statements and cancelled cheques on behalf of the Corporation.

**32. Deposit of Securities**

The securities of the Corporation shall be deposited for safekeeping with one or more bankers, trust companies or other financial institutions to be selected by the Board of Directors. Any and all securities so deposited may be withdrawn, from time to time, only upon the written order of the Corporation signed by such officer or officers, agent or agents of the Corporation and in such manner as shall from time to time be determined by resolution of the Board of Directors and such authority may be general or confined to specific instances.

**33. Borrowing**

The Board of Directors may from time to time

- (a) borrow money on the credit of the Corporation; or
- (b) issue, sell or pledge securities of the Corporation; or
- (c) charge, mortgage, hypothecate or pledge all or any of the real or personal property of the Corporation, including book debts, rights, powers, franchises, and undertakings to secure any securities or any money borrowed, or other debt, or any other obligation or liability of the Corporation.

The Board of Directors may also authorize any director, officer or employee of the Corporation to approve terms, conditions and security for such loans and generally to manage, transact and settle the borrowing of money by the Corporation.

**34. Notice**

Any notice (which term includes any communication or document) to be given (which includes sent, delivered or served) pursuant to this by-law to a member, Director, Officer, or member of the committee of the Board of Directors shall be sufficiently given if delivered personally to the person to whom it is to be given or if delivered to his recorded address, if mailed to him at his recorded address by prepaid ordinary mail or if

I-3(a)(a)

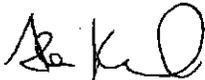
sent to his recorded address by any means of prepaid transmitted or recorded communication. A notice so delivered shall be deemed to have been given when it is delivered personally or to the recorded address as aforesaid. A notice so mailed shall be deemed to have been given when dispatched or delivered to the appropriate communication company or agency or its representative for dispatch. The Secretary may change or cause to be changed the recorded address of any member, director, officer, or member of the committee of the Board of Directors in accordance with any information believed by him to be reliable. Not less than three (3) days notice shall be given for meetings of the Board of Directors and not less than fourteen (14) days notice shall be given for meetings of members.

**35. Amendment**

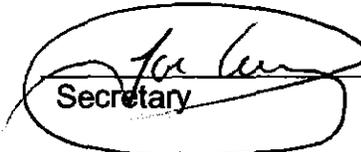
This by-law may be amended or altered only when same has been reported on by the Board of Directors and approved by the membership at an annual general meeting. Proposals for amendment or alteration must be received by the Executive Director at least ninety (90) days prior to the annual general meeting and notice of the proposal or proposals shall be sent to every member at least thirty (30) days prior to the annual general meeting.

Upon the enactment of this by-law, all previous by-laws of the Corporation shall be repealed. Such repeal shall not affect the previous operation of any by-law or affect the validity of any act done or right or privilege, obligation, or liability acquired or incurred under, or the validity of any contract or agreement made pursuant to, or the validity of any Letters Patent of the Corporation obtained pursuant to, any such by-law prior to its repeal. All directors, officers, and persons acting under any by-law so repealed shall continue to act as if appointed under the provisions of this by-law and all resolutions of the Members and of the Board of Directors with continuing effect passed under any repealed by-law shall continue as good and valid except to the extent inconsistent with this by-law and until amended or repealed.

PASSED by the Board of Directors this 15<sup>th</sup> day of November, 2012



\_\_\_\_\_  
President



\_\_\_\_\_  
Secretary

Approved by the membership at the Annual General Meeting held on the 26th day of February, 2013.

\_\_\_\_\_  
Secretary



STREETSVILLE BUSINESS IMPROVEMENT ASSOCIATION (BIA)

info@villageofstreetsville.com • www.villageofstreetsville.com  
280 Queen Street South, Streetsville, Ontario L5M 1M1  
Tel: (905) 858-5974 • Fax: (905) 858-2366

I-4

Crystal Greer  
Director Legislative Services  
c/o Carmella Radic  
Office of the City Clerk  
300 City Centre Drive.,  
Mississauga, On  
L5B 3C1

COUNCIL AGENDA  
NOV 28 2012

November 7, 2012

Dear Ms. Greer,

Attached to this letter is a current list of our Board of Directors and staff of the Streetsville BIA as of Oct. 16th, 2012.

Please note the following changes:

- As of May 16th, 2012 Director at Large Adam Moreira resigned from the Board of Directors of the Streetsville BIA. His resignation was accepted at the Board of Directors meeting on June 19th, 2012.
- As of September 10th, 2012 Angela Trewartha replaced Pat Donaldson as the new General Manager of the Streetsville BIA
- As of October 16th, 2012 Jessica Iatomasi joined the Board of Directors of the Streetsville BIA. Her role is Promotions/Hospitality under the Promotions Director

If you have any questions or concerns, please do not hesitate to contact me at any time.

Sincerely,

Angela Trewartha  
General Manager, Streetsville BIA  
angela@villageofstreetsville.com  
P: 905-858-5974

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input checked="" type="checkbox"/> Resolution (By-Law)
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Appropriate Action
<input type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

cc: Heather Coupey - Community Development Coordinator Northwest  
cc: George Carlson - Councillor Ward 11





I-5

The Premier  
of Ontario

Legislative Building  
Queen's Park  
Toronto, Ontario  
M7A 1A1

Le Premier ministre  
de l'Ontario

Édifice de l'Assemblée législative  
Queen's Park  
Toronto (Ontario)  
M7A 1A1



November 15, 2012

Her Worship Hazel McCallion, CM, LLD  
Mayor  
City of Mississauga  
300 City Centre Drive  
Mississauga, Ontario  
L5B 3C1

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services <input type="checkbox"/> Corporate Services <input type="checkbox"/> Planning & Building <input type="checkbox"/> Transportation & Works	For <input type="checkbox"/> Appropriate Action <input checked="" type="checkbox"/> Information <input type="checkbox"/> Reply <input type="checkbox"/> Report

Dear Mayor McCallion:

Thank you for your letter of October 31 and attached report, and for sharing council's recommendations regarding the Mississauga Judicial Inquiry. I am always pleased to hear from you and to receive the input of Mississauga city council.

As this issue would also interest my colleague the Honourable Bob Chiarelli, Minister of Municipal Affairs and Housing, I have sent a copy of your correspondence to him. I trust that the minister will also take council's views into consideration.

Thank you again for sharing this information with me. Please accept my best wishes.

Yours truly,

Dalton McGuinty  
Premier

c: The Honourable Bob Chiarelli

**RECEIVED**

REGISTRY No. 4363

DATE NOV 19 2012

FILE No.

**MAYORS OFFICE**

I-5(a)



OFFICE OF THE MAYOR

October 31, 2012

The Honourable Dalton McGuinty  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, Ontario  
M7A 1A1

Dear Mr. Premier:

Re: Judicial Inquiry Report – Next Steps

The Council of the Corporation of the City of Mississauga adopted the attached recommendation regarding the Mississauga Judicial Inquiry.

I am enclosing herewith the staff Corporate Report regarding the recommendations contained in Commissioner J. Douglas Cunningham's report respecting the Mississauga Judicial Inquiry. The City of Mississauga has endorsed Mr. Cunningham's recommendations concerning the amendments to the *Municipal Conflict of Interest Act* and the *Municipal Act, 2001*.

On behalf of the members of Council, I urge the Province to include this matter on their workplan and to take the necessary action to implement Mr. Cunningham's recommended amendments to the *Municipal Conflict of Interest Act* and the *Municipal Act, 2001*.

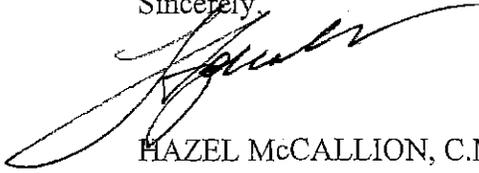


THE CORPORATION OF THE CITY OF MISSISSAUGA  
300 CITY CENTRE DRIVE, MISSISSAUGA, ON L5B 3C1  
TEL: 905-896-5555 FAX: 905-896-5879  
mayor@mississauga.ca

I-506)

I trust you will consider our request and I look forward to receiving your favourable reply.

Sincerely,



HAZEL McCALLION, C.M., LL.D.  
MAYOR

cc: Members of Council  
Janice Baker, City Manager  
Mary Ellen Bench, City Solicitor

Enc.

IS(c)



RECOMMENDATION GC-0688-2011  
adopted by the Council of  
The Corporation of the City of Mississauga  
at its meeting on November 9, 2011

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GC-0688-2011

1. That the report of the City Manager and Chief Administrative Officer dated October 18, 2011 titled "Judicial Inquiry Report – Next Steps" be received for information.
2. That the City Manager and Chief Administrative Officer be authorized to resume discussions with Borealis/OMERS, and to consult with Enersource Corporation for the purpose of resurrecting the renegotiated Shareholders' Agreement that was presented to Council for approval on October 21, 2009.
3. That the Premier of Ontario be advised that Council endorses the recommendations of Commissioner Cunningham concerning amendments to the *Municipal Conflict of Interest Act* and to the *Municipal Act, 2001*, and requests the Province to take the necessary action to implement them.
4. That the Association of Municipalities of Ontario be requested to reconsider its position respecting providing an Integrity Commissioner Service to municipalities in light of Commissioner Cunningham's recommendation 26, that AMO create and fund a roster of potential Integrity Commissioners to provide assistance to municipalities on an on-call basis.
5. That Commissioner Cunningham's recommendations respecting amendments to the Council Code of Conduct be referred to the Integrity Commissioner Nominating Committee, that the presentations of the City of Toronto Integrity Commissioner and the Integrity Commissioner for the Province of Ontario also be considered by the Committee, and that the Committee report back to Council respecting proposed amendments to the Council Code of Conduct.
6. That the Integrity Commissioner Nominating Committee also consider the recommendations of Commissioner Cunningham respecting the role of the Integrity Commissioner, and report back to City Council respecting amendments to that role as contemplated in the request for proposals.

Ministry of Infrastructure

Ministère de l'Infrastructure

Ministry of  
Transportation

Ministère des  
Transports

Ministry of  
Municipal Affairs  
and Housing

Ministère des  
Affaires municipales  
et du Logement

Office of the Minister

Bureau du ministre

Ferguson Block, 3<sup>rd</sup> Floor  
77 Wellesley St. West  
Toronto, Ontario  
M7A 1Z8  
416-327-9200  
www.ontario.ca/infrastructure  
www.mto.gov.on.ca  
www.ontario.ca/MAH

Édifice Ferguson, 3<sup>e</sup> étage  
77, rue Wellesley ouest  
Toronto (Ontario)  
M7A 1Z8  
416-327-9200  
www.ontario.ca/infrastructure  
www.mto.gov.on.ca  
www.ontario.ca/MAH

**RECEIVED**

REGISTRY No. 4364

DATE NOV 19 2012

FILE No. Q.01.21

**MAYORS OFFICE**



I-6

COUNCIL AGENDA  
NOV 20 2012

NOV 15 2012

M2012-7166

Her Worship Hazel McCallion  
Mayor  
City of Mississauga  
City Hall  
300 City Centre Drive  
Mississauga ON L5B 3C1

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Appropriate Action
<input type="checkbox"/> Planning & Building	<input checked="" type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

*Baril*

Dear Mayor ~~McCallion~~:

Ontario's economy depends on efficient highways, roads, border-crossings and public transit. We know businesses want to spend less time in traffic to deliver services and get goods to market on time. Ontarians want to spend less time in traffic so they have more time to do the things that matter the most.

Our government is doing its part to tackle congestion across the Greater Toronto and Hamilton Areas and beyond.

Since 2003, unprecedented investments have been made to address congestion. We've invested more than \$13.4 billion in public transit across the province, including \$6 billion to improve GO Transit. And, more than \$17 billion has been committed to design, repair and expand provincial highways and bridges across the province.

I am pleased to announce that the final Transportation Development Strategy for the GTA West Corridor Environmental Assessment (EA) Study is available for review.

Planning for the future is important for the economy of our province.

The GTA West Transportation Strategy provides an outlook to 2031 with several recommendations, including transit enhancements, transportation demand management, advanced technologies and new highway capacity to meet the challenges of today and those posed by future growth.

I-6(a)

- 2 -

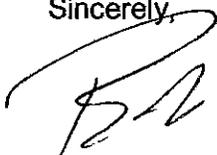
The Strategy builds on our commitment to ensuring a high quality of life in the region while balancing social, environmental and economic objectives. It will help realize the goals and aspirations of the provincial Growth Plan for the Greater Golden Horseshoe — and prepare us for the future by making strategic decisions today to secure an even better tomorrow.

Throughout the GTA West Study process, we have received significant public and stakeholder input, which was greatly valued and taken into consideration. The end result is a comprehensive, innovative and multimodal transportation Strategy.

For the proposed new transportation corridor, our ministry looks forward to moving into the next stage, anticipated to begin in 2013, to identify the specific route to be located within the preliminary route planning study area. Extensive outreach and consultation was a cornerstone of Stage 1 and will continue to be a key part of the process as we move forward.

Thank you for your interest in the GTA West Corridor Study.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bob Chiarelli', with a large, sweeping flourish above the name.

Bob Chiarelli  
Minister

November 16, 2012

Dear Sir / Madam:

**RE: GTA West Corridor Planning and Environmental Assessment (EA) Study  
Release of Final Transportation Development Strategy Report**

The Ontario Ministry of Transportation (MTO) is pleased to inform you that the GTA West Transportation Development Strategy Report has been finalized, following the additional analysis and consultation in the Halton area.

The purpose of the study is to proactively plan for future infrastructure needs by examining long-term transportation problems and opportunities to the year 2031 and considering options to provide efficient movement for people and goods between urban areas in the GTA West Corridor Preliminary Study Area.

The final Strategy documents the planning process followed in Stage 1 of the GTA West Corridor Planning and EA Study including the assessment and evaluation of the area transportation system alternatives and a recommendation for the preferred alternative to be carried forward. The completion of the Transportation Development Strategy represents the conclusion of the first stage of the EA study and enables MTO to commence Stage 2 of the EA, anticipated in late 2013.

The final report, executive summary and appendices are now available on the study website ([www.gta-west.com](http://www.gta-west.com)) and at the attached list of local libraries and clerks offices beginning November 16, 2012. The report will be available for a 45-day public review period.

Comments can be provided on the project website at <http://www.gta-west.com/comment-form.php> or can be emailed to [project\\_team@gta-west.com](mailto:project_team@gta-west.com).

**Please note that all comments received during the 45 day review period will be addressed in Stage 2 of the EA.**

A meeting has been arranged to present and discuss the recommendations in the final Strategy with municipalities and agencies. The meeting will be held on:

**Date:** Monday December 3, 2012

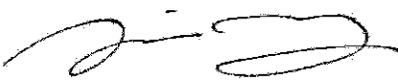
**Location:** Holiday Inn Select, Caledon East Room, 30 Peel Centre Drive, Brampton ON

**Time:** 9:30 a.m. to 12:00 p.m.

**Please confirm your attendance by emailing Catherine Christiani at [cchristiani@ecoplans.com](mailto:cchristiani@ecoplans.com), no later than Wednesday November 28<sup>th</sup>. If you are unable to attend, please indicate if you will be sending an alternate.**

Thank you for your ongoing involvement in the GTA West Corridor EA Study. If you have any questions regarding the study, please do not hesitate to contact Mr. Jin Wang, MTO Project Coordinator at (416) 585-7246 or Mr. Neil Ahmed, P. Eng., Consultant Project Manager at (905) 823-8500.

Sincerely,



Mr. Jin Wang  
Project Coordinator  
Provincial Planning Office  
Ontario Ministry of Transportation



Mr. Neil Ahmed, P. Eng.  
Consultant Project Manager  
McCormick Rankin, A Member of MMM Group Ltd.

I-6(c)

**GTA West Corridor Planning and EA Study – Stage 1**

**Library and Clerks Office Locations for Review of the Final Transportation Development Strategy Report**

#	Library
1	<b>Vaughan Public Library - Pierre Berton Resource Branch</b> 4921 Rutherford Road Woodbridge, Ontario L4L 1A6
2	<b>Vaughan Public Library - Kleinburg Branch</b> 10341 Islington Avenue North Kleinburg, Ontario L0J 1C0
3	<b>King Township Public Library - Nobleton Branch</b> 8 Sheardown Dr, Nobleton, Ontario L0G 1N0
4	<b>King Township Public Library - King City Branch</b> 1970 King Rd, King City, Ontario L7B 1A6
5	<b>Caledon Public Library - Caledon East Branch</b> 6500 Old Church Road Caledon East, Ontario L7C 0H3
6	<b>City of Brampton Public Library - Chinguacousy Branch</b> 150 Central Park Drive Brampton, Ontario L6T 1B4
7	<b>City of Brampton Public Library - Cyril Clark Branch &amp; Lecture Hall</b> 20 Loafers Lake Lane Brampton, Ontario L6Z 1X9
8	<b>City of Mississauga Public Library - Meadowvale Branch</b> 6677 Meadowvale Town Centre Circle Mississauga, Ontario L5N 2R5
9	<b>Town of Halton Hills Public Library - Acton Branch Library</b> 17 River St. Acton, Ontario L7J 1C2
10	<b>Town of Halton Hills Public Library - Georgetown Branch Library***</b> 9 Church St. Georgetown, Ontario, L7G 2A3 <i>***Note: Branch to be closed for renovations beginning November 30<sup>th</sup></i>
11	<b>Milton Public Library – Main Branch</b> 1010 Main Street East, Milton, Ontario L9T 6H7
12	<b>County of Wellington Public Library – Erin Branch</b> 14 Boland Drive, P.O. Box 250 Erin, Ontario N0B 1T0
13	<b>County of Wellington Public Library - Rockwood Branch</b> 85 Christie Street Rockwood, Ontario N0B 2K0
14	<b>County of Wellington Public Library - Marden Branch</b> 7368 Wellington Road 30, R.R. 5 Guelph, Ontario N1H 6J2
15	<b>County of Wellington Public Library - Puslinch Branch</b> 29 Brock Road South, R.R. 3 Guelph, Ontario N1H 6H9
16	<b>Guelph Public Library - Main Branch</b> 100 Norfolk Street Guelph, Ontario N1H 4J6

**GTA West Corridor Planning and EA Study – Stage 1**  
 Library and Clerks Office Locations for Review of the Final Transportation Development Strategy Report

#	Clerk's Offices
1	<b>Region of York – Corporate Services Department</b> 17250 Yonge Street, York Region Administrative Building - 4 <sup>th</sup> Floor Newmarket, Ontario L3Y 6Z1
2	<b>City of Vaughan – City Clerk's Department</b> 2141 Major Mackenzie Drive Vaughan, Ontario L6A 1T1
3	<b>Township of King – Clerk's Department</b> 2075 King City Road King City, Ontario L7B 1A1
4	<b>Region of Peel – Corporate Services Department</b> 10 Peel Centre Drive, Suite A, 5 <sup>th</sup> Floor Brampton, Ontario L6T 4B9
5	<b>Town of Caledon – Administration Department</b> 6311 Old Church Road Caledon, Ontario L7C 1J6
6	<b>City of Brampton – City Clerk's Office</b> 2 Wellington Street West Brampton, Ontario L6Y 4R2
7	<b>City of Mississauga – Office of the City Clerk</b> 300 City Centre Drive, 3 <sup>rd</sup> Floor Mississauga, Ontario L5B 3C1
8	<b>Region of Halton – Clerk's Office</b> 1151 Bronte Road Oakville, Ontario L6M 3L1
9	<b>Town of Milton – Clerk's Division</b> 150 Mary Street Milton, Ontario L9T 6Z5
10	<b>Town of Halton Hills – Clerk's Office</b> 1 Halton Hills Drive Halton Hills, Ontario L7G 5G2
11	<b>Wellington County – Clerks &amp; CAO Department</b> 74 Woolwich Street Guelph, Ontario N1H 3T9
12	<b>Town of Erin – Clerk's Department</b> 5684 Trafalgar Road, RR #2 Hillsburgh, Ontario N0B 1Z0
13	<b>Township of Centre Wellington – Clerk's Department</b> 1 MacDonald Square Elora, Ontario N0B 1S0
14	<b>Township of Guelph-Eramosa – Administration / Clerk's Office</b> 8348 Wellington Road 124 Rockwood, Ontario N0B 2K0
15	<b>Township of Mapleton – Clerk's Department</b> 7275 Sideroad 16, Box 160 Drayton, Ontario N0G 1P0
16	<b>Township of Puslinch – Administration / Clerk</b> 7404 Wellington Road 34, RR #3 Guelph, Ontario N1H 6H9
17	<b>Township of Wellington North – Clerk's and Administration</b> 7490 Sideroad 7 West, PO Box 125 Kenilworth, Ontario N0G 2E0
18	<b>City of Guelph – City Clerk's Office</b> 1 Carden Street, Guelph, Ontario N1H 3A1
19	<b>Region of Waterloo – Clerk's Department</b> 150 Frederick Street, 2 <sup>nd</sup> Floor Kitchener, Ontario N2G 4J3



02 12/003

**DR. GEOFF PULEY  
MEDICINE PROFESSIONAL CORPORATION**

206-101 QUEENSWAY WEST  
MISSISSAUGA, ON L5B 2P7

**GENERAL & INTERVENTIONAL  
CARDIOLOGY**

TEL: 905-615-9285  
FAX: 905-615-8537

I-7

COUNCIL AGENDA  
NOV 28 2012

November 19, 2012

Mississauga Council Meeting

Re: Edenshaw Group's Proposed Condominium Development in South Mississauga

Dear Council Members

I am writing to support the proposed development of The Residences at Gordon Woods.

I work and live in the community – as a Cardiologist at Trillium Health Centre and a resident living less than 1 km from this proposed development.

As a resident of the community I am keen to see a residential development which will increase the pedestrian traffic in this area and support local retail businesses and restaurants.

In recent years the development of our regional heart attack and stroke programs have mandated that our staff (physicians, nurses, technicians) live within a response-time radius of the hospital. We have had difficulty recruiting and retaining staff – particularly younger professionals – who understandably overlook our part of the city for its lack of quality, yet affordable community living, choosing instead to work and live closer to other hospitals with a more livable and vibrant surrounding community.

I believe that a development such as the one currently proposed, as well as the changes that increased resident density will bring to our immediate area, will be an important first-step in transforming South Mississauga into a more attractive place to live.

Sincerely, 

G. Puley MD FRCPC  
Interventional Cardiologist

Transcribed using voice recognition system.

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For <input checked="" type="checkbox"/> Appropriate Action
<input type="checkbox"/> Corporate Services	<input type="checkbox"/> Information
<input checked="" type="checkbox"/> Planning & Building	<input type="checkbox"/> Reply
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Report



**WRITTEN SUBMISSION**

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1

COUNCIL AGENDA  
NOV 28 2012

FILE NUMBER: 02 / 2 / 003

OWNER/ APPLICANT: HORON WOODS

FROM: Pat CHARBON  
(First and Last Name)

45 VERMICA  
(Street #, Street Name, Unit Number)

M 9L5S  
(City, Province, Postal Code)

SIGNATURE: [Signature]

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS:

Food location  
shall be approved

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input checked="" type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

I-8(a)



## WRITTEN SUBMISSION

---

Under the *Planning Act*, R.S.O. 1990, c.P.13, as amended and with respect to Bill 51 applications:

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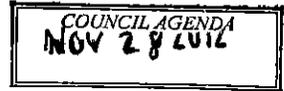
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ALTERNATIVELY YOU MAY CHOOSE TO WRITE A LETTER ADDRESSED TO MISSISSAUGA CITY COUNCIL.

**WRITTEN SUBMISSION**

I-9

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1



FILE NUMBER: 07-12/003

OWNER/ APPLICANT: \_\_\_\_\_

FROM: JACQUELINE GIDEON  
(First and Last Name)

2143 GRANGE DRIVE  
(Street #, Street Name, Unit Number)

MISS. L5B 1P4  
(City, Province, Postal Code)

SIGNATURE: [Signature]

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS: I support councillor Danieles's position on moving development to Hurontario + Burnhamthorpe.

<input type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input checked="" type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

I-9(a)



## WRITTEN SUBMISSION

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WRITTEN SUBMISSION

I-10

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1



FILE NUMBER: 02 12/003 w7

OWNER/ APPLICANT: 151 Group Gordon Woods Development Limited

FROM: Ed Longo  
(First and Last Name)

2125 Gordon Drive  
(Street #, Street Name, Unit Number)

Mississauga, ont, L5B 1S6  
(City, Province, Postal Code)

SIGNATURE: [Signature]

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS: Opposed - out of character with community.

Empty lines for additional comments.

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

Empty lines for additional comments.

I-10(a)



## WRITTEN SUBMISSION

---

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E-11

**WRITTEN SUBMISSION**



**TO:** Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1

**FILE NUMBER:** 3#4 02-12/003

**OWNER/ APPLICANT:** \_\_\_\_\_

**FROM:** CHAN, LILY  
(First and Last Name)

270 WINTERBORN'S gate  
(Street #, Street Name, Unit Number)

MISS. ON. L5B 0C4  
(City, Province, Postal Code)

**SIGNATURE:** [Signature]

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

**COMMENTS:**  
Garden Woods don't need cards.

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input checked="" type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

I-11(a)



## WRITTEN SUBMISSION

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I-12

**WRITTEN SUBMISSION**

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1

COUNCIL AGENDA  
NOV 28 2012

FILE NUMBER: 02 12/003 W7

OWNER/ APPLICANT: Gorden Woods Development

FROM: Brenda Chen  
(First and Last Name)

198 Harborn Trail  
(Street #, Street Name, Unit Number)

Mississauga Ont  
(City, Province, Postal Code)

SIGNATURE: [Signature]

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS: We oppose to such application as it would add traffic congestion alter the nature and characteristic of Gorden Woods community. It is none fit for the neighbourhood

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

I-12(a)



## WRITTEN SUBMISSION

---

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WRITTEN SUBMISSION

COUNCIL AGENDA  
NOV 28 2012

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input checked="" type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Other

FILE NUMBER: 0712/003 WT

OWNER/ APPLICANT: Gordon Woods Development Ltd.

FROM: Jeryl Jaque  
(First and Last Name)

1520 Hampshire Crescent  
(Street #, Street Name, Unit Number)

Mississauga L5G 4P7  
(City, Province, Postal Code)

SIGNATURE: Jeryl Jaque

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS:

I support the project in principle, subject to refinements during the approvals process.

This is a key location for higher density development along the Hurontario corridor @ the QEW interchange and the City should recognize that and take advantage of it.

The developer is well known for very high quality buildings and development.

I appreciate the concerns of GW residents but think the Ward 7 Councillor should be more open to change along the Hurontario Corridor & recognize that Hurontario/QEW is a unique situation

I think this IS the right location for a project like this

I-13(a)



## WRITTEN SUBMISSION

---

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**WRITTEN SUBMISSION**

COUNCIL AGENDA  
NOV 20 2016

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1

FILE NUMBER: (2120 Hurontario St.) 0712/003

OWNER/ APPLICANT: \_\_\_\_\_

FROM: Jean-Claude Montecchi  
(First and Last Name)

4182 Martlen Cres.  
(Street #, Street Name, Unit Number)

Mississauga, ON, L5L 2H3  
(City, Province, Postal Code)

SIGNATURE: Jean-Claude Montecchi

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS:  
I am for the development. If you are serious  
about fighting sprawl and encouraging intensification  
then there can be no reason against this project at  
this location. If not here, where?

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For
<input type="checkbox"/> Corporate Services	<input checked="" type="checkbox"/> Appropriate Action
<input checked="" type="checkbox"/> Planning & Building	<input type="checkbox"/> Information
<input type="checkbox"/> Transportation & Works	<input type="checkbox"/> Reply
	<input type="checkbox"/> Report

I-14(a)



## WRITTEN SUBMISSION

---

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WRITTEN SUBMISSION

COUNCIL AGENDA  
NOV 28 2012

TO: Mississauga City Council  
c/o Laura Wilson  
Office of the City Clerk  
2<sup>nd</sup> Floor  
300 City Centre Drive  
Mississauga ON L5B 3C1

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services	For <input checked="" type="checkbox"/> Appropriate Action <input type="checkbox"/> Information <input type="checkbox"/> Study <input type="checkbox"/> Report
<input type="checkbox"/> Corporate Services	
<input type="checkbox"/> Planning & Building	
<input type="checkbox"/> Transportation & Works	

FILE NUMBER:

07 12/003 W7

OWNER/ APPLICANT:

SHANTHA & MANJULA MURUGESAN

FROM:

SHANTHA MURUGESAN

(First and Last Name)

342 JACKSON PARK CRESCENT

(Street #, Street Name, Unit Number)

MISSISSAUGA, ONTARIO L5B 1Y4

(City, Province, Postal Code)

SIGNATURE:

(Please ensure you have completed all sections. Information can be found on the Agenda Outline)

COMMENTS:

ON NOV 19<sup>TH</sup>  
 FURTHER TO THE MEETING REGARDING ABOVE FILE, WE  
 VEREMENTLY OPPOSE TO THE PROPOSED DEVELOPMENT AT  
 2114, 2124 & 2130 HURONTARIO STREET AND 2095, 2107  
 2113 & 2121 GRANDE DRIVE, MISSISSAUGA FOR THE FOLLOWING  
 REASONS:

1. TRAFFIC ISSUES THAT ALREADY EXIST ARE VERY BAD
2. SUCH A DEVELOPMENT IS NOT INKEEPING WITH AREA PROFILE
3. POTENTIAL DAMAGE TO WATER TABLE AND FORESTATION
4. ASSUMPTION FOR DEVELOPMENT IS BASED ON LRT WHICH ~~HAS NO FUNDING~~
5. ABSENCE OF SCHOOLS FOR THE NEW RESIDUES.

PLEASE KEEP ME ABREAST OF ANYTHING  
 HAPPENING WITH THIS PROJECT GOING FORWARD.

T-15(a)



## WRITTEN SUBMISSION

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Under the *Planning Act*, R.S.O. 1990, c.P.13, as amended and with respect to Bill 51 applications:

- i) If a person or public body does not make oral submissions at a public meeting, or make written submissions to the City of Mississauga before the by-law is passed, the person or public body is not entitled to appeal the decision of the City of Mississauga to the Ontario Municipal Board (OMB).
- ii) If a person or public body does not make oral submissions at a public meeting, or make written submissions to the City of Mississauga before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the OMB unless, in the opinion of the Board, there are reasonable grounds to do so.

A copy of your written submission will be forwarded to Mississauga City Council to become part of the public record with respect to the above noted matter.

The personal information requested on this form is collected under authority of the *Planning Act*, R.S.O. 1990, c.P.13, as amended, and the applicable implementing Ontario Regulation. This information will be used to inform you of future meetings including OMB Hearings regarding the above application. Questions about the collection of personal information should be directed to the Access and Privacy Officer, City of Mississauga, 300 City Centre Drive, Mississauga, ON L5B 3C1 or by telephone at 905-615-3200, Ext. 5181.

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**NOTE:** PLEASE COMPLETE THE BACK OF THIS FORM AND PLACE IN THE DROP BOX PROVIDED OR MAIL IT TO MISSISSAUGA CITY COUNCIL AT THE ADDRESS NOTED ON PAGE 2.  
ALTERNATIVELY YOU MAY CHOOSE TO WRITE A LETTER ADDRESSED TO MISSISSAUGA CITY COUNCIL.

Laura Wilson

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**From:** Rob Goff [  
**Sent:** 2012/11/19 4:44 PM  
**To:** Diana Haas; leonhardtassoc@rogers.com  
**Cc:** info@edenshawgroup.com  
**Subject:** hoping we aren't too late! thanks Rob

Diana

My wife and I along with our two boys live in the area. We attended the Gordon Woods Friends and Family event.

We were very excited to see the prospects of Mississauga moving ahead as one of the top 6 Metropolitan Centres in Canada. The City far too often gets hidden in the shadow of the GTA. We feel building the residential and retail infrastructure as proposed together with the prospects of a light transit are great steps forward in building the ecosystem of a vibrant leading Metropolitan Centre. We feel these are critical developments in both serving the impressive population growth over the past 15 years (+31% from 1996-2011) and looking ahead to the path ahead.

Beyond our conceptual support, we were most impressed by the comprehensive development plans and the experience of the development partners.

We would be very encouraged to see this project move ahead as part of Mississauga ongoing development.

All the best,

Rob Goff

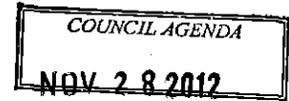
Cheryl Leonhardt

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services <input type="checkbox"/> Corporate Services <input checked="" type="checkbox"/> Planning & Building <input type="checkbox"/> Transportation & Works	For <input checked="" type="checkbox"/> Appropriate Action <input type="checkbox"/> Information <input type="checkbox"/> Reply <input type="checkbox"/> Report



I-17

Nov 19, 2012



Mississauga City Council  
Office of the City Clerk  
300 City Centre Drive  
Mississauga, ON  
L5B 3C1  
email: [diana.haas@mississauga.ca](mailto:diana.haas@mississauga.ca)

Attention: Ms. Diana Haas

**Re: Proposed Development at 2120 Hurontario.**

Dear Sirs:

I am supporting the proposed development at 2120 Hurontario Street for the following reasons:

- 1) Converting idle lands to income-producing business ventures inures to the benefit of the residential tax payers because of resulting increase in the revenue for the city.
- 2) It will contribute to the further beautification of Mississauga's landscape.
- 3) The proposed units will add to the inventory of residential dwellings in the City. – a decided benefit for homebuyers.

I totally support the proposed development and hope that the City approves it.

Thank you.

Leonor Manaloto

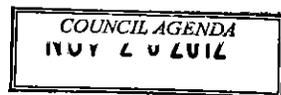
<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services <input type="checkbox"/> Corporate Services <input checked="" type="checkbox"/> Planning & Building <input type="checkbox"/> Transportation & Works	For <input checked="" type="checkbox"/> Appropriate Action <input type="checkbox"/> Information <input type="checkbox"/> Reply <input type="checkbox"/> Report



I-18

Laura Wilson

From: robertl.ricat  
Sent: 2012/11/19 5:31 PM  
To: Diana Haas  
Subject: 2120 Hurontario Street



Mississauga City Council  
Diana Haas

Email: [diana.haas@mississauga.ca](mailto:diana.haas@mississauga.ca)

Office of the City Clerk  
300 City Centre Drive  
Mississauga, ON  
L5B 3C1

RE: Proposed Development at 2120 Hurontario.

To Mississauga City Council,

I support the proposed development at 2120 Hurontario Street due to the following:

- Has great street appeal.
- Rejuvenates the Hurontario corridor.
- Preserves and beautifies the rural character of Gordon Woods.
- Reduces the traffic .

Thank you,

Liong shing Loa

<input checked="" type="checkbox"/> Receive	<input type="checkbox"/> Resolution
<input type="checkbox"/> Direction Required	<input type="checkbox"/> Resolution / By-Law
<input type="checkbox"/> Community Services <input type="checkbox"/> Corporate Services <input checked="" type="checkbox"/> Planning & Building <input type="checkbox"/> Transportation & Works	For <input checked="" type="checkbox"/> Appropriate Action <input type="checkbox"/> Information <input type="checkbox"/> Reply <input type="checkbox"/> Report

Liong shing Loa



Please be informed of a proposed development  
in your neighbourhood



I-19  
COUNCIL AGENDA  
NOV 20 2012

To Be Received

This is to inform you that the landowner of Part of Lot 9, Registrar's Compiled Plan 1542 designated as Part 4 on Reference Plan 43R11840, southeast corner of Burnhamthorpe Road West and Ninth Line has applied to the City to permit a 4-storey self-storage facility. Below is a short description of the application. The City will be processing the application as required by the Provincial *Planning Act* and we would welcome any comments you may have.

**Proposal:**

- To change the zoning for the subject lands from "E2-93" (Employment) to "E2-Exception" (Employment).

**File:**

OZ 12/011 W8

**Applicant/  
Owner:**

Stantec Consulting Ltd./  
The Erin Mills Development  
Corporation

The following studies/information were submitted in support of the application:

**More  
Information:**

Suellen Wright, Project  
Coordinator, Planning &  
Building Department at  
905-615-3200 ext. 4121  
or by e-mail at  
suellen.wright@mississauga.ca

- Planning and Urban Design Rationale
- Plan of Survey
- Functional Servicing Report
- Phase 1 Environmental Site Assessment
- Existing Conditions Plan
- Preliminary Site Plan
- Context Map
- Draft Zoning By-law

**Notice Date:**

November 20, 2012

**Planning Act  
Requirements:**

The *Planning Act* requires that all complete applications be processed.

The above-noted application is now being circulated to City Departments and Public Agents for technical review.

Once this has been completed, a report summarizing the development and the comments received will be prepared by staff and presented at a Public Meeting.

Notice of the Public Meeting will be given in accordance with the *Planning Act* requirements.

A recommendation on the application will not be presented until after the Public Meeting and all technical comments have been received.

Please contact Mississauga City Council, c/o Diana Haas, Office of the City Clerk, in writing by mail at 300 City Centre Drive, Mississauga ON L5B 3C1 or by e-mail at [diana.haas@mississauga.ca](mailto:diana.haas@mississauga.ca) if:

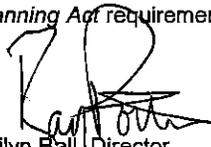
- you would like to forward your views on the proposed development. Written submissions will become part of the public record; or
- you wish to be notified of any upcoming meetings.

**More Information:**

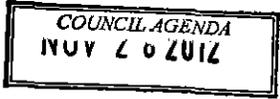
Contact the person responsible for the file (noted above) for further details on the actual proposal.

The public may view planning documents and background material at the Planning and Building Department, 3<sup>rd</sup> floor, Mississauga Civic Centre between 8:30 a.m. and 4:30 p.m., Monday through Friday.

For residential applications, information regarding education and school accommodation is available from the Peel District School Board at 905-890-1099 or the Dufferin-Peel Catholic District School Board at 905-890-1221.

  
Marilyn Ball, Director  
Development and Design Division  
Planning and Building Department





WHEREAS Council enacted Resolution 0108-2010 on April 28, 2010, which calls for Council meetings to stand in recess from 12:00 to 1:00 p.m. for an adequate lunch break;

AND WHEREAS, since enactment of the Resolution, Council has not complied with the requirement to stand in recess for a lunch break;

AND WHEREAS whenever possible Council has opted to have a working lunch and conduct its Closed Session business during this time period;

NOW THEREFORE BE IT RESOLVED, that Resolution 0108-2010 be rescinded, and that Council incorporate a working lunch into its Closed Session business, whenever Council meetings continue beyond noon.





WHEREAS Resolution 0022-2011 sets out procedures for the use of communication devices during Council and Committee meetings;

AND WHEREAS the Resolution calls for the review of the effectiveness of the procedure regarding the use of communication devices after 6 months;

AND WHEREAS the Governance Committee reviewed the procedure at its meeting on November 12, 2012;

AND WHEREAS Members of Council should be focusing their full attention on the business at hand during Council and Committee meetings;

AND WHEREAS the public needs to be sure that all Council debate is conducted in the open and that their representatives are paying full attention to the business before them and not being distracted by email, conversations or other activities;

AND WHEREAS Members of Council should be expected to govern themselves in a professional and courteous manner while engaging in City business;

AND WHEREAS communication devices can be a valuable tool for checking reference material or referring to calendars;

NOW THEREFORE BE IT RESOLVED that the Council of the City of Mississauga approves the following as "procedure" at all meetings of Council, Planning and Development, Budget and General Committee meetings and that it be enforced through a reminder from the Chair of the meeting:

1. All communication devices will be turned off or set on "quiet" at all times
2. No use of communication devices for email is permitted during public deputations or public presentations.
3. If a Member of Council needs to use the device for email during the times noted above, they shall leave the room to do so.

And further that the use of communication devices for email is not permitted at any time during In Camera meetings.