

CORPORATION OF THE MUNICIPALITY OF CALVIN

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July 18, 2019

NOTICE OF REGULAR MEETING

To: Mayor and Council

The Regular Meeting of Council will be held in the Calvin Community Centre at 7 p.m. on Tuesday July 23, 2019.

If you are unable to be in attendance it is greatly appreciated that you notify the undersigned in advance.

REMINDER: Council, please meet the Roads Superintendent at the "Whalley Bridge" at 6:30pm for an overview of the area being discussed.

Thank you.

Best regards;

Cindy Pigeau
Clerk-Treasurer

CORPORATION OF THE MUNICIPALITY OF CALVIN

AGENDA
REGULAR COUNCIL MEETING
Tuesday July 23, 2019 at 7:00 p.m.
Calvin Community Centre

- 1. CALL TO ORDER**
- 2. WRITTEN DISCLOSURE OF PECUNIARY/CONFLICT OF INTEREST**
- 3. PETITIONS AND DELEGATIONS** Mayor Dean Backer – Review of DNSSAB Status and Potential Levy Increases.
- 4. REPORTS FROM MUNICIPAL OFFICERS** Jacob Grove – Recreation, Cemetery and Landfill
Shane Conrad – Building Permit Report for April, May & June.
- 5. REPORTS FROM COMMITTEES** None
- 6. ACTION LETTERS**
 - A) Minutes of Council Meeting Adopt Minutes of Tuesday July 9/19
 - B) Municipality of Calvin Filling Station for the Calvin Fire Department at “Whalley Bridge”
 - C) By-Law No 2019-016 To Authorize The Corporation to Enter into an Agreement with the Township of Bonfield in the District of Nipissing, Province of Ontario, for the Maintenance and Repair of Certain Sections of the Boundary Road System Between the Townships Herein – THIRD AND FINAL READING
 - D) By-Law No 2019-021 To Establish and Maintain a System for the disposal of garbage and other refuse.
 - E) DRAFT Municipal Alcohol Policy Discussion regarding DRAFT Municipal Alcohol Policy
 - G) BlueSky Net Resolution for BlueSky Net to lead a steering committee of the Nipissing District to help improve the internet access in our District
 - H) Municipality of Calvin Surplus Resolution to declare window mounted air conditioners as surplus
 - I) Township of Warwick Resolution of Support for the Township of Warwick regarding Enforcement of Safety on Family Farms
- 7. INFORMATION LETTERS**
 - A) Public Sector Digest (PSD) State of Maturity Report
 - B) Northeastern Ontario Tourism IPM 2019 Sponsor Package

- | | | |
|------------|---|---|
| C) | Town of Mattawa | MBEDC Surplus Funds Refund |
| D) | Minister of Infrastructure and Communities | Response to our Support Letter for the Town of Saugeen Shores
RE: Recreation and Culture Capital Infrastructure Deficit |
| E) | Township of Bonfield | Support for our Resolution RE: DNSSAB Potential Levy Change |
| F) | Ministry of Transportation of Ontario | Response to Resolution RE: Conditions on Hwy 630 |
| G) | Ministry of the Attorney General | Joint and Several Liability and Insurance Consultations |
| H) | Parks and Recreation Ontario | Information on what is required to run a Municipal Pool |
| I) | North Bay Parry Sound Health Unit | Collaboration with the Boards of Health in Northeastern Ontario |
| J) | North Bay Parry Sound Health Unit | Support for a National Healthy School Food Program |
| 8. | INFORMATION LETTERS AVAILABLE | Ombudsman Annual Report – 2018-2019 Fiscal Year |
| 9. | OLD AND NEW BUSINESS | –Discussion of Decreasing Speed Limit on Peddlers Drive
(Cathy Moss Presentation from previous meeting)
–Discussion on Official Plan (OP) and Zoning By-Law |
| 10. | ACCOUNTS APPROVAL REPORT | |
| 11. | CLOSED PORTION | |
| 12. | BUSINESS ARISING FROM CLOSED SESSION | |
| 13. | NOTICE OF MOTION | |
| 14. | ADJOURNMENT | |

**MUNICIPALITY OF CALVIN
REPORT TO COUNCIL
Recreation, Cemetery, Landfill JG2019-10**

REPORT DATE: 17/07/2019

PREPARED BY: Jacob Grove; Landfill, Cemetery, Recreation Superintendent

SUBJECT: Council Report

Recreation

There were no major concerns with the wedding reception on July 13th, but as I was in attendance and made note of some things we could do to help this type of event flow smoother. I would like to label the cabinets to make it easier for people to locate what is in them. We do not have enough stemware or cutlery to set our maximum capacity, however we did have enough for this event. I was informed that it would be nice to be able to dim the kitchen and storage area lights as they found it too bright when they were having the dance.

The air conditioner install for the Office was completed on July 15th. The air conditioner was install in the Community Center on the July 17th.

I am expecting to receive the quotes for the Community Center door later this week and hope to be able to present the project at the Council meeting.

Landfill

I have contacted Samuel De Champlain Provincial Park, the Canadian Ecology Center and Algonquin Provincial Park (Kiosk Location) to speak to them about recyclables in the garbage. All of them have indicated that they would like to post our Recycling information at their depots. I also asked them if they would be willing to have staff educate people using their facilities about their recycling programs to help prevent it from ending up in the garbage. They are aware that the Landfill Attendants are instructed to document any bins coming in with excessive recyclable in them and that there will be an increase cost to tipping if they come outside of normal operating hours.

Recycling Cost and Recycling Revenues

	Recycle Weight	Metal Weight	W.E.E.E. Weight	Bin Cost	Metal Revenue	W.E.E.E. Revenue	W.D.O. Funding
2019	13.22 Metric Tonnes	0	0	\$4,762.09	0	0	\$4,399.89
2018	21.68 Metric Tonnes	17 Metric Tonnes	1.44 Metric Tonnes	\$9,547.04	\$4,047.43	\$216.00	\$8,249.41

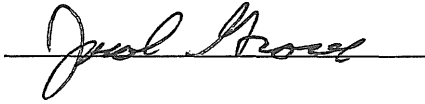
W.D.O. funding is based on our Data Call information.

Our contract with Knight Piesold Consulting is up for renewal at the end of this year. I have asked them for pricing to extend the contract for the 2020/2021 Landfill Environmental Monitoring and Reporting. By renewing our contract it allows for more constant interpretation of the data and avoid significant increases or decreases in our Life Expectancy. The cost of the 2018/2019 monitoring and reporting was \$14,862.16 and for 2020/2021 is \$15,200.00. This is a price increase of approximately \$340.00. It is my recommendation that Council proceed with the contract extension with Knight Piesold Consulting.

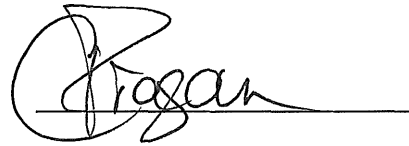
Cemetery

There no report this meeting.

Respectfully submitted;



Jacob Grove
Landfill, Cemetery, Recreation Superintendent
Municipality of Calvin
1355 Peddlers Drive
R.R. #2 Mattawa, ON
POH 1V0
Phone: 705 744-2700
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fire@calvintownship.ca



Cindy Pigeau
Clerk - Treasurer
Municipality of Calvin



MUNICIPALITY OF CALVIN

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BUILDING REPORT

MONTH: Apr., May, and June 2019

1. NUMBER OF PERMITS ISSUED	9
2. TOTAL MONTHLY VALUE	\$ 910,038
3. TOTAL FEES COLLECTED	\$ 1,255
4. TOTAL BUILDING VALUE TO DATE	\$ 913,038
5. TOTAL FEES COLLECTED TO DATE	\$ 1,830

COMMENTS:

Permit 01-2019 cost estimate is 750,000

04-2019: Alteration & improvement

05-2019: Demolition

06-2019: Garage

07-2019: Garage

08-2019: Alteration & improvement

09-2019: Alteration & improvement

10-2019: Garage

11-2019: Demolition Permit not picked up or paid for.

12-2019: Addition

SHANE CONRAD
CHIEF BUILDING OFFICIAL

CORPORATION OF THE MUNICIPALITY OF CALVIN
MINUTES OF THE REGULAR MEETING TUESDAY July 9, 2019

The regular meeting of Council was held this date at the Calvin Community Centre. Present were Mayor Pennell, Deputy Mayor Cross, Coun Maxwell, Coun Olmstead, Coun Grant, Chris Whalley, Jacob Grove, Dean Maxwell and Cindy Pigeau.

Regrets: 0 Guests: 4

The meeting was called to order at 7:03 p.m. by Deputy Mayor Cross

PECUNIARY/CONFLICT OF INTEREST:	None
PRESENTATIONS/DELEGATIONS:	Mr. Matthew Bridgen – Request for Permission to use Unassumed, Unopened Road Allowance to Provide Access to his Property
	Cathy Moss - Request to Reduce the Speed on Peddlers Dr.

2019-128 MINUTES OF COUNCIL MEETING

Moved by Coun Cross and seconded by Coun Grant that the Minutes of the regular meeting of Council held on Tuesday June 25, 2019 be hereby adopted and signed as circulated.

Carried

2019-129 REQUEST FOR PERMISSION TO USE THE UNOPENED, UNASSUMED ROAD ALLOWANCE BETWEEN CONCESSIONS 2 AND 3, ALONG PART OF LOTS 10 AND 11

Moved by Coun Grant and seconded by Coun Cross that Council has reviewed and considered the request by Mr. Matthew Bridgen for permission to use the unopened, unassumed road allowance between Concessions 2 and 3, along part of Lots 10 and 11 to make a trail/driveway for all terrain vehicles (ATV's) and/or off road vehicles to gain access to his property at Concession 3, Lot 10 and has no objection to Mr. Bridgen making use of the unopened, unassumed road allowance between Concessions 2 and 3, along part of Lots 10 and 11 provided that he enter into a Road Agreement with the Municipality, and; further, that the sample DRAFT Road Agreement provided by our Municipal Solicitor be hereby modified to encompass the above stated conditions, and Council hereby authorizes the Clerk-Treasurer to forward the modified DRAFT Agreement in its entirety to the Municipal Solicitor for review and comment, and; and further, that once the Municipal Solicitor has reviewed and provided comment, the DRAFT Agreement shall come back to Council for final approval.

Carried

2019-123 BY-LAW 2019-015-TO ADOPT A POLICY REGARDING THE CORPORATE STRATEGIC ASSET MANAGEMENT FOR THE MUNICIPALITY OF CALVIN

By-law No. 2019-015 being a by-law to adopt a Policy regarding the Corporate Strategic Asset Management for the Municipality of Calvin. This By-law received 1st and 2nd readings on June 25, 2019 and received 3rd and final reading on Tuesday, July 9, 2019.

Carried

2019-130 BY-LAW 2019-016-TO AUTHORIZE THE CORPORATION TO ENTER INTO AN AGREEMENT WITH THE TOWNSHIP OF BONFIELD FOR THE MAINTENANCE AND REPAIR OF CERTAIN SECTIONS OF THE BOUNDARY ROAD SYSTEM BETWEEN THE TOWNSHIPS

By-law No. 2019-016 being a by-law to authorize the Corporation to enter into an Agreement with the Township of Bonfield in the District of Nipissing, Province of Ontario, for the Maintenance and Repair of Certain Sections of the Boundary Road System between the Townships Herein. This By-law received 1st and 2nd readings and will come before Council for the 3rd and final reading on Tuesday, July 23, 2019.

Not Yet Carried

2019-131 BY-LAW 2019-017-TO ENTER INTO AN AGREEMENT BETWEEN THE CORPORATION OF THE MUNICIPALITY OF CALVIN AND THE TOWNSHIP OF BONFIELD FOR THE USE OF THE TOWNSHIP OF BONFIELD'S PROPERTY AND BUILDING AS A DOG POUND

By-law No. 2019-017 being a by-law to enter into an Agreement between the Corporation of the Municipality of Calvin and the Township of Bonfield for the use of the Township of Bonfield's property and building as a dog pound. This By-law received 1st and, 2nd readings as well as 3rd and final reading on Tuesday, July 9, 2019.

Carried

2019-132 BY-LAW 2019-018-TO APPOINT POUND KEEPERS FOR THE CORPORATION OF THE MUNICIPALITY OF CALVIN

By-law No. 2019-018 being a by-law to appoint Pound Keepers for the Corporation of the Municipality of Calvin. This By-law received 1st and, 2nd readings as well as 3rd and final reading on Tuesday, July 9, 2019.

Carried.

2019-133 BY-LAW 2019-020-TO ENTER INTO AN AGREEMENT BETWEEN THE TOWNSHIP OF PAPINEAU-CAMERON, THE MUNICIPALITY OF CALVIN, THE MUNICIPALITY OF MATTAWAN AND THE MUNICIPALITY OF EAST FERRIS FOR A BUILDING INSPECTOR

By-law No. 2019-020 being a by-law to enter into an Agreement between the Township of Papineau-Cameron, the Municipality of Calvin, the Municipality of Mattawan and the Municipality of East Ferris for a Building Inspector Officer to Enforce the Building Code Act. This By-law received 1st and, 2nd readings as well as 3rd and final reading on Tuesday, July 9, 2019.

Carried

2019-134 ROAD CLOSURE ON PEDDLERS DRIVE NEAR MOUNT PLEASANT ON SATURDAY, JULY 13TH FROM 6PM TO 4AM FOR THE MAKING OF A FILM

Moved by Coun Maxwell and seconded by Coun Olmstead that Council has been notified of the telephone request from House Fire Ontario Films, in the making of the film "Like a House on Fire" for a road closure on a portion of Peddlers Drive close to Mount Pleasant Rd., on Saturday, July 13th from 6pm to 4am, and; that they would require the use of Municipal Road Closure signs and cones during this road closure, and; that they will provide the appropriate personnel to manage the road closure to ensure a safe environment, and; that they have notified ALL surrounding property owners of their intentions and hours of operation and obtained appropriate permissions should they require use of privately owned lands, and; that while emergency services (Police, Fire and Ambulance) will be notified of such road closure that House Fire Ontario Films will NOT impede an emergency vehicle in the event of an emergency, and; that local traffic will also be permitted in the area of the road closure, and; further, that House Fire Ontario Films insurance company will provide the appropriate Certificate of Insurance for liability, Now Therefore Be It Resolved that Council hereby approves this request as presented.

Carried

Councillor Grant left the table at 9:36pm regarding declared Conflict of Interest in writing Re: Agenda Item No. 9 – New/Old Business – Email from Mr. Kevin Grant.

Councillor Grant returned to the table at 9:42pm.

2019-135 DISBURSEMENTS

Moved by Coun Olmstead and seconded by Coun Maxwell that the disbursements dated July 4, 2019 in the amount of \$31,760.80 and July 9, 2019 in the amount of \$22,980.26 be hereby authorized and passed for payment.

Carried

2019-136 ADJOURNMENT

Moved by Coun Maxwell and seconded by Coun Olmstead that this regular meeting of Council now be adjourned at 9:57 p.m.

Carried

Mayor

Clerk

CORPORATION OF THE MUNICIPALITY OF CALVIN

BY-LAW NO. 2019-016

BEING A BY-LAW TO AUTHORIZE THE CORPORATION TO ENTER INTO AN AGREEMENT WITH THE TOWNSHIP OF BONFIELD IN THE DISTRICT OF NIPISSING, PROVINCE OF ONTARIO, FOR THE MAINTENANCE AND REPAIR OF CERTAIN SECTIONS OF THE BOUNDARY ROAD SYSTEM BETWEEN THE TOWNSHIPS HEREIN.

THE COUNCIL OF THE CORPORATION OF THE MUNICIPALITY OF CALVIN ENACTS AS FOLLOWS:

1. THAT the Corporation of the Municipality of Calvin pursuant to the Municipal Act, 2001, c.25, section 27 (1), 27 (2), 29.1 (1) and 29.1 (2), as amended, do enter into an agreement with the Township of Bonfield for maintenance and repair of certain sections of the boundary road system between the two townships herein; and,
2. THAT the Mayor and the Clerk of the Corporation be and they are authorized and required to execute the said agreement on behalf of the Corporation and to affix the Corporate Seal thereto and to deliver a copy of same, upon execution, to the other agreeing party.

READ A FIRST AND SECOND TIME IN OPEN COUNCIL THIS 9TH DAY OF JULY, 2019.

READ A THIRD TIME IN OPEN COUNCIL AND FINALLY ENACTED THIS
____ DAY OF _____, 2019

MAYOR

(seal)

CLERK

BY-LAW NO. 2019-016

SCHEDULE "A"

AN AGREEMENT BETWEEN

THE MUNICIPALITY OF CALVIN AND THE TOWNSHIP OF BONFIELD

This agreement made this ____ day of _____, 2019.

WHEREAS the Corporation of the Municipality of Calvin and the Corporation of the Township of Bonfield have, under the provisions of *the Municipal Act, 2001, c.25, section 27 (1), 27 (2), 29.1 (1) and 29.1 (2)*, as amended, passed by-laws for entering into an agreement for the maintenance and repair only of certain portions of the publicly travelled road, which, deviates over, along and parallel to the original boundary between the Corporations herein:

NOW THEREFORE, this agreement Witnesseth that the parties hereto covenant and agree as follows:

- 1.a) That the Corporation of the Municipality of Calvin, under the provisions of its By-law No.2019-016 hereby agrees to maintain and repair that portion of the existing publicly travelled road indicated as Section "A" on the attached Schedule "B" forming part of this agreement.
- b) The Corporation of the Township of Bonfield, under the Provisions of its By-law No _____, hereby agrees to maintain and repair that portion of the existing publicly travelled road indicated as Section "B" on the attached Schedule "B" forming part of this agreement.
2. The effect of this Agreement is to:
 - a) indemnify and save harmless the Corporation of the Municipality of Calvin from any loss or damage arising from want of repair of such portions of the Boundary Road System as herein agreed to be maintained and repaired by the Corporation of the Township of Bonfield, and
 - b) indemnify and save harmless the Corporation of the Township of Bonfield from any loss or damage arising from want of repair of such portions of the Boundary Road System as herein agreed to be maintained and repaired by the Corporation of the Municipality of Calvin
3. This agreement shall become enacted and in effect upon the signing thereof by both parties involved.
4. This agreement shall expire ten years from the date that it takes effect.
5. The parties to this agreement hereby agree to share equally the cost of any purchases and registering of land that are deemed by both parties to be a necessity for boundary road purposes.

IN WITNESS WHEREOF the Corporations herein have caused this Agreement to be executed by the affixing of their Corporate Seals attested by the signatures of their proper officers duly authorized in that behalf.

MUNICIPALITY OF CALVIN

TOWNSHIP OF BONFIELD

MAYOR

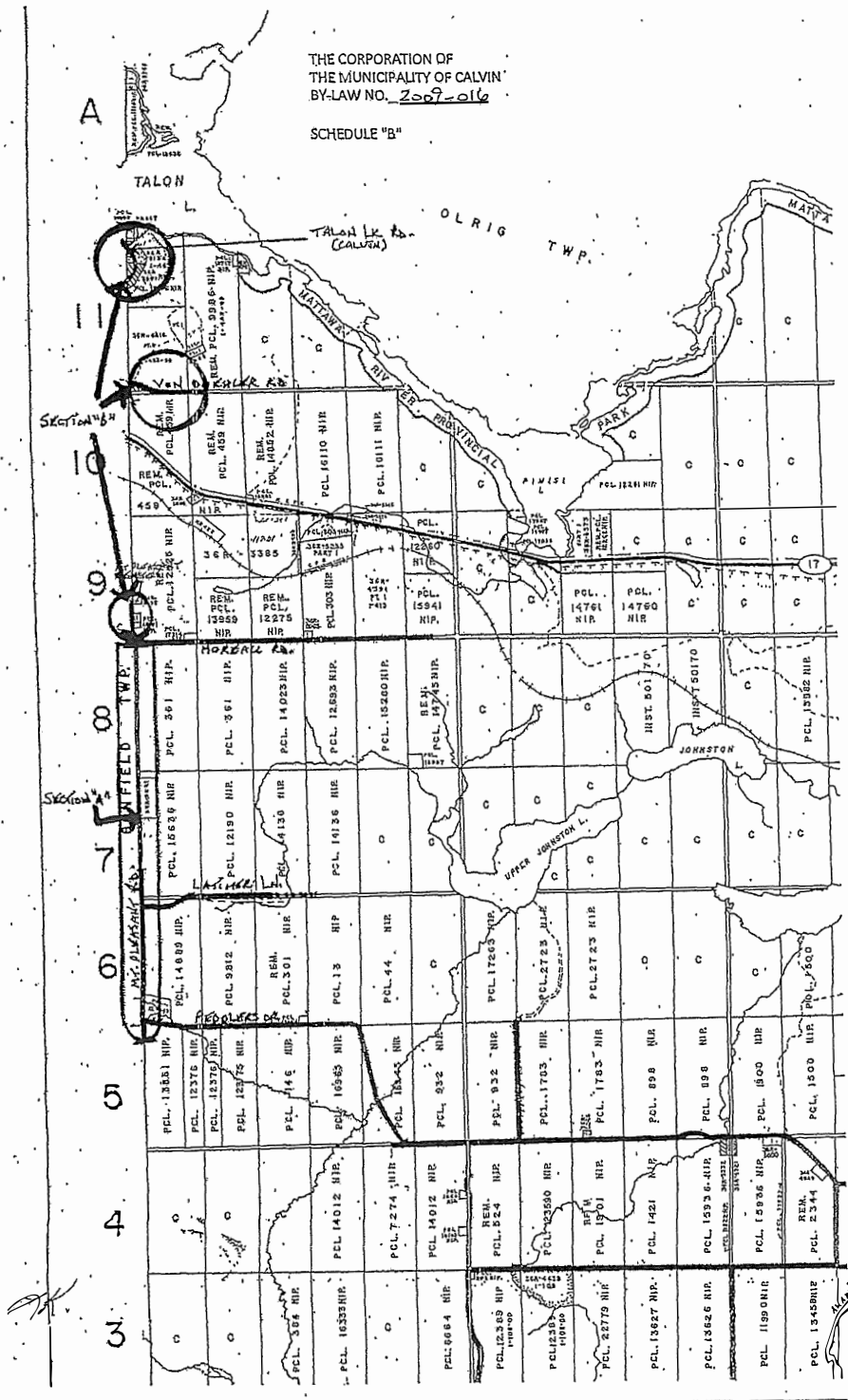
MAYOR

CLERK

CLERK

THE CORPORATION OF
THE MUNICIPALITY OF CALVIN
BY-LAW NO. 2009-016

SCHEDULE "B"



THE CORPORATION OF THE MUNICIPALITY OF CALVIN

BY -LAW NO. 2019 - 021

BEING a By-Law to establish and maintain a system for the disposal of garbage and other refuse.

WHEREAS the *Municipal Act* S.O. 2001, c.25, section 10(1), as amended, states that a single tier municipality may provide any service or thing that the municipality considers necessary or desirable for the public;

AND WHEREAS the *Municipal Act* S.O. 2001, c.25, section 10(2)7, as amended, provides that a single- tier municipality may pass by-laws respecting matters pertaining to services and things that the municipality is authorized to provide under subsection (1);

AND WHEREAS the Council for the Corporation of the Municipality of Calvin deems it desirable to amend by-law no. 2002-010 to establish and maintain a system for the removal and disposal of garbage, and for contracting with any person for the removal and disposal by him/her of garbage and other refuse upon such terms and conditions as may be considered expedient;

NOW THEREFORE the Council of the Corporation of the Municipality of Calvin enacts as follows:

1. DEFINITIONS

"Garbage" shall mean waste food or any putrescible organic matter resulting from the preparation, serving and consumption of edible food.

"Other refuse" shall mean discarded materials and goods incidental to the operations of households and business establishments.

"Site" shall mean the Calvin Waste Disposal Site at Lot 21, Concession 3, Calvin Township.

"Rubbish" shall include the sweepings and cleaning from yards, basements, sheds or other places, and branches cut from trees or shrubs, boxes, barrels, or other containers, excelsior and other packing materials.

2. HOURS OF OPERATION

The gate at the site shall be locked when the Site is closed.

The Site shall be open as follows:

- | | | |
|---------------------|--------------|-------------------------|
| April 1 to Sept. 30 | (a) Tuesday | 1:00 p.m. to 6:00 p.m. |
| | (b) Saturday | 10:00 a.m. to 3:00 p.m. |
| Oct. 1 to March 31 | (a) Tuesday | 1:00 p.m. to 4:00 p.m. |
| | (b) Saturday | 10:00 a.m. to 3:00 p.m. |

3. UNAUTHORIZED DISPOSAL

- a) No person shall deposit or cause to be deposited any garbage, domestic or commercial refuse or rubbish within the township limits other than at the Calvin Waste Disposal Site.
- b) All garbage, refuse or other materials shall only be discharged under the direction of the Site attendant.
- c) No person other than a resident of the municipality or authorized personnel shall deposit garbage at the Site unless authorized or otherwise prearranged by Council.
- d) No unauthorized person shall set fire at the Site.
- e) No trespassing. No unauthorized person shall enter the Site other than during the hours of operation.
- f) Hunting is prohibited on the Site.
- g) Scavenging is prohibited at the Site.
- h) No person shall deposit garbage, refuse, rubbish or any waste materials at the locked gates when the Site is closed.
- i) No person shall deposit the following unacceptable materials; large rocks, stumps, animal carcasses, sewage, animal waste, toxic or hazardous wastes, chemicals, explosives, volatile materials, pathological waste or used vehicles at the Site. Any divertible materials shall not be deposited in the landfill.

4. RECYCLING

The recycling depot is located at the Site.

The recycling depot shall receive all recyclable materials that are

- a) approved for removal by our contractor (subject to market conditions),
- b) approved by the Site attendant

A list of acceptable recyclable materials shall be available at the Site from the Site attendant on duty.

All materials being brought free of charge into the recycling depot shall be clean and deposited in an orderly fashion under the supervision of the Site attendant.

5. SITE PASS CARDS

A Site pass card shall be issued to each household within the Municipality of Calvin which will allow one hundred and four (104) bags per year, per household. Thereafter, a fee of one dollar (\$1.00) per bag will be charged. Pass cards may be used by the householder directly or be turned over to a garbage hauler who will in turn use them at the Site accordingly to service house holder garbage needs. All pass cards must be presented to the Site attendant to gain admission to the Site.

6. WASTE DISPOSAL BAGS

Waste shall be brought to the Site in transparent bags.

7. TIPPING FEES

Tipping fees (user fees) shall be printed clearly on the Site pass card.

The attached Schedule "A" setting Tipping (User Fees) shall be attached and form part of this by-law.

8. ENFORCEMENT

Any police officer, provincial offences officer or employee of the Municipality whose duties include the enforcement of this by-law, is authorized to enforce this by-law pursuant to the provisions hereof, the Municipal Act, 2001 S.O. 2001, c. 25 as amended or any successor thereof, and the Provincial Offences Act, R.S.O. 1990, c.P.33, or any successor thereof.

9. OFFENCES

Any person who contravenes any provisions of this by-law is guilty of an offence and on conviction is liable to a fine, penalty or order as provided for in the Provincial Offences Act, R.S.O. 1990, c. P. 33, as amended, or any successor thereof, or in the Municipal Act, 2001, S.O. 2001, c.25, as amended or any successor thereof.

10. This By-Law rescinds By-Law No. 2007-014.

11. This By-Law comes into full force and effect upon the passing thereof.

READ A FIRST AND SECOND TIME THIS ____ day of _____, 2019.

READ A THIRD TIME AND FINALLY PASSED BEFORE AN OPEN COUNCIL
THIS ____ DAY OF _____, 2019.

MAYOR

CLERK- TREASURER

Common Municipal Alcohol Policy Template

June 25, 2013

This template was drafted by the following individuals over the period of time from June 2012 to June 2013:

- Andy Brand – Municipal Insurance Pool City of Kitchener
- Barb Szycha – Frank Cowan Company
- Beth Rajnovich – City of Waterloo
- Brian Detzler and Jennifer Horndl – Township of Woolwich
- Brad Voisin – Township of Wellesley
- Craig Smith – Risk Management, Region of Waterloo
- Crystal Brenneman and Vicky Luttenberger – Township of Wilmot
- Dan Vandebelt, Carol Perkins, RN, and Amanda Kroger, Region of Waterloo Public Health
- Daniel Deslippe – Alcohol & Gaming Commission of Ontario
- Glen Gedge – City of Cambridge
- Kathleen Woodcock- City of Kitchener
- Keri Solomon and Jamie Perham - Region of Waterloo Museum
- Michelle Poissant – Township of North Dumfries
- Tessa Cooper - Region of Waterloo

The draft policy template has been reviewed by Arlene Metz, Solicitor, Corporate, The Regional Municipality of Waterloo, Legal Services Division and Craig Smith, Manager Risk Management Services, The Regional Municipality of Waterloo.

It is intended as a common template for all municipalities. This document has been compiled from various local and best-practice Municipal Alcohol Policies (MAPs). Policy examples included local MAPs, policy examples from Goderich, Grey-Highlands, and Hamilton, as well as policies reflecting best practice compiled by the Ontario Recreation Facilities Association and the Centre for Addictions and Mental Health.

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Section 1: Introduction

1.1 Purpose

This Municipal Alcohol Policy is intended to promote a safe, enjoyable environment and ensure the health and safety of participants and staff. This policy is in place to reduce alcohol-related problems such as injury, violence and liability which arise from alcohol consumption on municipal property.

Policy Objectives

- To provide procedures and education to individuals or groups wishing to hold events in and/or on municipally owned facilities/properties in order to ensure that all Liquor Licence Act of Ontario legislation that pertains to Special Occasion Permits or liquor licensing is properly understood and strictly complied with.
- To ensure appropriate supervision and operation of Special Occasion Permits and liquor licensed events in order to protect the event organizers, the participating public, volunteers, Municipality of Calvin and its staff from liability by providing education in prevention and intervention techniques and through effective management procedures.
- To encourage and reinforce responsible drinking practices for consumers through the development of operational procedures, controls, training and education, and to honour the decision of abstainers not to drink alcohol and encourage their participation by providing alternative, non-alcoholic drinks.

Scope

The Municipal Alcohol Policy outlines various stipulations and controls on events involving alcohol, including: Special Occasion Permits, liquor licensed events under a caterer's endorsement, and/or events in a municipally licensed facility.

The event organizer and/or designate are legally responsible for ensuring compliance with the Municipal Alcohol Policy, Liquor Licence Act of Ontario and Alcohol and Gaming Commission of Ontario policies and guidelines.

1.2 Designation of Roles and Responsibilities

Role of Municipal Representatives

Municipal representatives are responsible for ensuring the event organizer and/or designate are provided with written information outlining the conditions of the Municipal Alcohol Policy and ensuring that they comply with the Municipal Alcohol Policy, Liquor Licence Act of Ontario and its regulations at their event. Municipality of Calvin representatives have the authority to demand correction and/or to shut down an event on behalf of Municipality of Calvin and will have ultimate authority regarding decision-making on the part of the event organizer. Municipality of Calvin representatives monitoring a liquor-licensed event shall be Smart Serve trained and competent in facility procedures.

Role of Event Organizer and/or Designate

The event organizer and/or designate is responsible for the conduct and management of the event, including, but not limited to:

- Compliance with the Municipal Alcohol Policy in addition to all applicable federal, provincial and municipal laws, policies, guidelines, regulations and by-laws, including, without limitation, the and Liquor Licence Act of Ontario and its regulations
- Organization, planning, set up and clean up of the event
- Sufficient number of event workers

- Training of their designates and other event workers (all of whom must be 18 years of age or older)
- If applicable, posting the Special Occasion Permit (with any updates) in plain sight on the premises to which the permit applies or keep it in a place where it is readily available for inspection
- Alcohol sales and service including the choice of beverages in to avoid the supply of fortified or extra strength drinks
- Ensuring that no one consumes alcohol in unauthorized locations
- The safety and sobriety of people attending the event including those persons asked to leave to control the event
- Safe transportation options (e.g., designated drivers, taxis)
- Response to emergencies

The event organizer **MUST** read and sign the Checklist for Liquor Licensed Event Organizers (Appendix A) to indicate that they understand their responsibilities.

The event organizer must provide a copy of the Special Occasion Permit (if applicable) and any updates to Municipality of Calvin prior to the start of the event.

The event organizer and/or designate must attend the event for the entire duration including clean up after the event and be responsible for decisions regarding the actual operation of the event

Rationale: The event organizer is responsible for the behaviour of event participants and guests. The Liquor Licence Act of Ontario and its regulations and the Alcohol and Gaming Commission of Ontario's policies are established to ensure sensible and safe use of alcohol. Municipality of Calvin regulations are established to ensure safety of participants and responsible use of the facility.

The event organizer and Municipality of Calvin must ensure the physical setting is safe at all times.

1.3 Definitions

Alcohol and Gaming Commission of Ontario (AGCO)

For more information - www.agco.on.ca/en/about/index.aspx

Caterer's Endorsement

A liquor sales licence authorizing the applicant to sell and serve liquor for an event held on premises other than the premises to which the liquor sales licence applies

Event

For the purposes of this policy, an event is any gathering held at a municipal facility at which alcohol will be served and/or sold. They may include weddings, showers, dances, barbeques, birthday parties and any other event where alcohol will be served. The duration of the event includes event setup, operation and cleanup. Events involving alcohol may be in a licensed municipal facility or under a Special Occasion Permit.

Public Events - A public event is one which is open to the public to attend and is conducted by a registered charity or not for profit entity or an event of municipal, provincial, national or international significance.

Private Event – A private event is one which is not open to the public.

Outdoor Event - An outdoor event is one at which any alcohol is consumed in an outdoor space (including pavilions or temporary structures).

Event Organizer

Any person, who is 19 years of age or over, seeking to hold an event that involves the sale and/or service of alcohol at municipal premises. The event organizer (which term shall include the SOP permit holder and any designate) are responsible for the safety and sobriety of people attending the event as well as compliance with this Municipal Alcohol Policy and the Liquor Licence Act of Ontario and its regulations at the event. They assume responsibility and liability for the entire operation of the event. The event organizer MUST read and sign the Event Organizer Checklist for Liquor Licensed Events (Appendix A) to indicate that they understand their responsibilities.

Event Worker

Any person, who serves or sells liquor, or is involved in an event where alcohol is served on municipal property. All event workers have a responsibility in the operation of the event and shall not consume or be under the influence of alcohol for the entire duration of the event. In addition to the event organizer and permit holder, event workers may include the following:

Floor supervisor - A paid/volunteer person(s) appointed by the event organizer, who is over the age of 18 and who has satisfactorily proven to the event organizer that she/he will act in accordance with the MAP. A floor supervisor talks with participants, monitors patron behavior, monitors for intoxication and underage drinkers, responds to problems and complaints, assists door monitors when necessary, removes intoxicated persons, arranges safe transportation.

Door monitor - A paid/volunteer person(s) appointed by the event organizer, who is over the age of 18 and who has satisfactorily proven to the event organizer that she/he will act in accordance with the MAP. A door monitor checks identification and for signs of intoxication, keeps out intoxicated and troublesome individuals, arranges for coat checking, monitors for those showing signs of intoxication when leaving the event, arranges safe transportation.

Server/bartender - A paid/volunteer person(s) appointed by the event organizer, who is over the age of 18 and who has satisfactorily proven to the event organizer that she/he has been trained by a recognized alcohol server training course to include Smart Serve and/or the Server Intervention Program. A server accepts tickets for the purchase of alcoholic drinks, serves drinks, monitors for intoxication and underage drinkers, refuses service when patron appears to be intoxicated or near intoxication, offers a non-alcoholic substitute and co-ordinates with event staff.

Ticket seller - A paid/volunteer person(s) appointed by the event organizer, who is over the age of 18 and who has satisfactorily proven to the event organizer that she/he will act in accordance with the Municipal Alcohol Policy. A ticket seller sells alcohol tickets to a maximum of four per person per purchase, monitors for intoxication and underage drinkers, refuses sale to patrons at or near intoxication, refunds tickets on request.

Licensed Security

Security personnel monitoring entrances and patrolling licensed areas must be licensed under the Private Security and Investigative Services Act, to ensure the safety and security of the establishment, its employees and patrons. For more information go to - www.agco.on.ca.

Liquor Licence Act

Each province or territory has a Liquor Licence Act which outlines the laws regarding the sale and service of alcohol. (<http://www.agco.on.ca/en/whatwedo/index.aspx>)

Municipal Alcohol Policy

A local policy for municipalities to manage events held at municipally-owned facilities and properties when alcohol is sold and/or served.

Municipal Properties

All municipally owned or leased lands, buildings and structures.

Municipal Representative

Municipality of Calvin staff or a designate who attends and monitors the event on behalf of Municipality of Calvin and ensures all components of the Municipal Alcohol Policy are met.

Religious Function

A religious occasion does not include events like a “stag and doe”, anniversaries or birthdays.

Smart Serve

The Smart Serve training program offered by Smart Serve Ontario (<https://www.smartserve.ca>) is designed to train staff and volunteers who work in areas where alcohol is sold and/or served, such as in bars, restaurants, banquet halls and other public facilities. The Smart Serve Program is the only server training program that is recognized by the Alcohol and Gaming Commission of Ontario and approved by this policy.

Special Occasion Permit

A liquor licence issued by the Alcohol and Gaming Commission of Ontario for one-time social events where alcohol will be sold and/or served (http://www.agco.on.ca/en/services/permit_special_gpb.aspx).

SOP Holder (Permit Holder) – is the individual who signs the application for a Special Occasion Permit to sell and/or serve alcohol. A special occasion permit holder can assign a designate. A designate is a person(s) appointed by the special occasion permit holder and acceptable to Municipality of Calvin who is over the age of 19 and who has satisfactorily proven to the special occasion permit holder that she/he will act in accordance with the Municipal Alcohol Policy. The event organizer, the special occasion permit holder and/or designate are responsible for the safety and sobriety of people attending the event as well as compliance with the Municipal Alcohol Policy and the Liquor Licence Act of Ontario and its regulations at the event. They assume responsibility and liability for the entire operation of the event.

Standard Drink

The minimum price for a standard drink must be two dollars. The Liquor Licence Act of Ontario defines a standard drink as a serving of liquor by volume and type, as follows:

- 12 oz. or 341 ml. of beer with 5% alcohol, OR
- 5 oz. or 142 ml. of wine with 12% alcohol, OR
- 3 oz. or 85 ml. of fortified wine with 14.9 or more % alcohol, OR
- 1 oz. or 29 ml. of spirits with 40% alcohol

Section 2: Designation of Properties and Events

2.1 Designation of Properties

The following municipal facilities and areas are either licensed or designated as **suitable** for events involving alcohol subject to the event organizer obtaining a Special Occasion Permit or a Liquor Licence through a caterers' endorsement issued by the Alcohol and Gaming Commission of Ontario and agreeing to conditions as set out by Municipality of Calvin:

- Community Hall
- ??

** Some in-house policies and guidelines apply

The following municipal facilities and areas are not licensed or suitable for an event involving alcohol:

- Athletic and playing fields

- Parking lots
- Dressing rooms/change rooms
- Open park areas, trails and woodlots
- Playground areas

Rationale: Alcoholic beverages are only allowed in licensed municipal facilities or facilities designated as being suitable for conducting a Special Occasion Permit function. Many of the areas noted as not suitable are regarded as inappropriate to provide approval for a permit by the Alcohol and Gaming Commission of Ontario.

2.2 Designation of Events

The serving of alcohol shall not be permitted at any events where the focus of the event marketing is for youth under 19 years of age.

Rationale: The deciding factor for events involving alcohol will be determined by the focus of the events. Those events where the primary focus involves minors will not be allowed. Non-consumption by participating adults provides a positive example for young people.

Section 3: Conditions for Events Involving Alcohol

3.1 Insurance

The event organizer must provide proof of insurance by way of submitting an original Certificate of Liability Insurance to **Municipality of Calvin** before occupying municipal premises for the event. The Certificate of Liability Insurance must be in effect for date(s) where municipal property is being used or occupied by the event organizer including, without limitation, set-up and take-down. Failure to provide proof of liability insurance will void the rental.

*Rationale: Case law indicates that judges and juries are sympathetic toward the injured plaintiff. Special occasion permit holders, **Municipality of Calvin**, the event organizer and volunteers could be named in a lawsuit. Municipalities can be jointly liable and could end up paying the predominant share of an award to a plaintiff should the event sponsor be uninsured.*

Rentals up to and including 192 people

The Certificate of Liability Insurance shall:

- Provide proof of a minimum of **two million dollars** general liability insurance issued by an insurance company satisfactory to **Municipality of Calvin** that is licensed to carry on business in Ontario and which must at a minimum include the following:
 - a) **Municipality of Calvin** shown as an additional insurer to the policy
 - b) Coverage for bodily injury and property damage liability
 - c) A liquor liability endorsement
 - d) Tenants liability endorsement
 - e) Products and completed operations liability
 - f) Personal injury liability
 - g) Advertiser's liability
 - h) Thirty (30) day notice of cancellation provision
- Show that coverage is in effect on the date(s) of the event
- Be delivered to the supervisor having operational jurisdiction at the event location at least **30 days** prior to the start of the event. The following information must be provided:
 - Certificate of liability insurance

- Policy number
- Company name
- Expiry date
- Amount of Insurance coverage
- An endorsement from the insurance company that they are aware of the Special Occasion Permit event and that coverage is in place including date and location of the event

The Municipality of Calvin reserves the right to amend the insurance and provisions required at any time.

3.2 Advertising

All advertising must comply with the Alcohol and Gaming Commission of Ontario advertising policies and guidelines. Alcohol and Gaming Commission of Ontario policy states that, a permit holder for a private event special occasion permit is not permitted to advertise or promote liquor or the availability of liquor.

At events where children and youth are allowed entry, the event organizer shall not allow promotional advertising of alcoholic beverages' names, brands or manufacturers.

Rationale: Alcohol advertising influences people of all ages (including youth) to consume alcohol.

3.3 Event Worker Training and Staffing Levels

The event organizer is responsible to:

- Ensure event workers are in attendance and as needed to monitor, manage and control the event
- Ensure event workers wear an identification (I.D.) name tag and/or clothing which is highly visible in a crowd so that they can be easily identified. (Provision of this identification and clothing is the responsibility of the event organizer and/or designate. The type of identification worn by the event workers must be stated on the Checklist for Liquor Licensed Event Organizers form (Appendix A.)

It is mandatory that all event workers are Smart Serve trained and recommended they have Safer Bars training or de-escalation of violence training.

The event organizer shall provide a list, at least 30 days prior to the event, of:

- A) All servers and proof of Smart Serve certification (including their certification numbers)
- B) Security staff and security licence numbers

The event organizer, door monitors, floor supervisors, and servers **shall not consume alcohol** during or after the event is concluded, nor shall they be under the influence of any alcohol or other substance during the event.

*Rationale: Event workers must be adequately trained, prepared, available, and monitoring for the duration of the event. Having clearly identifiable event workers ensures that participants can quickly contact an event worker should problems occur. Smart Serve training provides education on signs of intoxication and will assist in the important task of preventing problems before they occur. The law clearly states that the special occasion permit holder has a "duty to control" - that is, to protect participants from foreseeable harm to themselves or others. Event workers **must not consume alcohol** since, if an incident were to occur, it would be difficult to demonstrate control.*

It is the responsibility of the event organizer to ensure there are sufficient door monitors (monitoring all entrance and access points to ensure controls are properly managed) and floor supervisors (assisting in managing a person who is refused sale, crowd control and de-escalations of violence:

- The entrance to the event must be monitored by responsible person(s) meeting the age of majority requirements at all times. These persons shall further observe individuals that may be attempting to enter

the premises that appear to be intoxicated or have a history of causing problems at events.

- The event organizer has the right to deny entry to any individual.
- When persons under the age of majority are found to have consumed or to be consuming alcohol at an event where alcohol is served, the authorities may be called.

Rationale: Monitoring all access points to the licensed area is necessary to prevent underage, disruptive or intoxicated people from entering an event and considerably reduces the likelihood of problems occurring. It is best practice to have the entrance to the event monitored by responsible person(s) meeting the age of majority requirements at all times as this requires someone some one mature.

Minimum event worker numbers are required on an event worker versus guest ratio basis as described in the table "Guest to Event Worker Ratios". The Municipality of Calvin reserves the right to adjust the minimum number or types of event workers on an event-by-event basis. This includes the provision of both police and/or licensed security.

Guest to Event Worker Ratios

Number of Guests	Minimum Number of Event Workers				Minimum Number of Security
	Bartenders	Door Monitors*	Floor Supervisors**	Ticket Sellers	Licensed Security Workers
Up to and including 100	1	Monitor at each access point	1	0	
101 to 200	2	Monitor at each access point	2 (+1 for outdoor events)	1	
201 to 300	2	Monitor at each access point	3 (+1 for outdoor events)	2	(1 for outdoor events)
301 to 400	3	Monitor at each access point	3 (+1 for outdoor events)	2	(1 for outdoor events)
401 to 500	3	Monitor at each access point	4 (+1 for outdoor events)	2	1 (+1 for outdoor events)
501 to 600	4	Monitor at each access point	5 (+2 for outdoor events)	3	1 (+1 for outdoor events)
601 to 700	4	Monitor at each access point	6 (+2 for outdoor events)	3	2 *** (+1 for outdoor events)
701 to 800	5	Monitor at each access point	7 (+2 for outdoor events)	3	2 *** (+1 for outdoor events)
801 to 900	5	Monitor at each access point	7 (+2 for outdoor events)	4	3 *** (+1 for outdoor events)
901 to 1,000	6	Monitor at each access point	8 (+2 for outdoor events)	4	3 *** (+1 for outdoor events)

* All access points to the licensed area must be monitored. Each venue will require a varying number of door monitors depending on the layout of the venue.

** The event organizer or official designate can be a floor supervisor.

*** For events over 600 guests, at least 50% of the required licensed security workers shall be paid duty police officers.

For any event that allows admittance to minors, additional floor monitors may be required.

Rationale: The presence of security and/or paid duty police officers can act as a deterrent to potential disruptive behaviour.

3.4 Enforcement Procedures

If drunkenness, riotous, quarrelsome, violent, and aggressive and/or disorderly conduct or unlawful gaming is observed at the event, the organizer and their event workers shall:

- First ask the offending person to leave, and
- If the individual refuses to leave, call the Police
- Seek any necessary assistance to maintain control and management of the event and ensure the safety and protection of persons, including event workers.

The event organizer, event worker or municipal representative must notify the Police if they observe signs that a situation is getting out of control.

Rationale: The law clearly states that the event organizer has a "duty to control" - that is, to protect participants from foreseeable harm to themselves or others.

3.5 Prevention Strategies

The following controls and prevention strategies related to selling and serving alcohol shall be in place:

- Alcohol shall not be served to anyone under the age of 19 (minors). Minors are not allowed to consume alcohol on the premises. Outdoor public events which allow admittance to **minors** must implement a wrist band policy or have a fenced licensed area where alcohol is only served to and consumed by those 19 years of age and older. Additional floor monitors are recommended if alcohol is being served in the presence of minors.
- Alcohol shall not be served to anyone who may appear intoxicated.
- Closing time is 1:00 a.m. unless hours of operation for the facility are posted differently. Ticket sales and alcohol service shall cease at least 45 minutes prior to the end of the licensed period of the event. All alcohol and its containers (which include empty cups/glasses) shall be cleared away no more than 45 minutes after the end of the licensed event as listed on the Special Occasion Permit.
- Last call shall not be announced.
- Separate tickets for alcohol must be sold at all public events. Ticket sales for alcohol shall be limited to 4 tickets at one time per person. Unused tickets for alcoholic beverages can be redeemed at anytime during the event.
- Alcoholic service shall be limited to two drinks per person at one time. Alcohol cannot be left available for self-serving.
- Drinks **MUST** be served in soft plastic cups and a different colour of soft plastic cup shall be used for non-alcoholic drinks. For formal dinner settings, glass vessels may be used for serving/consuming alcohol. Glass must be removed at the conclusion of the dinner.
- All outdoor licensed areas are required to have a barrier at least 0.9 metres high. Higher barriers and additional criteria may be required at the discretion of Municipality of Calvin.

Rationale: Last call usually results in high and rapid consumption and results in high blood alcohol levels which may peak after an event and lead to impaired driving. Selling tickets slows down the rate of consumption as people are required to make two stops before getting their drinks. Selling tickets provides ticket sellers and bartenders with the opportunity to look for signs of intoxication and to read the climate of the event. By limiting the number of tickets per purchase, event workers are provided with additional opportunities to verify the sobriety of patrons. Redeeming unused tickets could help avoid a confrontation with a patron who may be nearing intoxication but who wishes to purchase additional drinks in order to get his/her money's worth. Should a drink be dropped, plastic cups do not break. If a patron becomes belligerent, a broken beer bottle could be used as a weapon.

The following controls and prevention strategies related to types of available drinks shall be in place:

- Event workers are to encourage patrons to consume food, non-alcoholic and low alcohol beverages. Non-alcoholic drinks must be available at no charge or at a cost much lower than that of drinks containing alcohol.

- Identified designated drivers receive free non-alcoholic drinks (such as coffee, pop, juice).
- At least 30% of the available alcohol consists of low-alcohol beverages (e.g., 4% and 2.5% beer).
- No fortified drinks or extra-strength drinks shall be sold. Beer products with more than 5% alcohol, wine products with more than 12% alcohol and spirits with more than 40% alcohol, are considered “fortified” alcohol products. Beer and coolers are not to exceed 5% alcohol content (standard drink measure).
- Pre-made alcoholic drinks, such as jello shooters and punches, etc. are **NOT** allowed.
- There must be sufficient food available for those in attendance. Food must be available beginning no later than 8:00 p.m. and must not be removed until the bar closes. Food available is not satisfied by snack foods such as chips, peanuts, popcorn.
- No energy drinks (with or without alcohol in them) shall be sold.
- Homemade alcohol shall not be allowed at any Special Occasion Permit function, with the exception of homemade wine or beer at a religious function listed under a NO-SALE reception permit, as defined by the Alcohol and Gaming Commission of Ontario. Where wine is provided with a meal, a non-alcoholic substitute (such as water, pop or juice) must be provided to ensure that children and abstainers are included in toasting the celebrants.
- No persons shall be allowed to bring in their own alcohol to the event or allowed to pour their own alcoholic drinks.
- Alcohol shall not be offered as a prize in a contest. A lottery licence is required if raffling alcohol (charities only). Gift cards for the LCBO are allowed as an exception.
- Marketing practices which encourage increased consumption of alcohol (e.g., oversized drinks, double shots, pitchers, drinking contests, jello shooters, volume discounts) are not permitted.

Rationale: The availability of non-alcoholic beverages supports designated driver initiatives and a safe transportation strategy. Low alcohol drinks can reduce the consumption of alcohol and reduce the likelihood of intoxication and impaired driving while permitting participants to socialize throughout the evening without becoming intoxicated. Consumption of energy drinks may mask signs of intoxication and should not be mixed with alcohol. Jello shooters may not be standard serving size and intoxication may occur at a faster rate.

3.6 Safe Transportation

Event organizers are responsible to take the necessary steps to reduce the possibility of impaired driving. As a condition of rental, the event organizer must have a Safe Transportation Strategy in effect. Elements of a Safe Transportation Strategy could potentially include:

- Providing non-alcoholic beverages either at no charge or at a cost much lower than that of drinks containing alcohol
- Providing alternate means of transportation for those who are suspected to be intoxicated (i.e., call a friend, relative, or taxi)
- Calling police if someone who is suspected to be impaired cannot be convinced to use alternate transportation.
- Providing a designated driver program which encourages and identifies designated driver.

The designated driver program and relevant local taxi phone numbers must be prominently posted. Alternate means of transportation shall be provided for all those suspected to be intoxicated. All advertising for the event should indicate that a designated driver program is in effect.

Rationale: A Safe Transportation Strategy helps to ensure that no one who is the driver of a motorized vehicle is impaired when leaving an event from a municipal facility. An impaired driver leaving an alcohol related event is one of the greatest risks of liability.

3.7 Signage

During events where alcohol is served, the following signage, which is approved by Municipality of Calvin, shall be displayed in prominent locations:

Signage at one or more prominent places in the licensed/bar area:

<p>Please drink responsibly.</p> <ul style="list-style-type: none">-Bartenders reserve the right to refuse service. Bartenders cannot serve alcohol to anyone who is intoxicated or appears to be at the point of intoxication.-Bartenders cannot serve alcohol to anyone under 19 years of age. Proper I.D. must be presented to event staff when requested.-You can only be served a maximum of two alcoholic drinks at any one time.-You may redeem unused tickets for cash anytime during the event.-There will be no "LAST CALL". <p>Thank you for not drinking and driving. Call a friend, relative or taxi. Local taxi phone numbers are: _____ The R.I.D.E. program is in effect in our community. Use a designated driver.</p>

Signage at one or more prominent places in the licensed/bar area:

<p>If there is an emergency call 9-1-1 For a non-emergency, please call OPP at 705-495-3878 You are at _____ [space for the name and address of facility for emergency response]</p>

Signage to be posted at the boundaries of the licensed/bar area:

<p>No alcohol beyond this point.</p> <p>Thank you for not drinking and driving. Call a friend, relative or taxi. Local taxi phone numbers are: _____ The R.I.D.E. program is in effect in our community. Use a designated driver.</p>

Other Signs to be posted in one or more prominent places in the licensed/bar area:

- Sandy's Law sign (regarding alcohol and pregnancy)
- "What is a standard drink?" sign
- Low Risk Drinking Guidelines sign

Where applicable, the event organizer shall post the Special Occasion Permit (with any updates) in plain view on the premises to which the permit applies or shall keep it in a place where it is readily available for inspection.

Rationale: Signs provide direction to guests and provide support to servers and supervisors. Servers are required by law not to serve an intoxicated person, nor to serve anyone to the point of intoxication.

Section 4: Infractions and Violations

4.1 Duty to Report

The event organizer has the duty to report to the municipal representative issues with details of any incident that:

- The event organizer and/or designate are aware of or has been made aware of any Liquor License Act of Ontario or Municipal Alcohol Policy violations
- Where an Alcohol and Gaming Commission of Ontario Inspector under the Liquor License Act of Ontario has reported any incident or violation
- Involves bodily injury or property damage

Police shall be informed by the event organizer and/or designate as appropriate. Reports shall be made no later than two days after the conclusion of the event, but shall be made immediately when repairs or other action is required to make municipality property secure or safe for use. ***Municipality of Calvin*** representatives shall report any infraction of this policy to the police and/or Alcohol and Gaming Commission of Ontario whenever they believe such action is required.

Rationale: The law clearly states that the permit holder has a "duty to control" that is, to protect participants from foreseeable harm to themselves or others. Although police will be called if a situation becomes risky, it is the responsibility of the event organizer to ensure proper management of an event.

4.2 Failure to Comply and Penalties

Where there has been a failure to comply with the Liquor License Act of Ontario, the police or the Alcohol and Gaming Commission of Ontario inspector may intervene for enforcement purposes and may, at their discretion or other authority, terminate the event. ***Municipality of Calvin*** may similarly cancel, intervene or terminate the event for violations of the MAP. It remains the responsibility of the event organizer and/or designate to manage the event and to take appropriate actions, including ending the event, vacating municipal property, maintaining insurance, any conditions of insurance, and providing safe transportation options.

Regardless of the reason for termination of the event, ***Municipality of Calvin*** will not be responsible for any compensation to the event organizer and/or designate or affected persons of their resulting financial, or other losses.

The Municipality of Calvin shall subsequently inform the event organizer and/or designate and any organization they represent, via registered letter, that there has been a violation of the policy and any imposed consequences or penalties.

Additional short term and longer term penalties for failure to comply may include, but are not limited to:

- Loss of privilege to hold an event involving alcohol in a municipal property or facility
- Loss of any future use or rental of any or all municipal properties
- Individual ban or suspension of persons involved in the infractions from any or all municipal properties for any term

Rationale: The event organizer needs to be aware of the consequences of not following the Municipal Alcohol Policy or Liquor License Act of Ontario regulations.

Section 5: Policy Review

The Municipal Alcohol Policy shall undergo an annual review based on change within the industry standards and shall be updated as required. Nipissing Parry Sound District Public Health Unit will facilitate an annual opportunity to review and discuss municipal alcohol policies with the Municipality of Calvin.

Rationale: Reviewing this policy regularly permits policy changes to meet changing community needs, the addition of new facilities, new program demands, as well as any future changes to the Liquor Licence Act of Ontario and its regulations.

Municipality of Calvin reserves the right to make discretionary changes to this Municipal Alcohol Policy at any time, and will advise the event organizer of any such changes prior to the event.

On behalf of The Municipality of Calvin, we wish you a successful and enjoyable event.

DRAFT

(Proof of certification may be required.)

13. List the names and security licence numbers for security staff for this event:

Name	Security Licence Number
_____	_____
_____	_____
_____	_____
_____	_____

(Proof of certification must be available on request.)

14. The undersigned (event organizer) has received the Municipal Alcohol Policy and has read and understood the information and requirements contained therein. Yes

Please note that if there is anything that you do not understand with respect to this Policy it is **your responsibility** to contact Municipality of Calvin staff (phone : _____) to obtain clarification and understanding prior to signing this Event Organizer Checklist.

By signing this Event Organizer Checklist, the undersigned hereby agrees, on behalf of itself/himself/herself and on behalf of its/his/her partners, employees, volunteers, agents, executors, administrators and assigns, as the case may be, to comply with all of the obligations, terms and conditions of the Municipal Alcohol Policy.

Signed at _____, Ontario this _____ day of _____.

Name of Corporate Event Organizer

Per: _____
Name: _____
Title: _____

I have authority to bind the corporation.

OR

Name of Individual Event Organizer

Signature of Event Organizer

Name of Witness

Signature of Witness

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: July 23, 2019 NO. _____

MOVED BY _____

SECONDED BY _____

“WHEREAS access to affordable and reliable broadband networks is an important part of everyday life and key to economic, education, social and health development and;

WHEREAS communities outside urban centres face challenges in accessing internet service levels comparable to those in cities due to factors such as low population, distance and challenging terrain and;

WHEREAS we believe future ICT infrastructure investment in our community would benefit from a holistic model that takes into account the connectivity needs of regional community partnerships rather than just one community and;

WHEREAS this regional partnership should begin with a comprehensive needs analysis conducted by Blue Sky Net, a publically funded non-profit development corporation using their expertise and data based mapping tool- (BAIMAP-- Broadband and Associated Infrastructure Mapping Analysis Project) and;

WHEREAS from the analysis and public consultation Blue Sky Net will conduct, it will be determined where internet gaps remain while also acknowledging what may be the best technology to fill these gaps based on access to the closest ICT infrastructure like fibre or other existing network infrastructure and;

WHEREAS once we determine priority areas we propose establishing three classes of gaps;

- 1) gaps in fibre/backbone infrastructure,
- 2) gaps in last mile/local access to business and residents and
- 3) gaps in access in remote/very isolated area, and;

WHEREAS the Federal and Provincial governments are proposing funding programs that will support the implementation of Broadband projects and will require this in-depth information, we would propose;

THEREFORE BE IT RESOLVED that, the Municipality of Calvin supports Blue Sky Net leading a steering committee to which a representative from Calvin will be appointed and that Blue Sky Network with this committee during the period of analysis, funding application and any subsequent RFP engagement.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
Coun Cross	_____	_____
Coun Grant	_____	_____
Coun Maxwell	_____	_____
Coun Olmstead	_____	_____
Mayor Pennell	_____	_____

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: July 23, 2019 NO. _____

MOVED BY _____

SECONDED BY _____

“WHEREAS the Municipality has upgraded the air conditioning system in the Municipal Office in July 2019 and;

WHEREAS Council hereby declares the older previously window mounted air conditioning units to be surplus to the further needs of the Municipality;

NOW BE IT THEREFORE RESOLVED that staff is hereby authorized to discard these two air conditioning units in the Calvin Landfill due to the age of the units.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE: July 23, 2019 NO. _____

MOVED BY _____

SECONDED BY _____

“**THAT** the Council of the Municipality of Calvin support Council for the Corporation of the Township of Warwick in requesting that the Hon. Doug Downey work with his fellow MPP’s and agricultural leaders to find a better way forward to ensure stronger enforcement of existing laws - or new legislation - to ensure the safety of Ontario’s farm families, employees and animals for the very reasons cited in the Warwick Motion adopted at its Regular Meeting of June 17, 2019; and

THAT this motion be circulated to Hon. Doug Downey, Ministry of the Attorney General; Hon. Doug Ford, Premier of Ontario; Hon. Sylvia Jones, Solicitor General; and Hon. Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs; and all Municipalities in the Province of Ontario, AMO, and ROMA.”

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

State of Maturity Report



Report by:
Jordan Gonda, Asset Management Consultant
July 15, 2019



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Introduction

Background and Objective

Asset management is a sophisticated, coordinated, cross-disciplinary effort that considers the performance, risks, and cost associated with infrastructure over its entire lifecycle. In the municipal context, infrastructure typically includes assets that facilitate transportation services (e.g., roads as well as bridges and culverts); buildings (e.g., social housing, community and recreation centres, and administrative facilities, etc.); fleet; and parks and recreation infrastructure (e.g., sports fields and playground structures).

Each Municipality is unique and is responsible for different types of infrastructure depending on community needs. Despite these differences, asset management approaches remain similar, with a focus on planning for infrastructure needs; acquiring assets to meet those needs; developing operational, maintenance, and rehabilitation procedures; and scheduling asset disposal or replacement. Adopting an asset management approach assists municipalities in optimizing their decision-making processes to deliver the levels of services desired by their communities while minimizing infrastructure lifecycle costs.

The Asset Management Roadmap is a multi-year, collaborative strategy designed by PSD to accelerate and facilitate the development and improvement of municipal asset management programs. Its major components include:

1. State of Maturity Report
2. Corporate Asset Management Policy
3. Condition Assessment Protocols
4. Risk Model Development
5. Lifecycle Activity Model Development
6. Financial Strategies & Budget Scenarios
7. Level of Service Framework Development
8. Robust Strategic Asset Management Plan

Improving asset management practices requires a coordinated, step-by-step approach to the individual components of an asset management program. As a first step, it is important to gauge the current state of practice related to asset management in Calvin. This allows for a thorough gap analysis to determine where to focus efforts in developing a holistic and robust asset management program. Before moving forward, it is important to assess where you stand first to optimize your efforts.

In pursuit of advancing its asset management program, Calvin has retained PSD to implement Phase 1 of PSD's Asset Management Roadmap. This State of Maturity Report satisfies the first of four key components of the first phase of the Roadmap, projected for completion in July 2019.



Methodology

The State of Maturity Report (SMR) provides an audit of the existing asset management capacity at Calvin within the following key competencies:

1. Organizational Cognizance
2. Organizational Capacity
3. Infrastructure Data and Information
4. Levels of Service Framework
5. Asset Management Strategies
 - a. Condition Assessment Protocols
 - b. Risk and Criticality Models
 - c. Lifecycle Management
6. Financial Strategies

The SMR outlines strategic recommendations to improve performance within the key competencies and achieve a higher level of overall maturity. It will also direct the design, development and implementation of additional components of PSD's Asset Management Roadmap, allowing PSD to identify key areas of focus.

To facilitate the current state of asset management maturity report, PSD staff applied two methodologies:

Asset Management Self-Assessment Tool

The Asset Management Self-Assessment Tool (AMSAT), delivered in a survey format, consists of a series of questions designed to determine an organization's alignment with asset management best practice and international standards. Municipal staff from various service areas within Calvin, including Finance, Transportation, Environmental Services, Facilities & Parks, Fire Services, Recreation & Cultural Services, and IT. The results are compiled within the body of this report.

Stakeholder Interviews

In addition to the AMSAT, additional information was gathered through a series of in-depth interviews with Calvin staff who are either directly involved in, or support the delivery of, service through an asset class. These discussions are used to clarify the features of the organization's asset management program, along with who is responsible for managing and delivering the activities that comprise the asset management process.

The following staff from the Calvin participated:

- **Cindy Pigeau** – Clerk-Treasurer
- **Jacob Grove** – Deputy Fire Chief, Municipal Enforcement Office, Recreation and Cemetery Supervisor and Landfill Superintendent
- **Chris Whalley** – Public Works Superintendent

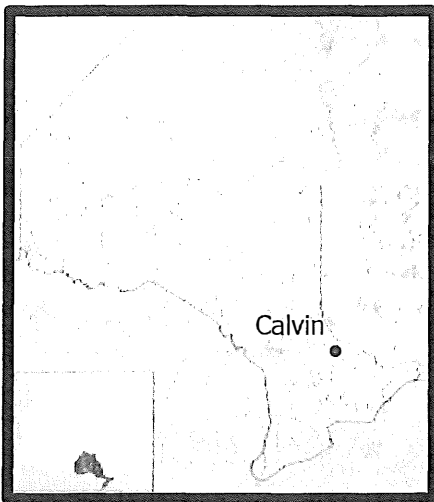


Scope

The scope of this State of Maturity Report includes all departments involved with the management or financing of the following asset infrastructure categories:

- Road Network
- Bridges & Culverts
- Facilities
- Parks/Land Improvements
- Fleet
- Equipment, IT & Furniture

Community Profile



Name: Municipality of Calvin

Population (2016): 516

Growth Rate (2011-2016): -9.2%

Area: 141.0 km²

Private Dwellings Occupied by Usual Residents (2016): 202

Median Total Income of Households (2015): \$48,768

Key Industries: Agriculture, Healthcare, and Manufacturing

The Municipality of Calvin is a township in northeastern Ontario, located near the Mattawa River in East Nipissing District. Originally established in 1881, the Municipality has a rich history of early pioneers that worked the land and brought about agriculture in the region. The Municipality includes the community of Eau Claire. Situated near the world-famous Algonquin Park, the region offers appealing surroundings for visitors and residents alike. The area is also home to the Canadian Ecology Centre, the Eau Claire Gorge Conservation Area, and the Voyageur Multi-Use Trail System.

Current State of Maturity

In the following table, we summarize Calvin's proficiency in the six key components of asset management and provide a comparison to the national average of all municipalities that have been surveyed:



Asset Management Component	Proficiency Level	National Average
Organizational Cognizance	Intermediate	Intermediate
Organizational Capacity	Intermediate	Basic
Infrastructure Data/Information	Intermediate	Intermediate
Levels of Service	Basic	Basic
Asset Management Strategies	Basic	Basic
Financial Strategies	Intermediate	Basic

As discussed in greater detail in the following sections, the Municipality demonstrated a proficiency mirroring the national average in four of six key competency areas. Of the six competency areas, the Municipality exceeds the national average for organizational capacity and financial strategies, reflected by their availability of staffing resources to undertake asset management planning and their strong understanding of funding strategies required for continued service delivery respectively. Survey results indicate the Municipality faces challenges similar to many municipalities across Canada, with a gap in levels of service provisions and the incorporation of growth, risk, and demand planning strategies to program and budget developments.

The analysis and strategic recommendations developed through this SMR are designed to identify and prioritize areas of improvement to assist the Municipality in achieving a higher level of overall maturity in future.

Current State of Practice

Organizational Cognizance

Asset Management Component	Proficiency Level	National Average
Leadership Team – Understanding of Asset Management	Intermediate	Intermediate
Council – Understanding of Asset Management	Basic	Basic
Leadership Team – Prioritization of Asset Management	Intermediate	Intermediate
Council – Prioritization of Asset Management	Basic	Intermediate

Organizational Cognizance, within this report, relates to the degree to which asset management is both understood and prioritised by senior management and Council. Effective asset



management requires strong leadership and a culture of good asset stewardship throughout an organization. Securing organizational buy-in to the principles and objectives of asset management is foundational to the creation and implementation of a sustainable asset management program. Without buy-in, an asset management program is unlikely to produce desired outcomes and organizational benefits will be limited.

After completion of the AMSAT and subsequent staff interviews, organizational cognizance for senior management was identified at an intermediate level, whereas council demonstrated a basic proficiency. This suggests that there is some familiarity with, and buy-in related to, asset management principles and practices within Calvin in-line with what is seen amongst other communities across Canada. Consideration of the individual components of organizational cognizance, however, reveals that the leadership team generally has a greater understanding and prioritizes asset management compared to Council as they are a new Council.

In terms of asset management knowledge and understanding, the Municipality's leadership team demonstrated an intermediate level of organizational cognizance. Because Calvin is a smaller municipality in terms of population, staff are required to serve multiple roles. Being involved with multiple aspects of service delivery allow staff to manage infrastructure holistically across asset categories, rather than a siloed approach typically seen in larger municipalities. Staff present at the workshop have a broad knowledge across a range of infrastructure types including roads, bridges & culverts, facilities, vehicles, equipment, IT and furniture. The group understands some of the foundational asset management concepts and best practices including condition assessments, lifecycle activities for different infrastructure types, regulatory requirements, and the importance of long-range planning. There is, however, limited experience in implementing some of these practices. The group of staff is starting to implement long-term planning, and have a keen interest towards developing proactive, rather than reactive, inspections and maintenance. Staff have begun consolidating their asset inventory to a single register, CityWide AM, and are keen to use this data to build lifecycle plans and budgets. The willingness of staff to adopt long-range planning, improved data management, and utilizing best practices related to condition assessment and lifecycle planning ranks staff cognizance at an intermediate level overall.

Elected officials are thought to demonstrate a basic level of asset management understanding and prioritization of asset management practices. Council members are typically less familiar with asset management than are staff members, as the former are not responsible for directly administering and overseeing activities such as operation and maintenance of infrastructure, completing condition assessments, or considering the risk associated with specific assets. The existence of this kind of knowledge gap can make it more challenging for senior management and a new Council to communicate effectively. Council has not yet approved the strategic asset management policy but is expected to review the policy by July 2019. This alignment represents an opportunity for staff and Council members to discuss asset management initiatives and work together to make asset management a community priority.



While the Municipality displays a strong culture of good infrastructure stewardship, it is important that municipal staff continue to work internally, and with elected officials, to expand their knowledge of and commitment to the principles and practices of asset management. Developing a communication plan and ongoing knowledge-sharing program is one way to advance organizational cognizance among both senior management and Council. Staff should also attend webinars, educational conferences and workshops to expand their knowledge of asset management principles and practices.

Organizational Capacity

Asset Management Component	Proficiency Level	National Average
Human Resources for Asset Management	Intermediate	Intermediate
Staff Knowledge for Asset Management	Intermediate	Intermediate
Cross-functional Team for Asset Management	Intermediate	Basic

Organizational capacity refers to the ability of an organization to develop and execute upon the key components of an asset management program. High organizational capacity to undertake asset management includes adequate human resources and staff knowledge, and a cross-functional team working together towards a mutual goal. A cross-functional team is vital to a sustainable asset management program, as it promotes multi-directional communication between service areas, allowing them to develop robust recommendations that assist Council in making strategic, well-prioritized infrastructure decisions.

Following the AMSAT and staff interviews, it was determined that the Municipality's overall capacity to develop its asset management program is currently at an intermediate level. Compared to other municipalities, Calvin has less administration to contend with, allowing staff to devote more time to asset management practice. As the Municipality is relatively small, they have less barriers to implement change to work processes. Changing work processes to include more data collection, long-term planning, and service level identification are easier to realize with a consolidated team. Staff are aware of the requirements of O. Reg. 588/17: Asset Management Planning for Municipal Infrastructure and are actively working towards meeting these requirements. Although staff have adequate resources to pursue asset management tools and objectives, they face challenges with data collection. Some assets, such as culverts, are not inspected frequently due to the large scope of the asset network compared to staff availability. Resource availability to pursue asset management objectives can be supplemented by furthering staff knowledge and automating work. Staff are engaged and passionate about implementing more effective ways to manage the Municipality's infrastructure but require the appropriate knowledge and tools to do so.



The development of an asset management program requires not only knowledge of individual service areas and infrastructure types, but an in-depth understanding of how best practices can be implemented in a holistic way across the organization. Current staff act in a variety of roles within the municipality, requiring them to have a broad, rather than specialized, skill set. It is important that staff be supported in advancing their knowledge through training and education on asset management best practices. This could include participation in conferences, workshops, and webinars provided by leaders and educators in the asset management industry, as time and available funding allow. It could also involve collaborative knowledge-sharing with nearby municipalities that face similar challenges to those Calvin faces, working together to brainstorm local solutions for local problems. Developing adequate staff knowledge and expanding on existing capabilities by equipping staff with current information, will help ensure that staff are able to promote continuous improvement and development of the Municipality’s asset management program within their own departments, across the organization, and to Council and the public.

The Municipality currently has an informal asset management committee in place, comprised of their full-time staff. A challenge noted in the AMSAT survey was that the committee does not meet on a regular basis, which is a result of the broad scope of duties required by members. A next step for the Municipality would be to implement ongoing, regularly scheduled AM committee meetings among full-time staff to ensure consistency, continuity, and staff collaboration in executing asset management objectives. Balancing priorities amongst service areas needs to be considered to ensure that these meetings can take place and are productive. Although staff are well coordinated in their work planning, they can utilize this time to share insights amongst the group. Capturing the experiential knowledge of staff during these meetings would allow for smoother transition of knowledge to new staff and provide for a coordinated approach with communicating asset management strategies with council members. This, in turn, could be used as an opportunity to have critical discussions about asset management program priorities and how staff can best deliver in those areas.

Infrastructure Data / Information

Asset Management Component	Proficiency Level	National Average
Inventory	Intermediate	Intermediate
Accounting Compliance	Basic	Intermediate
Development of Current Valuation	Intermediate	Basic
Development of Condition Assessment Programs	Basic	Basic

Having comprehensive and reliable data is a critical component of a strong and sustainable asset management program. Accordingly, data collection and management processes and procedures



should be implemented to ensure that data is accurate and accessible for planning, structuring and improving asset management practices.

Heavily dependent on the accessibility and quality of infrastructure data are asset management plans; these document the current state of infrastructure and outline anticipated future needs and the lifecycle activities and financial strategies required to achieve sustainability. The Municipality last completed a comprehensive Asset Management Plan (AMP) 2017. The Asset Management Plan considered roads, bridges, buildings, equipment, and vehicles. This plan has been endorsed by council and has been intended to be updated annually. Although the AMP does not address the requirements of O. Reg. 588/17, it provides a plan to finance assets to meet levels of service goals.

The Municipality has met the accounting requirements of PSAB 3150, but still has room to automate the reporting on a consistent cycle. Currently, the Municipality houses the majority of its inventory data for core assets on the CityWide Enterprise AM platform. Municipal staff are confident with the accuracy of most records but indicate that this information is not always updated on an annual cycle. Where CityWide data is incomplete, staff have an opportunity to leverage information from a variety of studies, reports, and internal spreadsheets. Staff should also investigate componentizing facilities at a more granular level and breaking out pooled machinery and equipment assets. Developing an asset register with a componentized hierarchy will allow the Municipality to plan lifecycle activities related to specific components (e.g. roofing, HVAC, etc.). Lifecycle activities applied at a component level, rather than a grouped or pooled level, will generate targeted interventions.

PSD-recommended attribute data for all asset classes includes fields such as historical cost, current replacement cost, in-service date, and estimated useful life is comprehensive for many asset categories. Other fields, such as those related to location, material, and assessed condition, are less well populated and inconsistent. Validation of attribute data will be a critical early step in developing a robust and manageable asset management system to maximize analytical capabilities.

The state of the Municipality's data for each asset class included within the scope of this report is as follows:

Road Network



The Municipality's road network inventory is stored in the CityWide Enterprise AM software platform under the Road Network asset category and mapped to the CGIS. Road surface, base, and appurtenances are captured here as separate assets. Approximately 14 kilometers of paved surface, 52 kilometers of unpaved surface, and 88 kilometers of road base are identified within CityWide AM. Appurtenances data include pooled inventories of traffic signs. Key attributes for road segments include the Segment, Import ID, Street name, and Estimated Useful Life. Gaps lie in the segmentation (Street From and Street To), Current Replacement Cost and Lane Structure



attributes. These attributes should be completed to effectively segment and value roads. The Municipality does track Roadside Environment and Material but does not yet track MTO Class and AADT (Annual Average Daily Traffic) Ranges. Both the MTO Class and AADT Ranges are proxies for the volume and kinds of traffic on these road segments. AADT Ranges can be used to prioritize roads with more commuters, and the MTO Class dictates regulatory requirements for maintenance and snow removal. The Municipality is currently following best practice by consolidating assets to a single asset register and can now work-towards segmenting assets and collecting more attributes.

The Municipality owns and maintains street signs, but does not have streetlights, sidewalks, or curbs and gutters. The street signs are pooled by year and contain location and in-service date information. Unpooling signs can allow the municipality to map specific signs to specific intersections. Including information related to the sign description, condition, and replacement cost can inform the timing of inspections and lifecycle activities.

The Condition of the road network was last assessed in detail in the 2010 Roads Needs Study (RNS). Although this study was initially used for maintenance and capital planning, the study eventually became obsolete. Staff indicate that the RNS did not provide adequate details for their planning needs, and priorities suggested from the RNS did not match staff priorities. In particular, the RNS was focused on paved roads. The majority of the Municipality's road network is gravel, which is largely unaddressed in the RNS. With a limited budget, pursuing a new RNS in the near future may not be an effective use of budget. Rather, staff assess the condition of roads internally on a weekly basis. Monthly inspections are compliant with the requirements of the O. Reg. 366/18 Minimum Maintenance Standards (MMS). Together, these internal condition assessments identify road segments that are in poor condition. Collecting more detailed information related to Pavement Condition Index (PCI), Rideability Index (RI), and Annual Average Daily Traffic counts (AADT) can supplement lifecycle planning, risk assessments, and levels of service analysis.

Traffic signs are relatively new, having been installed between 2008 and 2018, and still in good condition. Staff do not implement any regular inspections of these assets. As these signs begin to deteriorate staff should investigate the use of weekly or monthly inspections. Not only will inspections identify signs that are deteriorating, but this will also ensure reflectivity requirements of the MMS are met.

Current maintenance and rehabilitation practices are informed by results from internal road patrols and budget availability. Staff employ a mix of reactive and proactive lifecycle planning. The main roads (Boundary Road and Peddlers Drive) are resurfaced proactively on a seven-year cycle and is cold-patched as needed. Other roads receive a comprehensive suite of lifecycle activities, including brushing, ditching, grading, and landscaping on a planned cycle. Field condition assessments are used to determine road segments in need of immediate attention. Every year a renewal and maintenance budget are developed, relying on unaddressed priorities from the 2010 RNS and field level inspections. These budgets only develop a workplan for the following year, rather than a workplan over a five or ten-year horizon. The Municipality could



use field level inspection data, with proposed AADT, PCI, and RI, to develop a mid- to long-term budget. Prioritizing work for the next five or ten years can ensure that roads priorities are met with a sustainable budget. Rehabilitating roads before failure is generally more cost effective than replacing a road in critical condition. These priorities can be developed through risk and levels of service analysis, utilizing AADT and condition among other asset attributes.

The municipality does not have a formal risk assessment or levels of service framework in place. As more attribute information is collected, the Municipality can investigate the financial, social, operational, health & safety, and strategic impacts of road failures. Some service metrics are evaluated at a high level, through tracking complaints and inspection results. As part of the O. Reg. 588/17 asset management plan requirements, the Municipality will also be required to report on levels of service metrics. These consider the scope and quality of the road service both to customers and at a technical level. Direction to developing these measures can be found within Table 4 of the Ontario regulation. A comprehensive set of levels of service measures, tracked and updated annually, will aid staff with understanding the overall quality of the Municipality's road networks. These levels of service considerations will serve to align capital and maintenance work with key strategic initiatives, as well as justify budget expenditures to improve service where necessary.



Bridges & Culverts

The Municipality is responsible for the management of approximately six bridges and 280 structural culverts that require inspection in accordance with Ontario Structure Inspection Manual (OSIM) protocols under the *Public Transportation and Highway Improvement Act*, 1990. Bridge inventories are stored in CityWide AM under the "Bridge" category, where each bridge is represented as a single asset. Culverts are not tracked in CityWide AM but are instead stored on internal spreadsheets and the shared CGIS database. Bridge data within CityWide is comprehensive, and covers identifiers, Condition, Replacement cost, and other additional attribute data. Information related to Bridge Span, Deck Width, Number of Lanes, and Bridge Condition Index (BCI) has been uploaded from the latest OSIM report to CityWide AM. The Municipality should include culvert data from the CGIS and upload this into the online CW database. Managing culverts on CityWide, alongside bridges, can enable the Municipality to coordinate work between these assets and the road network.

Both bridges and culverts utilize inspections to drive lifecycle and replacement activities. The OSIM bridge studies are used to determine deficiencies on specific components of the bridge. Culverts are assumed to have a 20-year useful life and are inspected as they near this age. Due to budget and staffing constraints the Municipality cannot inspect non-structural culverts on a regular cycle. Where resources are available staff inspect culverts in the worst condition as a priority, in conjunction with road patrols and note the condition. Work on both the bridges and culverts are primarily reactive. The engineer's recommendations from the OSIM studies are considered the highest priority for work and carried out if resources allow. Staff have had



problem with beaver dams causing some roads to wash out. Replacement of culverts and digging out washed out roads occurs reactively after OSIM recommended work is carried out. Culverts are generally replaced as they fail.

The costs for bridges and culverts are shared between the Municipality and Provincial and Federal governments. In the last four years the Municipality has installed two new bridges, which accounted for one third of the Municipality's total infrastructure budget. Since bridges are a relatively large financial burden, the Municipality should utilize a risk and levels of service framework to efficiently and effectively prioritize and maintain these assets. Staff can use condition data, along with other attribute data in CityWide, to contribute towards a comprehensive risk framework. Risk matrices can be developed using likelihood of failure and industry best practice consequence factors (economic, social, health and safety, operational, and environmental) from attribute data present in CityWide and inspection data. Reporting on levels of service measures within asset management plans for these structures will be required by 2021 under O. Reg. 588/17. This framework should consider requirements from O. Reg. 588/17, should report on the scope and quality of service indicators, in addition to other customer driven measures. Additional metrics can include efficiency, work order, and complaint information. Taking this approach would ensure the Municipality is compliant with O. Reg. 588/17 and would allow for assessing service deficiencies of bridges and culverts.



Facilities

The Municipality maintains comprehensive data for its facilities in CityWide AM, which are captured under the "Building" asset category. The major facilities considered are the combined Administration-Recreation Building, Bandshell, Firehall, Public Works Garage, Quonset Hut, Repeater Shed, Rink, and Sand Dome. Facilities have not been broken out to individual components and are instead represented as single assets on CityWide AM. Componentizing facilities assets is recommended, as it provides lifecycle, risk, and levels of service planning to be target to the specific components that requires work. For example, if the roof is in poor condition but the remainder of the facility is in good condition, a lifecycle strategy should be in place to replace or rehabilitate the roof and not the whole structure. Although targeting work like this is done informally by staff, it should be a documented process. The Municipality could consider adopting the UNIFORMAT II hierarchy system, an industry best practice, which componentizes facilities at three levels of components (e.g. Shell→Roofing→Roof Covering). The Municipality should consider populating CityWide with componentization at a level that balances the ability to support detailed decision making with practicality.

Attribute fields within CityWide are well-populated for a significant segment of facilities, such as Location, Replacement Cost, In-Service Date, and Estimated Useful Life. Gaps exist in other asset attributes related to Square Footage, Manufacturer, Warranty, Condition and Intervention Details. Adding more detail to CityWide AM attributes will allow the Municipality to better support with decision-making, lifecycle, condition, and risk assessments. Between drawings and internal inspection reports, staff have indicated that some of these attribute fields can be populated.



Other attributes may require more formal investigations to populate on CityWide and should be done as resources allow.

The Municipality utilizes internal staff for weekly building walkthroughs. These inspections serve to assess the physical condition of facilities at a high level, which is recorded on paper. Although staff do note condition of some components, they have not standardized a means to assess all major components on a scheduled basis. Once staff begin to restructure the facility asset inventory to include facility components, a routine inspection program can be defined for these components. In addition to structural condition staff also ensure facilities meet the Ontario Fire Code and examine the accessibility of facilities. Fire extinguishers are inspected monthly by staff, and annually by an external contractor. Older facilities that do not meet current Accessibility for Ontarians with Disabilities Act (AODA) are kept legally non-conforming, whereas newer structures are maintained to meet AODA standards.

Staff compile a needs list for rehabilitation and non-routine maintenance work from weekly internal inspections. This list is sent to Council for approval. Where there is a budget shortfall, the Municipality prioritizes work that mitigates liabilities and conforms with legislation. Routine maintenance is accounted for from a consistent annual budget that covers items like waxing floors, painting, and furnace maintenance. Since many of the Municipality's facilities were constructed prior to the 1980's and are therefore older, building assets must be looked after more closely. Staff recommend modernization upgrades, such as upgrading lighting to LED and switching from oil heating to propane, as the budget allows. These upgrades reduce energy consumption and provide cost-savings to the Municipality. This mix of reactive upgrades, allotted regular maintenance, and modernization demonstrates the Municipality is keen on optimizing the facility budget, despite resourcing constraints. Once the municipality manages facilities by components and develops risk and lifecycle frameworks, staff can make evidence-based decision to prioritize work when budget shortfalls exist.

With more detailed condition data loaded into CityWide AM, staff can begin quantifying the risk of specific facility components. Like other assets, employing a range of likelihood and consequence of failure factors will provide an objective assessment of failure. Going forward, Calvin should consider using the Facility Condition Index (FCI) as a proxy for condition where assessed condition is not available. FCI is an industry best practice measure, approximating building and component condition based on the amount of deferred maintenance with respect to total cost of the facility/component, represented as a percentage. Another recommendation is to link work orders, service requests, and complaints already being tracked to a facility component, and store in a centralized database. These recommendations will better support lifecycle assessment and provide evidence to support maintenance and capital expenditures. Ultimately, this will provide the foundation to develop more a cost-efficient maintenance and capital program that also meets service objectives.



Parks & Recreation



Calvin maintains two parks including the associated soccer field, ball field, boat launch, boardwalk, and playground equipment. Data relating to these assets are stored in CityWide AM under the asset category "Land Improvements". Additionally, staff store inspection records for parks within paper records and spreadsheets. Attribute data in CityWide is partially complete for recommended asset attributes. While In-Service Date and Estimated Useful Life are completed across all Parks & Recreation assets, staff have yet to include Current Replacement Cost, land area, and the material, manufacturer, and warranty related to playground equipment. The Municipality should further populate these attributes in CityWide AM, as they are useful metrics for risk and lifecycle analysis.

The Municipality employs both internal and external inspectors for parks and playground equipment. During regular weekly inspections, staff are vigilant to note any equipment in poor repair or hazards in the parks (e.g. fallen trees). To meet health and safety requirements of playground equipment, the Municipality carries out internal inspections weekly, and contracts work to a certified CSA inspector to inspect the safety and regulatory compliance on an annual basis. The Municipality collects information from these inspections that could inform the timing of future work, such as noting a health hazard for immediate repair or noting damaged equipment for future replacement. Inspection results can be used to approximate condition and risk, and ultimately used to inform lifecycle decisions. To utilize this information to its full potential it should be linked to assets within CityWide AM.

Internal staff carry out regular maintenance, such as landscaping and routine equipment maintenance. More complex work – such as electrical work – is contracted out. One of the challenges of parks maintenance is working within the seasonal window. Outdoors work is generally carried out in the summer months, and maintenance of the recreation centre, such as furnace repairs, are done during the winter. Equipment is often maintained on an hourly basis as per manufacturer recommendations. The budget for major rehabilitation and replacement is driven by liability issues noted during weekly inspections. These recommendations, along with scheduled maintenance, are taken to council for approval. When there is a budget shortfall staff consider health and safety issues and park/equipment usage to prioritize. Formalizing these liabilities and usage considerations through risk and levels of service analysis can illuminate service level implications during the decision-making process.

There is currently no formalized risk or levels of service framework used by the Municipality. Although the Municipality is already competent with their lifecycle planning, incorporating risk and levels of service can further supplement their decision-making. Risk matrices can be developed by considering condition and liability – which is already assessed as part of inspections – as well as incorporating other best practice measures. In compliance with O. Reg. 588/17, the Municipality will be required to report levels of service for parks and recreation assets by July 2023. While there are no technical metrics outlined in the regulation, the Municipality should develop metrics defining the quality, capacity, and functionality of these assets. Tracking these



metrics over the long term will provide trends, allowing the Municipality to link capital and maintenance expenditures with the availability and quality of service experienced by its users.



Fleet

The Municipality's Fleet consists of one backhoe, four fire trucks, one grader, and two plows/dump trucks stored in CityWide AM under the Vehicles asset category. Attribute data is well populated for most assets.

Historical Cost, Estimated Useful Life, In-Service Date, Make, Model, Year and VIN# are populated in CityWide AM for most vehicles. The estimated useful life and historical cost information can be leveraged for developing lifecycle plans and understanding budget requirements to carry them out. Further developing replacement cost information and assessed condition can provide more reliable information than age and historic cost for decision-making purposes.

Condition assessment and inspections are generally performed ad-hoc, as most vehicles require maintenance at different mileage points and age, rather than based on an assessed condition rating. Fire trucks receive annual safety inspections to meet MTO requirements, whereas Public Works vehicles are inspected daily by the crews operating them and at specific mileage points by an internal mechanic. Regular maintenance is generally performed on a usage schedule; for example, oil changes are provided for every 250 hours of vehicle use. Tracking inspections and maintenance in a work order system would enable the Municipality to more easily track inspections and maintenance. Moreover, understanding the time each vehicle is in and out of service would allow maintenance schedules to be optimized to match usage.

Replacements and new acquisitions are executed as needed. Fire trucks are replaced based on the recommendations of the Ontario Fire Marshall. The budget for replacement, acquisitions and maintenance are developed as the need for work arises and provided to Council for approval. When there is a budget shortfall staff prioritize risks generally, such as prioritizing maintenance and repair of snow ploughs to meet Minimum Maintenance Standards (MMS) snow removal requirements. The Municipality considers the regulatory impacts of acquiring and maintaining vehicles but has not developed metrics to identify service-level impacts.

As with other asset categories, the Municipality can better communicate lifecycle decision-making by developing a formalized risk and levels of service framework. Some risk protocols are in place by the Municipality, such as defining the risk of not meeting MMS regulation, but this could be expanded to include specific likelihood and consequence measures. Quantifying industry best practice consequence factors (social, operational, health & safety, economic, and strategic) can allow senior staff to communicate trade-offs during budget shortfalls. A levels of service framework will enable staff to communicate the link between vehicles and the services they deliver (e.g. snowplows reduce traffic disruption during heavy snowfall events). Levels of service metrics will be required by July 2023, as per O. Reg. 588/17. These metrics can be informed by the usage, downtime, energy efficiency, and functionality of vehicles to support service delivery.



Equipment, Technology & Furniture

Calvin manages a varied suite of equipment, technology, and furniture assets across several departments, including Administration, IT, Fire and Emergency Services, and Public Works. Having this wide array of interdepartmental equipment poses a challenge in developing a centralized, detailed inventory.

Currently, these assets are segmented based on PSAB 3150 requirements. As a result, many assets are pooled. Staff should use discretion when deciding to unpool these assets; where warranty, maintenance, and usage are a concern it may be valuable to break these assets out. With more detailed segmentation available on CityWide AM staff will be able to use CityWide capabilities for more informed decision making. Unpooled assets will allow replacement costs, condition, and lifecycle information to be available at an asset level, rather than averaged across the entire pool. Some of the recommended attribute fields are populated on CityWide AM, such as Segment, and Estimated Useful Life. Staff should provide unique Import IDs for unpooled assets and assess replacement costs. If the Municipality has any supplier, warranty or condition data available, this should be uploaded to CityWide.

There is no physical condition assessment program in place for all equipment. Since the lifecycle for most equipment is relatively short, detailed proactive planning may require more resources than the value it provides to decision-makers. Instead, assets with a short lifecycle that are pooled are managed reactively. Larger one-off assets, such as servers, are replaced every five years as per the service agreement. Bunker gear is replaced on a ten-year cycle generally but could be extended if it is found in good condition. The Municipality retains an IT consultant to provide general planning advice for technology assets, though it does not set any long-term budgets. The Municipality currently budgets for work reactively but should move towards mid- to long-term budgeting. Understanding the usage of IT and general equipment would enable the Municipality to predict, in advance, when replacements may be needed. Understanding replacements and maintenance requirements over a five or ten-year period would ensure funds are available for the required work.

As with many of the other asset classes, there is no formalized quantitative risk framework governing the management of equipment and technology. Formalizing a risk plan for larger single assets is recommended. A levels of service framework should also be put in place where applicable. Measures around quality, capacity, and function/obsolescence can provide an indication of the value each asset is providing to the department/service. Developing measures and recording feedback in a database can build a service performance and trending tool. These risk and levels of service considerations can be valuable to prioritize maintenance and replacements during a budget shortfall. This kind of analysis can quantify the trade-offs between replacing some equipment over others and effectively communicate the priorities of different kinds of equipment.



Levels of Service

Asset Management Component	Proficiency Level	National Average
Strategic Plan (Infrastructure Goals)	Basic	Intermediate
Current Levels of Service Analysis	Basic	Basic
Legislative and Regulatory Requirements	Intermediate	Intermediate
Levels of Service Framework Development	Basic	Basic

Simply stated, levels of service refer to the way assets perform their intended functions and are based on the quantity and quality of infrastructure such as roads and bridges. Public expectations, and regulatory and technical parameters, inform how each community defines its levels of service, as do considerations of risk management and financial affordability. Ideally, service levels should drive asset management strategies, which in turn will drive funding strategies and short- and long-term budgets. This should be reflected by aligning strategic organizational objectives with desired service outcomes, monitoring actual asset performance against key performance indicators, and reporting results to key stakeholders such as Council and the public.

Based on the AMSAT results, the Municipality is in a similar position to many municipalities across Canada and is at a basic maturity level overall. The Municipality has not yet developed a Strategic Plan but is aware of the planning and development goals stated within the East Nipissing Official Plan (2010). With the advent of O. Reg. 588/17 the Municipality will be required to align its asset management planning with strategic goals. A Strategic Plan developed for Calvin can guide future planning for the Municipality and provide strategic goals to direct levels of service measures. The Strategic Plan's objectives should align with expectations of the Municipality and commit to achieve desired levels of service.

Although the Municipality does not have any formal levels of service measures in place, staff do track service requests and complaints for some assets, particularly those tied to roadways Minimum Maintenance Standards (MMS), and service requests pertaining to recreation and parks usage. Tracking this information in a database over time can be leveraged to develop preliminary levels of service measures. Suggested ways to expand on this existing data include implementing different tracking measures to quantify and review the types of the services that are delivered. Resources for developing levels of service metrics can be found in O. Reg. 588/17, the Municipal Benchmarking Network Canada (MBN), and Canadian Infrastructure Report Card. In addition to levels of service measures, the Municipality needs to understand service expectations from residents in the Municipality. The complaints and work order data currently tracked can be



utilized, but additional data should come from surveys, open-houses, and implementation of a service request system.

The Municipality has a good understanding of the regulatory requirements related to health & safety, OSIM requirements, and MMS requirements. An Intermediate level maturity with regards to Legislative and Regulatory requirements demonstrates that staff are factoring regulatory requirements into their decision making (e.g. keeping snow ploughs operational to meet MMS requirements), but still have room to improve. Staff should investigate the possibility of other regulatory requirements that are less obvious and incorporate these in the inspection and maintenance processes. The legislated community and technical metrics for core infrastructure articulated in O. Reg. 588/17, as well as staff knowledge of other legislative and regulatory requirements related to road maintenance and structure inspections, provides an excellent foundation for staff and Council to build a robust levels of service framework. Aggregating this into a formal framework will enable the Municipality to comply with legislation and provide meaningful information to the community while building support for a sustainable asset management program.

Asset Management Strategies

Asset Management Component	Proficiency Level	National Average
Current and Future Asset Performance	Intermediate	Basic
Growth and Demand Planning	Basic	Basic
Risk Management	Basic	Basic
Prioritization and Program Optimization	Basic	Basic

Asset management strategies should establish a suite of proactive activities to understand, prioritize and optimize infrastructure programs. This helps municipalities manage risk while continuing to provide expected services to the community at the lowest total cost of ownership over each asset’s life. Robust asset management strategies include condition assessment protocols and overall needs assessment, lifecycle management frameworks, and risk management and prioritization techniques. These strategic elements are often considered as asset management plans are developed and should be reviewed and updated on a regular basis.

The Municipality has systematic condition assessment protocols in place for its bridges and roads assets. Informal assessments are relied upon for the remaining asset categories, including facilities, fleet, parks & recreation, and equipment, technology & furniture. The condition of the



road network was assessed externally as part of the Roads Needs Study (RNS) in 2010, developing a needs list for high priority roads. Since then, roads have been inspected as part of regular road patrols, and staff assess the condition of each segment. Bridges are assessed to comply with the OSIM legislated structural inspections every two years, as required. Although it may be impractical to visually assess condition for all other assets, the Municipality should prioritize critical assets for structured condition assessment. This disparity in robust condition data can lead to lifecycle decisions that are not optimized to the true condition of the asset. Relying on age-based condition often results in premature replacement/rehabilitation of assets as opposed to using assessed condition.

Being a smaller community, Calvin has limited resources available to plan and project lifecycle activities beyond the immediate year. Staff in the Municipality are responsible for managing the whole lifecycle delivery across several asset categories and lacks the funds to implement sophisticated condition assessment programs. With these constraints in mind, Municipal staff try to balance reactive and proactive lifecycle strategies. Interventions pertaining to vehicles and equipment are mostly time-based; vehicle maintenance are performed at specific mileage points and IT equipment is replaced on a five-year schedule. Maintenance and rehabilitation of major roads are carried out on a planned cycle, whereas less critical road segments are managed proactively. Although the Municipality does not have a mid- or long-term budget, staff are aware of historical lifecycle expenditures and allot budgets accordingly. Building out a formalized risk framework will assist with communicating trade-offs between lifecycle activities.

Municipalities often need to invest in infrastructure for reasons other than poor physical condition. Common causes can include a need to comply with changing regulatory requirements, anticipated increases in service demand due to community growth, operational and maintenance issues that impede proper asset function, and inadequate capacity of assets to perform as designed. The Municipality experienced a population decline of 9.2% over the last five years, which can present unique challenges. With a declining rate payer base for the Municipality, it is ever more relevant to direct budgets to critical infrastructure and services to avoid increasing rates and taxes. Changing demographics, resident expectations, and climate change can impact the way infrastructure is used in the future.

There are no detailed network-level risk frameworks or risk matrices in place at the Municipality that determine what assets should be prioritized for field intervention. In many cases, capital needs are identified through staff knowledge and brought forward, rather than through an established decision-making process informed by a risk management framework. Needs are identified and brought forward for consideration based on a combination of functional and safety requirements, estimated asset condition, and budget availability. Creating standardized risk matrices will allow the Municipality to assess all needs across the corporation with the same set of criteria and will help staff and Council identify truly critical projects more efficiently. This risk framework can also serve to develop business cases for new capital works, providing justification for budget being spent.



Calvin last completed an Asset Management Plan (AMP) in 2017. This has put the Municipality in a good position regarding Infrastructure for Jobs and Prosperity Act, 2015, and to comply with Ontario Regulation (O. Reg.) 588 Asset Management Planning for Municipal Infrastructure. In addition to complying with regulation, this document will provide some direction to framing levels of service, prioritization, and risk management.

Financial Strategies

Asset Management Component	Proficiency Level	National Average
Financial Requirements	Intermediate	Basic
Funding Strategies	Advanced	Intermediate
Investment Strategies	Basic	Basic
Alignment to Strategic Plan	Basic	Basic

If population decline will remain at similar levels in the future, Calvin will be challenged with funding asset needs with a declining rate payer base. With limited revenue generating avenues, provincial and federal grant money will likely remain an important revenue source to fund infrastructure projects now and in the future. Staff could consider developing a database of potential grant opportunities, as well as a list of potential eligible projects, to improve rate of success in submitting applications. The Municipality could also track the number of approved grants against the total number of grants applied for, in addition to the total amount of funds received, to help staff allocate their limited time most effectively.

The Municipality currently demonstrates a good understanding of short-term financial requirement to maintain service delivery, relying on historical information. Understanding the condition and risk of the asset networks will provide the Municipality with a more reliable projection of maintenance and rehabilitation needs. Conversely, relying on age-based estimates of condition and historical expenditures may overestimate the actual financial requirements of assets. As the Municipality collects this information, they should develop five- to ten-year capital and maintenance plans to manage assets proactively. There is no formalized framework for allocating resources between asset categories, but informal discussions take place to develop a portfolio of projects based on staff understanding. Council is responsible for approving the list of projects and can review and revise the budget that is recommended by staff.

Moving forward, the collection of additional asset attribute data, including assessed condition, will be increasingly important as the Municipality considers options to achieve sustainability in both short and long-range financial planning exercises. This will occur as part of a later stage of the AM Roadmap project, of which this State of Maturity Report is the first step. Collection of accurate, up-to-date condition assessment information and other needs data will help optimize



capital investment decisions such that they are based on detailed and strategic analysis of present and future needs instead of relying mostly on staff knowledge. The allocation of capital and operating dollars may begin to shift once staff and Council have a better idea of needs across the Municipality's asset portfolio.

As asset information becomes more detailed and robust the short-term budget should be re-visited to make sure critical needs are addressed and to reassess overall capacity and affordability. Substantial work will be required to build out a comprehensive five- or ten-year business plan. To develop and optimize this kind of long-term budget, staff will need to analyze recommended lifecycle activities, asset management strategies, and level of service considerations. This can be accomplished in incremental phases to reflect a maturing state of knowledge.

Compared to other municipalities across Canada, Calvin has a sophisticated understanding of funding strategies including rate structures, use of reserves and debt, and acquisition of grant funding. The 2017 Asset Management Plan models the effect of projected funding requirements (from 2017) on reserve levels at that time. Scenarios are provided in the AMP that consider the use of taxation, transfers from reserves and long-term debt repayment. Operationalizing these funding strategies to be actively updated on an annual basis can allow the Municipality to better understand funding constraints more reliably. Utilizing funding strategies in tandem with proactive, operational maintenance and capital renewal programs will lead to optimized use of funds. Long term budgets developed in this way would ensure service delivery remains sustainable, mitigating risks and meeting expectations of residents.

Recommendations

In the following section, we provide an overview of some key strategic recommendations that have been developed based on the Municipality's current state of maturity. The recommendations are a combination of activities that would be undertaken as part of PSD's Asset Management Roadmap, in addition to other actions that we suggest could be taken on the initiative of the Municipality.

The impact of each recommendation, and the effort to complete it, are identified at a high-level. This is based on an understanding of the Municipality's current state of asset management practice, organizational capacity, and financial condition. Both impact and effort can be classified as high, medium, or low. Where impact is high, and effort is low or medium, this represents a relatively quick win for Calvin staff and Council in advancing the Municipality's asset management program. Where impact is high, and effort is also high, delivering on these recommendations will likely require a long-term approach with dedicated staff and financial resources. Using this matrix, the Municipality can prioritize efforts to implement recommendations more effectively and efficiently. Depending on how the Municipality decides its staff and financial resources are best prioritized, some, all, or none of these recommendations may be implemented, in whole or in part.



Organizational Cognizance

Recommendation	Estimated Impact and Effort
Provide opportunities for senior management and elected officials to attend webinars, educational conferences and workshops to expand their knowledge of asset management principles and practices.	Impact: High Effort: Low to Medium
Provide training on CityWide Asset Manager for all staff involved in asset management activities.	Impact: Medium Effort: Medium
Develop a communication plan and accompanying training material for Council to close the asset management knowledge gap between senior management and Council.	Impact: High Effort: High
Continue to promote the need for, and the benefits of, improved asset management practices to all current and future staff and elected officials.	Impact: Medium Effort: Medium

Organizational Capacity

Recommendation	Estimated Impact and Effort
Discuss asset management initiatives, opportunities, and issues in regularly scheduled staff meetings.	Impact: Medium Effort: Low to Medium
Coordinate a resourcing plan to ensure that staff can commit to advancing asset management priorities while being involved in regular work.	Impact: High Effort: High
Educate and train staff in data management practices, such as updating and managing the Municipality's shared GIS system, maintaining asset registers, and consolidating asset data	Impact: High Effort: Medium
Document work processes and gaps to better support and communicate the resource requirements to deliver desired asset management activities.	Impact: High Effort: Medium



Infrastructure Data / Information

Recommendation	Estimated Impact and Effort
Consolidate all infrastructure-related data (inventory, condition, needs, prioritized requirements, financial data and GIS data) into a centralized asset registry database for the Municipality.	Impact: High Effort: High
Provide ongoing training to asset management personnel who will be responsible for collecting and entering data on a routine basis into the main asset registry.	Impact: High Effort: Medium
Consider utilizing a work order system to track lifecycle events and operations of the Municipality's assets, specifically where timed or usage-based maintenance is concerned.	Impact: Medium to High Effort: Medium to High
Unpool assets in CityWide AM that warrant specific inspections and lifecycle events (e.g. signs, equipment).	Impact: Medium Effort: Medium
Continue to populate asset attribute fields within CityWide and CGIS where gaps exist, including road AADT ranges, component descriptions, replacement costs, and assessed condition information.	Impact: High Effort: Medium

Levels of Service

Recommendation	Estimated Impact and Effort
Develop detailed level of service frameworks for all asset categories, with both community-oriented and technical performance components, based on O. Reg. 588/17 requirements, industry best practice, staff input, Council direction, and community consultation.	Impact: High Effort: High
Expand the current service request tracking to a formalized system across all assets, in conjunction with surveys and open houses, to track customer service expectations.	Impact: Medium Effort: High
Develop key performance indicators (KPI) that reflect important organizational objectives to assess whether strategic priorities are being achieved.	Impact: High Effort: Medium
Consider adopting Levels of Service relevant reporting metrics like those outlined in the Canada Infrastructure Report Card, and Municipal Benchmarking Network Canada.	Impact: High Effort: High



Asset Management Strategies

Condition Assessments

Recommendation	Estimated Impact and Effort
Consider adopting internal condition assessment protocols, carried out by Municipality staff, as appropriate on facilities, equipment, and vehicles	Impact: High Effort: High
Consider adopting a Facilities Condition Index (FCI) system to quantify the condition and investment needs for the Town's building and facilities portfolio.	Impact: Medium Effort: Medium
As condition assessment programs are developed, link lifecycle activities to assessed condition.	Impact: High Effort: Medium

Lifecycle Management

Recommendation	Estimated Impact and Effort
Formalize existing lifecycle plans to include trigger points (condition and/or consumed life) at which certain activities should be performed and incorporate this in the budgeting process.	Impact: High Effort: High
Document specific milestones and conditions for different lifecycle activities.	Impact: High Effort: High

Risk Management Frameworks

Recommendation	Estimated Impact and Effort
Develop network-wide risk management frameworks that determine the criticality of infrastructure and quantify the impact of failure against service delivery for all asset categories.	Impact: High Effort: High
Valuate and structure risk scores across all assets to develop a basis for a project prioritization program	Impact: High Effort: Medium
Consider extreme weather events mitigation in the risk management frameworks.	Impact: Medium Effort: Medium



Asset Management Plan

Recommendation	Estimated Impact and Effort
Update the asset management plan to align with future compliance requirements for O. Reg. 588/17, and the Infrastructure for Jobs and Prosperity Act, 2015.	Impact: High Effort: Medium
Ensure that the development of the Municipality's asset management plan is consistent with all provincial and federal legislation and regulations.	Impact: High Effort: Medium

Financial Strategies

Recommendation	Estimated Impact and Effort
Consider establishing data sharing processes or agreements with other municipalities to obtain robust cost information that reflects region-specific challenges related to rehabilitation and replacement of infrastructure.	Impact: High Effort: Medium
Utilize the Municipality's condition, risk, and lifecycle information to develop a formal budgeting framework across all departments. Build out a five year and ten-year business plan to project budget needs.	Impact: High Effort: High
Optimize the use of funds by operationalizing funding strategies outlined in the 2017 AMP towards proposed long term budgets.	Impact: High Effort: Medium

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The preparation of this project was carried out with assistance from the Government of Canada and the Federation of Canadian Municipalities. Notwithstanding this support, the views expressed are the personal views of the authors, and the Federation of Canadian Municipalities and the Government of Canada accept no responsibility for them.

Northeastern Ontario Regional Display @ IPM 2019

Partner Package

Please review the various partnership levels outlined below and let us know how you would like to help showcase Northeastern Ontario!

Diamond Partner \$10,000+

- Community Name & Logo on large scale visible signage at entrance
- Community Name on Directional sign on Trail
- Featured in Social Media and website promotions
- Display space at the event
- Scheduled time for programmed activities on the Arts, Culture & Heritage Stage
- Event + parking passes tickets for employees **(to be determined)**
- Space in rack card display for collateral materials
- Logo and images of community featured in video / slide deck played over the 5 days
- Free t-shirts for staff, volunteers- Northeastern Ontario Tourism branded

Gold Partner \$5,000

- Community Name & Logo on large scale visible signage at entrance
- Community Name on Directional signage on Trail
- Display space at event
- Event + parking passes tickets for employees **(to be determined)**
- Space in rack card display for collateral materials
- Logo and images of community featured in video / slide deck to be projected at event
- Free t-shirts for staff, volunteers- Northeastern Ontario Tourism branded

Cobalt Partner \$2,500

- Community Name on large scale visible signage at entrance
- Community Name on Directional Signage on Trail
- Event + parking passes tickets for employees **(to be determined)**
- Space in rack card display for collateral materials
- Logo and images of community featured in video / slide deck to be projected at event
- Free t-shirts for staff, volunteers- Northeastern Ontario Tourism branded

Bronze Partner under \$1,000

- Community Name on large scale visible signage at entrance
- Event + parking passes tickets for employees **[to be determined]**
- Space in rack card display for collateral materials
- Community logo featured in video / slide deck to be projected at event
- Free t-shirts for staff, volunteers- Northeastern Ontario Tourism branded

Partnership contribution to be confirmed by July 30, 2019 for space allocation in the Main Tourism Tent

WE WISH TO BE RECOGNIZED AS A:

Diamond Partner (\$10,000+)

Gold Partner (\$5,000)

Cobalt Partner (\$2,500)

Bronze Partner (under \$1,000)

Company Name: _____ Contact: _____

Phone: _____ Email: _____

Anticipated Number of Staff/Volunteers

September 17 _____

If different staff will be volunteering, indicate number not represented in the above:

September 18 _____

September 19 _____

September 20 _____

September 21 _____

Space Requirements and Feature Display

The static and interactive displays will be featured as Northeastern Ontario experiential tourism rather than individual Community displays.

Please indicate below what you will be contributing to the Tourism display which will be inside the tent along the trail. i.e. Outdoors, nature, attractions, hiking, canoeing, kayaking, motorsports, skiing, snowshoeing etc.

Upon completion of this form, you will receive an invoice from the Municipality of West Nipissing along with the required ETF information. The sponsor is to make payment a minimum of 20 days prior to the event. Please note that partnership contributions are non-refundable.

Cindy Pigeau

From: Lucie Viel
Sent: Monday, July 8, 2019 3:42 PM
To: Cindy Pigeau
Subject: FW: International Plowing Match 2019- Partnership opportunities
Attachments: IPM 2019 Sponsor package .docx

From: Bernadette Lindsay [mailto:bernadette@northeasternontario.com]
Sent: Monday, July 8, 2019 3:13 PM
To: Candy Beauvais <cbeauvais@municipalityofkillarney.ca>; grook@municipalityofkillarney.ca
Cc: Rod Raycroft <rod@northeasternontario.com>
Subject: International Plowing Match 2019- Partnership opportunities

Dear Industry Partner,

The 2019 edition of the International Plowing Match is being hosted in Verner Ontario Sept 17-21. Northeastern Ontario tourism partners are coordinating a significant presence at the event where we will host a Northeastern Ontario Regional Display in the form of a tourism pavilion.

The members of the organizing committee have agreed that instead of promoting individual communities we would bring forth products and experiences to help elevate the Northeastern Ontario tourism brand: Outdoors, nature, attractions, dark skies, northern lights, hiking, canoeing, kayaking, motorsports, Canadian / Ontario Signature Experiences, etc.

The Northeastern Ontario Regional Display is the perfect complement to the IPM and provides a fantastic opportunity for all those involved. It is anticipated that upwards of 70,000 visitors will attend the IPM over the 5 days of the event, thus providing great, targeted exposure for your community.

The sole source of funding for our Regional Display is contributions from community partners such as yours. Your partnership will help assure that Northeastern Ontario is able to put its best foot forward, inspiring return visits to the region. Enclosed please find our various partnership options. Please do not hesitate to contact me with any questions. I look forward to speaking with you at your earliest convenience.

You may also contact me on my cell at 705-492-9432.

Thank you,

Bernadette Lindsay

Partnership & Product Development, Northeastern Ontario Tourism

5-233 Brady Street

Sudbury, ON P3B 4H5

Tel: 705-522-0104 | Toll Free: 1-800-465-6655 | Fax: 705-522-3132

bernadette@northeasternontario.com



Corporation of the Town of Mattawa

☎ (705) 744-5611 • ☎ (705) 744-0104

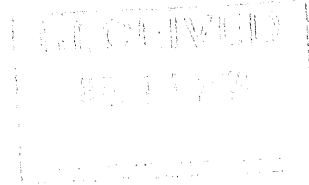
160 Water Street — P.O. Box 390

MATTAWA, ONTARIO P0H 1V0

✉ info@mattawa.ca

June 25, 2019

Chair Robert Corriveau
Mattawa Bonfield Economic Development Corporation
PO Box 648
Mattawa ON
P0H 1V0



Dear Chair Robert Corriveau:

Council of the Town of Mattawa, at their special meeting of June 24, 2019 approved Page No 133 of Resolution Number 19-47, which stated:

"IT IS THEREFORE RECOMMENDED THAT Mayor and Council of the Corporation of the Town of Mattawa are requesting, through the Chair of the Board of Directors of the MBEDC, that our municipal share (36%) of any MBEDC surplus funds be refunded to the Corporation of the Town of Mattawa."

Enclosed you will find a cheque that was issued to the MBEDC from Canadian TODS Limited in the amount of \$558.22. We received it in mid-April and it has been in our safe since.

Trusting this is acceptable.

Yours truly,

Raymond Bélanger
CAO/Treasurer

RB/fd

cc Mayor Backer and Members of Council
Township of Papineau-Cameron
Township of Bonfield
Municipality of Mattawan
Municipality of Calvin

Minister of Infrastructure
and Communities



Ministre de l'Infrastructure
et des Collectivités

Ottawa, Canada K1P 0B6

Ms. Lucie Viel
Administrative Assistant
Municipality of Calvin
administration@calvintownship.ca

JUL 09 2019

Dear Ms. Viel:

Thank you for your e-mail of March 28, 2019, regarding the Municipality of Calvin's support for a resolution by the Town of Saugeen Shores, which encourages the Government of Canada and the Province of Ontario to accept applications for funding under the Investing in Canada Infrastructure Program to address a recreation and culture capital infrastructure deficit. Please accept my apologies for the delay in responding.

The Government of Canada has a long history of making strategic investments in a wide range of infrastructure categories. Infrastructure is the foundation of sustainable and inclusive communities—it removes barriers, brings people together and allows all Canadians to be active participants in their community. Moreover, good infrastructure fosters an environment where the best of Canadian innovation can grow.

The Government's *Investing in Canada* plan is providing more than \$180 billion over 12 years. Our priority is to promote infrastructure that will create good, well-paying jobs that can help the middle class grow and prosper. Key areas for investment include public transit, green and social infrastructure, transportation infrastructure that supports trade, and infrastructure in rural and northern communities.

The Plan is investing \$28.7 billion to improve public transit infrastructure throughout Canada, helping transform the way Canadians live, move and work; \$26.9 billion towards green infrastructure; and \$25.3 billion towards social infrastructure that will strengthen our communities, and build a better quality of life for our children and grandchildren. Additionally, the Government will invest \$10.1 billion towards trade and transportation investments that will help Canadian businesses compete and grow, and \$2 billion to support a broad range of projects in our rural and northern communities.

...2

Canada

The Agreement in place with Ontario will provide over \$11.8 billion in federal funding dedicated to infrastructure projects in the province over the next decade. This new funding will see the Government of Canada and the Province of Ontario make unprecedented investments in public transit, green infrastructure, communities, recreational and cultural infrastructure, as well as rural and northern communities.

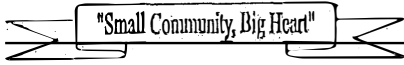
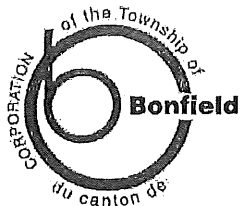
The Province of Ontario has sole discretion to decide when to open their intake processes under the four streams of the *Investing in Canada* plan. The Province has opened a Rural and Northern stream intake and a limited intake under the Public Transit stream. The Green and Community, Culture and Recreation streams remain unopened for applications. However, I continue to encourage the Province to open all streams for applications so that we can maximize the work to be achieved this year. I encourage the Municipality of Calvin to contact the Ontario Ministry of Infrastructure to advocate for this as well.

Thank you for writing on this important matter.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'F. Champagne', with a stylized flourish at the end.

The Honourable François-Philippe Champagne, P.C., M.P.
Minister of Infrastructure and Communities



CANTON – BONFIELD – TOWNSHIP

365 Highway 531
Bonfield ON. P0H 1E0

Email: cao.clerk@bonfieldtownship.org

TELEPHONE (705) 776-2641 – FAX/TELECOPIEUR (705) 776-1154

Website: www.bonfieldtownship.org

RESOLUTION OF COUNCIL

July 9th, 2019

No. 15

Moved by Councillor Vaillancourt

Seconded by Councillor Lagassie

THAT the Corporation of the Township of Bonfield supports the Municipality of Calvin’s resolution passed at their June 11, 2019 meeting, regarding their opposition to the District of Nipissing Social Services Administration Board’s (DNSSAB) significant levy adjustment due to downloaded provincial costs and that DNSSAB, like municipalities, should look at reducing costs and services, if necessary, in order to mitigate any municipal levy increase; AND THAT a copy of this resolution be sent to the neighbouring municipalities of the Town of Mattawa, the Municipality of East Ferris, the Township of Mattawan, and the City of North Bay for their consideration; AND FURTHER THAT a copy of this Resolution be sent to the District of Nipissing Social Services Administration Board and the Municipality of Calvin.

Carried Randall McLaren

DIVISION VOTE

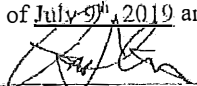
FOR

AGAINST

Declaration of Pecuniary Interest/Conflict of Interest

Declared interest, abstained from discussion and did not vote on the question.

CERTIFIED to be a true copy of Resolution No. 15 of the Township of Bonfield’s Council Meeting of July 9th, 2019 and which Resolution is in full force and effect.


Peter M. Johnston
CAO/ Clerk

Cindy Pigeau

From: NER Operations Issues Management (MTO)
<NER.OperationsIssuesManagement@ontario.ca>
Sent: Friday, July 12, 2019 7:39 AM
To: Cindy Pigeau
Cc: Correspondence Services Unit
Subject: 107-2019-2441 Highway 630 (WSU 3038977)
Attachments: 107-2019-2441, INCOMING - Premier Doug Ford Res 2019-104.pdf

Dear Ms. Pigeau:

Thank you for your letter to the Honourable Doug Ford, Premier of Ontario, regarding concerns on Highway 630. Your letter was forwarded to the Ministry of Transportation for response and I am pleased to respond on behalf of the ministry.

In an effort to upgrade the existing three cable guide rail along Highway 630, work was performed through our maintenance contractor, Ferroviaal Services, in late fall of 2018. Due to the early onset of the 2018 winter season, this work was performed during inclement weather. Efforts were made by our maintenance contractor to collect nails within the area and, when snow banks receded, a sweeper was used to clear the area of remaining nails and winter sand accumulations.

We regret that, in spite of these efforts, some individuals experienced damage to their vehicles. Ferroviaal Services is responsible for addressing any damages to the traveling public by their construction operations and they can be reached at 1-866-840-2232.

In the event that Ferroviaal Services does not address your concerns, damage claims can be submitted to the ministry's Risk Management and Insurance office at:

Ministry of Government Services
Ontario Shared Services
Risk Management and Insurance Services Branch
222 Jarvis Street, 7th Floor
Toronto, ON M7A 0B6
Attn. Claims Management Services
Phone: 416-314-5530
Fax: 416-314-3444

Or online at:

<http://www.mto.gov.on.ca/english/vehicles/submit-a-claim.shtml>

The culvert located south of Highway 17 on Highway 630 was replaced in October 2017 with a larger diameter culvert. On April 20, 2019, the failure of a beaver dam north of Highway 17, caused the closure of both Highway 17 and Highway 630. Remedial repairs were completed, and Highway 17 and Highway 630 were reopened the evening of April 20, 2019.

A second beaver dam failure adjacent to the nearby rail line resulted in a second road closure on May 10, 2019. Highway 630 was reopened to traffic the afternoon of May 10, 2019. As well, the spring

freshet brought higher than average water levels throughout North Bay and the surrounding areas due to record breaking snow accumulations during the 2018/2019 winter season.

The ministry will review remedial options to address drainage concerns near Trahan Road to mitigate future occurrences of flooding.

If you have further concerns with respect to highway maintenance in the North Bay maintenance area, please contact Ferrovial Services directly at their toll-free number 1-866-840-2232 to ensure your concerns are addressed as quickly as possible.

Thank you again for bringing your concerns to our attention.

Sincerely,

Greg Follett
Maintenance Superintendent
Northeastern Region
Ministry of Transportation

Attorney General
McMurtry-Scott Building
720 Bay Street
11th Floor
Toronto ON M7A 2S9
Tel: 416-326-4000
Fax: 416-326-4007

Procureur général
Édifice McMurtry-Scott
720, rue Bay
11^e étage
Toronto ON M7A 2S9
Tél.: 416-326-4000
Télééc.: 416-326-4007



Ontario

JUL 12 2019

Our Reference #: M-2019-3638

Dear Head of Council,

Further to the Premier's announcement at the 2019 ROMA conference, I am writing to invite you to participate in the government's consultations regarding joint and several liability, insurance costs, and the 'liability chill' affecting the delivery of everyday public services.

In order to make this consultation process as effective as possible, the government needs to hear directly from you about your municipality's experiences. It is impossible to canvass possible solutions without understanding the actual problems faced by municipalities.

This will be an evidence-led consultation and policy development process. The first phase of the process will involve collecting background technical information. I therefore ask that you have your municipal officials respond in writing to the general questions noted below. We will also be establishing a Technical Table of provincial and municipal elected officials, building on AMO's existing Working Group, to make sure that we are all on the same page around the issues and evidence that need to be addressed.

Given the importance of hearing your experiences, there is no predetermined format or questionnaire for this consultation. We don't want to inadvertently limit you. We would ask, though, that your officials consider and address three broad questions so that there is some comparability among the responses.

First, please describe the nature of the problem as you see it. What are the problems that you need addressed to benefit your municipality. Is it increasing premiums? Rising deductibles? Being unfairly named in lawsuits? Being held to unreasonably strict standards (e.g., regarding road design or maintenance)? Feeling that you cannot offer certain services because of the liability risk? A general sense of unfairness that municipal taxpayers pay more than their fair share (e.g., because individuals are under-insured or were behaving irresponsibly)? Please have your officials describe all the specific problems that are directly affecting your municipality.

Second, please indicate what evidence leads you to your view of the problem. Without limiting the types of evidence you may wish to discuss, I have attached to this letter a list of potentially relevant facts and evidence that your officials may wish to address.

Finally, given your view of the problem and the supporting evidence, what solutions do you propose? In formulating your proposals, please keep in mind the need to ensure that catastrophically injured persons are fairly compensated and that costs are not simply transferred to the publicly funded health care system.

.../2

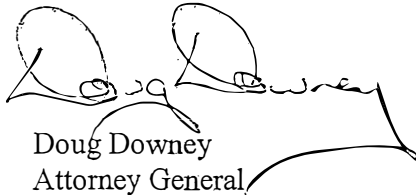
I will provide an update on the consultation process at AMO in August. I will also meet with interested delegations.

The second phase of the municipal consultation process will involve formal discussions in early Fall among elected officials about the evidence and the potential policy solutions. Once there is a provincial and municipal understanding on the key issues, the government will engage with other interested stakeholders.

The Ministry of the Attorney General has established a dedicated email address to receive the background technical information from your officials. Please have your officials respond by Friday, September 27, 2019 to magpolicy@ontario.ca. For further information, please have your officials reach out to MAG at the email address noted above.

Our goal must be meaningful and lasting reform. I encourage you to share your experiences on this important subject.

Sincerely,



Doug Downey
Attorney General

Attachment

Potentially Relevant Facts and Evidence

Nature of Insurance Coverage

- Does your municipality purchase liability insurance? If so, from what company?
- Do you use an insurance broker? If so, which company?
- Does your municipality self-insure against some or all liability risks? If so, please describe the program.

Premiums

- Municipal insurance premiums over time (both absolute dollars and percentage increases)
- Insurance premiums in other business lines over the same time period
- Typical ratio of premiums to claims payouts
- What triggers premium increases? Being named in a claim? Incurring defence costs? Paying on the claim?
- The secondary literature speaks of 'insurance cycles' or the market 'tightening' periodically such that premiums increase markedly in a relatively short period of time. Do you have any views on this topic?

Deductibles

- Amount
- Trigger for payment by municipality (being named, filing a defence?)
- Changes over time
- Comparison to changes in other business lines over time

Litigation Costs

- Amount
- Does joint and several liability ("JSL") impact costs?
- Changes over time
- Are municipal liability cases any more expensive to defend than other types of claims?
- Have any steps been taken, or are planned, to reduce defence costs?

Types of Claims

- Data regarding types of claims including road/auto, building inspections, other personal injury (e.g., tobogganing) – both volume and cost
- Number/ portion of cases that involve two or more defendants and thus raise JSL issues
- Changes over time

Settlement of Claims

- Data regarding JSL cases – and ideally the specific cases – where municipalities have settled for amounts disproportionate to their fault.
- Non-JSL cases where the municipality has paid amounts viewed as disproportionate to their level of fault (e.g., in the past some stakeholders have identified single vehicle collisions involving impaired drivers).

Adjudication of Claims

- Data regarding JSL cases – and ideally the specific cases – where municipalities have been required to pay amounts disproportionate to their degree of fault as determined by the court.
- Non-JSL cases where the municipality has been found liable and required to pay amounts viewed as disproportionate to their level of fault (e.g., in the past some stakeholders have identified single vehicle collisions involving impaired drivers).

Claim Costs

- Is the cost of individual claims raising, e.g. claims related to injuries in automobile accidents? If so, why?
- In 2016, the previous government reduced the cap for no fault catastrophic injury payments in automobile cases from \$2M to \$1M. Did that have any impact on municipal costs? If so, what savings are expected from the government's plan to increase the cap back to \$2M? Would a further increase to no fault benefits result in savings to municipalities?
- Are settlements ever for a sum less than or equal to the deductible?

Other

- How does JSL positively impact catastrophically injured plaintiffs? How would associated costs be distributed if JSL is abolished?
- What if any impact have road maintenance standards had on claims against municipalities?
- What types of everyday activities have been impacted by insurance costs and other liability risks? To what extent is JSL a factor in these situations? What steps have municipalities taken to mitigate these costs and risks?



PRO

PARKS AND RECREATION ONTARIO

AQUATICS

CONFERENCE & TRADE SHOW

November 5 – 8, 2019

BLUE MOUNTAIN CONFERENCE CENTRE

THE TOWN OF THE BLUE MOUNTAINS, ON

Join us at Canada's largest industry event for aquatic professionals!

Proudly presented with our educational partners

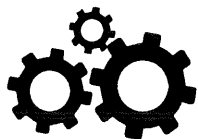


LIFESAVING SOCIETY
The Lifeguarding Experts



WHO SHOULD ATTEND

- ▶ Recreation Directors
- ▶ Aquatic Department Managers
- ▶ Pool Managers & Supervisors
- ▶ Facility Managers/Operators
- ▶ Recreation Coordinators
- ▶ Aquatic Instructors & Lifeguards
- ▶ Fire, EMS & Police Services



40+

LEARNING SESSIONS



35+

TRADE SHOW EXHIBITORS



4

KEYNOTE SPEAKERS



15

NETWORKING OPPORTUNITIES



Session Streams

Choose your sessions based on the areas in which you'd like to focus!



Facility Operations / Design



Management / Administration



Programming



Mental Health



Staff Recruitment / Training

SCHEDULE AT A GLANCE

TUES 5

MORNING

10 AM - 6 PM
Pre-conference
Workshops

AFTERNOON

5 PM - 9 PM
Reg & Info Desk Open

7:30 PM - 8:30 PM
First Timers'
Reception

8 PM - 11 PM
Welcome
Networking
Reception

WED 6

MORNING

7:15 AM - 5 PM
Reg & Info Desk Open

7:15 AM - 8:15 AM
Delegates' Breakfast

8:30 AM - 10 AM
Conference Welcome
& Keynote Address

10 AM - 10:45 AM
Trade Show
Refreshment Break

10:45 AM - 12 PM
Concurrent Sessions

AFTERNOON

12 PM - 2 PM
Trade Show & Lunch

2 PM - 3:15 PM
Concurrent Sessions

3:15 PM - 3:30 PM
Refreshment Break

3:30 PM - 4:45 PM
Concurrent Sessions

4:45 PM - 6:15 PM
Wine & Cheese
Networking Event

6:15 PM - 9 PM
Dinner (On Own)

9 PM - MIDNIGHT
Social Networking

THUR 7

MORNING

7:30 AM - 4:30 PM
Reg & Info Desk Open

7:30 AM - 8:30 AM
Delegates' Breakfast

8:45 AM - 10 AM
Concurrent Sessions

10 AM - 10:30 AM
Refreshment
Break

10:30 AM - 11:45 AM
Concurrent
Sessions

11:45 AM - 12:45 PM
Networking Lunch

AFTERNOON

12:45 PM - 2:15 PM
Plenary Session:
Keynote

2:15 PM - 2:30 PM
Refreshment Break

2:30 PM - 3:45 PM
Concurrent Sessions

5:30 PM - 6:30 PM
Cocktail Reception

6:30 PM - LATE
Awards,
Gala Banquet & Social
Networking Event

FRI 8

MORNING

8:15 AM - 9 AM
Delegates' Breakfast

8:15 AM - 9:15 AM
Reg & Info Desk Open

9 AM - 12 PM
Plenary Session:
PRO Talks, Keynote
& Closing Remarks

BUILD THE CASE

Visit <http://bit.ly/PROAquatics19> to download a step-by-step guide to assist you with outlining the benefits of attending this premier Aquatic professional development event to your employer.

**Price includes tax and course materials;
lunch not included.*



Canadian Red Cross Psychological First Aid (PFA) Instructor

COURSE #1270703 | \$150 + | MON: 11 AM - 6 PM & TUES: 9 AM - 6 PM

NOTE: This is a two-day training.

Course Instructors: Doug Hannum & Gregory Peri, Canadian Red Cross Psychological First Aid Instructor Trainers

Psychological First Aid Instructors support the delivery of our Psychological First Aid Course. Candidates will develop competencies in facilitating case-based learning, and how to support learners in understanding a resiliency-building approach to emotional, psychological, and social wellbeing. Certified Instructors may teach Psychological First Aid Courses through Training Partners who are offering the program across the country.

Prerequisites:

- **Fundamentals of Instruction Online**
(access can be provided if you do not currently have it)
- **PFA certification (recommended)**
- **PFA – Self-Care (Online)**
- **PFA – Care for Others (Online)**
- **18 years of age**

.....

Canadian Red Cross Swimming & Water Safety Instructor Trainer Recertification (2019)

COURSE #1269589 | \$135 + | 10:30 AM - 5 PM

Course Instructors: Lindsay Snider & Meghan Steel, Canadian Red Cross Master Instructor Trainers

The IT Recertification Course is designed to ensure quality and standards are maintained in the field. In addition to the new teaching tools provided in the package, recertification provides the opportunity for Water Safety Instructor Trainers and Lifeguard Instructor Trainers to network and discuss areas of challenge. Please ensure you meet all requirements for recertification.

Refer to the Swimming & Water Safety Program Standards for details: My Red Cross (myrc.redcross.ca) > Standards > Program Standards

For more information & registration for either course:

swsmyrccsupport@redcross.ca

<https://myrc.redcross.ca/en> | 1-877-356-3226



Aquatic Safety Inspector Recertification

\$75 + | 1 PM - 5 PM

Prerequisite: Lifesaving Society Aquatic Safety Inspector certification.

This recertification will provide updated information and Lifesaving Society Inspection Checklists that reflect recent changes to Regulation 565. Participants receive the Lifesaving Society Aquatic Safety Inspector Handbook and the new Checklists.

Bring: Pens or pencils and paper, Guide to Public Pools Regulation.

.....
Pool Operator Level 1

\$166 + | 10 AM - 5 PM

The Lifesaving Society Pool Operator Level 1 course is designed to review safe water management practices and procedures to prepare and certify candidates to operate both Class A and B swimming pools in a safe and efficient manner. Additional topics covered include poor air quality, pool design, and solving water treatment problems.

Participants receive the Lifesaving Society Pool Operations Manual and Course Workbook.

Those who pass the written and practical examinations receive Lifesaving Society Pool Operator Level 1 Certification.

Bring: Pens or pencils and paper.

For more information & registration for either course:

Ann Palmer

AnnP@lifeguarding.com



.....
HIGH FIVE Principles of Healthy Aging (PHA) Training

\$65 + HST * | 10 AM – 6 PM *Price includes course materials; lunch not included.

Trainer: JaimeLynn Nowbari, Senior Coordinator, HIGH FIVE® Trainer and Stakeholder Engagement

This course enables participants to provide a higher quality experience for older adults in their aquatics programs.

Who should consider participating: aquafit instructors, lifeguards, Masters swimming coaches

Register online at <http://bit.ly/PROAquatics19>

5 PM - 9 PM

REGISTRATION & INFORMATION DESK OPEN

7:30 PM - 8:30 PM

FIRST TIMERS' RECEPTION

First time at PRO's Aquatics Conference? This is the perfect time to get acquainted with fellow delegates. First Timers are welcome to bring a friend. "By invitation only" event.



Sponsor

8 PM - 11 PM

WELCOME NETWORKING RECEPTION

Welcome! This is your first of many opportunities to reconnect, meet new delegates and build your network.



Promote Wellness by Preparing Staff to Manage the Effects of Stress

Psychological First Aid is a resiliency-building wellness program that helps individuals improve their resiliency, enhance self-care and feel empowered to support others.



Self-Care

(45-90 minutes online)



Caring for Others

(45-90 minutes online)



Psychological First Aid

(classroom and blended delivery)

Support your staff and improve workplace productivity with Red Cross **Psychological First Aid** training.

Red Cross First Aid. The Experience to Make a Difference.

1.877.356.3226 | redcross.ca/Findacourse

7:15 AM - 5 PM

REGISTRATION & INFORMATION DESK OPEN

7:15 AM - 8:15 AM

FULL DELEGATES' BREAKFAST

8:30 AM - 10 AM

CONFERENCE WELCOME & KEYNOTE ADDRESS

KEYNOTE ADDRESS

Thriving on Aquatic Chaos

You have to be a special kind of person to be the Aquatic Professional who can overcome, and even enjoy, the challenges we face every day. From cranky customers and young staff to code browns and constantly changing regulations and rescue techniques, aquatic professionals never have a dull day. We wear many hats: risk manager, problem solver, recruiter, trainer, chemist and more. This fast-moving, reality-based keynote will have you laughing and crying as we journey through the world of Aquatics.



Jim Wheeler
CEO, Total Aquatic Management
Alameda, California

Jim Wheeler is internationally recognized as an expert speaker and author on aquatic operations, training and risk management. With over 40 years' experience in a diverse range of aquatic settings, Jim has valuable insights that have enabled him to deliver unique training and educational programs that move beyond traditional aquatic thinking. He currently works for the Hayward Area Recreation and Park District in California and has worked as an instructor trainer, auditor and accident investigator for Ellis and Associates, the National Aquatic Safety Company, the American Red Cross and USA Swimming. Jim is also the owner of Total Aquatic Management an aquatic safety and risk management firm and the provider of the west coast's leading advanced lifeguard training program.

10 AM - 10:45 AM

TRADE SHOW REFRESHMENT BREAK

10:45 AM - 12 PM

CONCURRENT SESSIONS

Full details at <http://bit.ly/PROAaquatics19>

- W1** ■ Secondary & Supplemental Disinfection: The Cost of Inaction
Tom Schaefer, Technical Sales Director, Clear Comfort, Boulder, Colorado
- W2** ■ Together in Transition: One Lifeguard's Story
Jennifer Green, Aquatic Supervisor, City of St. Catharines; Mason Coates, Head Lifeguard, City of St. Catharines
- W3** ■ ● Emergency Preparedness: A Failure to Plan is a Plan to Fail
Shelley Makepeace, Deck Supervisor, Town of Aurora; David Kerr, Assistant Facility Manager, Pools, University of Toronto
- W4** ■ ● Airborne Contaminants, Water Treatment Systems and Air Quality
Dr. Chun-Yip Hon, PhD CPHI(C) CRSP CIH, Associate Professor, School of Occupational and Public Health, Ryerson University; Conny Smith, Supervisor of Operations – Aquatics, City of Cambridge; Michael Lowry, Sales and Marketing, Lowry & Associates, a Division of Chem-Aquascience, Inc.
- W5** ■ Aquatic Staff Recruitment and Retention: How to Stay Competitive in an Employee-Driven Job Market
James Verreault, Recreation Supervisor – Aquatics, City of Ottawa; Katy Prusakowski, Recreation Supervisor – Aquatics, City of Ottawa
- W6** ■ Operating a Waterfront
Shanna Reid, Manager of Recreation, City of Orillia
- W7** ■ Aquatic Exercise Classes 101
Jill Ruot, Recreation Coordinator, Aquatic/Fitness, City of Apache Junction, Apache Junction, Arizona

12 PM - 2 PM

TRADE SHOW & LUNCH

2 PM - 3:15 PM

CONCURRENT SESSIONS

Full details at <http://bit.ly/PROAaquatics19>

- W8** ■ AOP & UV: Real-world Results from Field Study Data
Tom Schaefer, Technical Sales Director, Clear Comfort, Boulder, Colorado
- W9** ■ Municipal Recreation & Post Secondary Partnerships: A Mutually Beneficial Relationship
Heather Rusiniak, Aquatic Supervisor, City of Mississauga; Daniel Geiger, Aquatic Supervisor, City of Mississauga; Sherri Branscombe, Professor of Recreation and Leisure Services & Sport Management, Humber College
- W10** ■ ● Adaptive Aquatics: Learning to Say YES!
≈ *Melissa Lefebvre, Aquatics Coordinator, City of Welland*

- W11** ■ ● **Lifeguard Scanning: Solutions for Enhancing Focused Attention**
Carolyn Tyner, Manager, Program Development YMCA Canada
- W12** ■ **Mission Critical: Selecting and Developing Senior Staff**
Jim Wheeler, CEO, Total Aquatic Management, Alameda, California
- W13** ■ **Opening a New Facility: Approaches to Project Management**
Shanna Reid, Manager of Recreation, City of Orillia; Christine Mitchell, Aquatic and Fitness Supervisor, City of Orillia
- W14** ■ **New Wave Marketing: Social Media and Multimedia**
Dylan Bartlett, President, Progressive Results Group Inc.

3:15 PM - 3:30 PM

REFRESHMENT BREAK

3:30 PM - 4:45 PM

CONCURRENT SESSIONS

Full details at <http://bit.ly/PROAquatics19>

- W15** ■ **Green Energy: What Does an Energy Efficient Filter Room Look Like?**
Scott Bowron, President, Clear Aquatics Inc.
- W16** ■ ● **Anatomy of an Inquest**
John Napier, Principal, Fluid Consulting Inc.
- W17** ■ ● **Innovative Lifeguard Fitness**
≈ *Jill Ruot, Recreation Coordinator, Aquatic/Fitness, City of Apache Junction, Apache Junction, Arizona*
- W18** ■ **Smarter, Stronger, Faster: Building a Better Lifeguard**
Jim Wheeler, CEO, Total Aquatic Management, Alameda, California
- W19** ■ **#ElevatedEvents: Harness the Power of #**
Heather Rusiniak, Aquatic Supervisor, City of Mississauga; Heather Evanoff, Aquatic Supervisor, City of Mississauga; Cameron Evanoff, Supervisor, Facility Operations, City of Mississauga
- W20** ■ **Aquatic Therapy: Accommodating Community Members with Chronic Conditions**
Charlene Kopansky, Founder and President, Canadian Aquafitness Leaders Alliance Inc.



Name badge sponsor

WEDNESDAY NOVEMBER 6

- Wet Session
- Red Cross Session
- Lifesaving Society Session

4:45 PM - 6:15 PM

WINE & CHEESE NETWORKING EVENT



6:15 PM - 9 PM

DINNER IN THE VILLAGE

Take this opportunity to meet up with friends and explore the diverse restaurant scene in the Blue Mountain Village.

9 PM - MIDNIGHT

PRO-CHELLA FEST '19

First there was Woodstock, then there was Coachella. Finally, there is PRO-Chella! It's your ticket to the hottest new festival in town with great music and super fun activities. Dress in your best festival-inspired gear, from fringes to feathers and everything boho-chic. Or, come dressed to watch and enjoy the festivities and network the night away!



EQUIPMENT

CONSULTING

PROJECT MANAGEMENT

MAINTENANCE

AQUAM
AQUATIC SPECIALIST INC.

AQUATIC SPECIALISTS AT YOUR SERVICE

1 800 935-4878 • info@aquam.com • aquam.com

7:30 AM - 4:30 PM

REGISTRATION & INFORMATION DESK OPEN

7:30 AM - 8:30 AM

FULL DELEGATES' BREAKFAST

8:45 AM - 10 AM

CONCURRENT SESSIONS

Full details at <http://bit.ly/PROAquatics19>

- T1** ■ *Mechanical and Chemical Issues in Aquatic Facilities*
Codi Keller, Service Manager, Acapulco Pools
- T2** ■ *Safety Operations for Open Water Swimming Events*
Dan Jones, Division Head, Aquatics and Beaches, City of Norfolk, VA
- T3** ■ ● *Mental Health in the Workplace for your Aquatic Staff*
Gregory Peri, Coordinator, Aquatics, Town of Aurora
- T4** ■ ● *Passive Off-Rotation Trainings*
Joey Rusnak, Founder, Lifeguard Authority
- T5** ■ *Staff Recruitment, Development, and Retention: An Approach to Sustainable Growth*
Bruce Parkin, Supervisor, Township of Centre Wellington
- T6** ■ *Let's Get Physical: Building Effective Teams*
Anthony De Laurentis, Community Recreation Programmer, City of Toronto
- T7** ■ *Concussion Training and Policy: It's the Law*
Representatives, Ministry of Tourism, Culture, and Sport; Moderator: Diane English, Director, Public Policy & Communications, Parks and Recreation Ontario
-

10 AM - 10:30 AM

REFRESHMENT BREAK



Delegate bag sponsor

10:30 AM - 11:45 AM

CONCURRENT SESSIONS

Full details at <http://bit.ly/PROAquatics19>

- T8** ■ ● **Developing Effective HVAC Strategies to Limit Trichloramine Exposure in Indoor Aquatic Facilities**
Joseph Seidl, VP Peter Basso Associates, Detroit, MI; Jason Slusarczyk, Principal, Novus Environmental
- T9** ■ **Innovation in Action: Canada's First Chemical-Free Outdoor Pool**
Shauna Graham, Site Coordinator and Operations Supervisor, City of Edmonton; Cyndi Schlosser, Facility Manager, City of Edmonton
- T10** ■ ● **After the Big Leap: Professional Development for Aquatic Leadership**
Julie Auchterlonie, Red Cross Ambassador and Recreation Supervisor, City of Ottawa; Ashley Murdoch, Red Cross Ambassador and Aquatic Supervisor, Town of Georgina
- T11** ■ ● **The Scientific State of Aquatics: Strategies for Reducing Disease Transmission**
Dr. Michael Beach, Deputy Director, Division of Foodborne, Waterborne and Environmental Diseases, Associate Director for Healthy Water, National Center for Emerging and Zoonotic Infectious Diseases, Centers for Disease Control and Prevention
- T12** ■ **Drowning Resuscitation: We're Doing it Wrong**
Scott Ruddle, Lifeguard, Grand Bend Beach Patrol/City of London, and Primary Care Paramedic, Middlesex London Paramedic Service
- T13** ■ **Instruction in Aquatics: How to Revolutionize Your Swimming Lesson (and other) Programs**
Josh Reusser, Aquatics Coordinator, Salt Lake City, UT
- T14** ■ ☞ **Thank the Plank**
Katherine McKeown, Canadian Aquafitness Leaders Alliance Inc. Master Trainer

11:45 AM - 12:45 PM

NETWORKING LUNCH

12:45 PM - 2:15 PM

PLENARY SESSION: KEYNOTE ADDRESSES

KEYNOTE ADDRESSES

Mental Health: The Personal Tragedy of Sergeant Sylvain Routhier

Sarah Routhier could not imagine how mental illness would affect her life in the summer of 2018. Her husband, Sylvain, was a very successful police Sergeant with the Ontario Provincial Police and an incredible husband and father. They had the perfect life until he started struggling with a mental illness only 3 months prior to taking his own life on July 31st, 2018. Sarah will share the struggle and tragedy their family lived through in hopes that it can help raise awareness about mental health.

Sarah Routhier, an Aquatics Coordinator for 15 years, has worked in both small and large municipalities as well as being an instructor at Georgian and Fanshawe College. She has opened three new swimming pools and has been a Red Cross Water Safety Ambassador for 5 years. Sarah is a busy single mom raising her three children and, when she is not at the pool, you can find her in hockey arenas across the province with her three travelling hockey players or relaxing at her trailer.



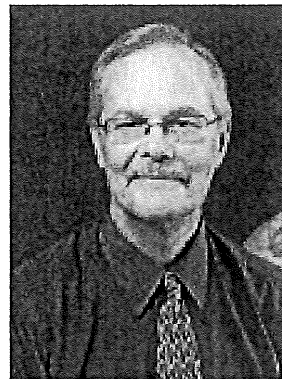
Sarah Routhier

Aquatics Coordinator, City of Belleville,
and Red Cross Water Safety Ambassador

New Findings from the Centers for Disease Control and Prevention: Disinfection, Surfing, and Indoor Air Quality

Keeping aquatic facilities clean and sanitary is a necessary part of maintenance. In this talk, learn how the latest disease control research is tackling cutting edge issues like Cryptosporidium inactivation, issues with surf pools, and possible paths to improving indoor air quality.

Michael Beach, Ph.D., is Associate Director for Healthy Water in CDC's National Center for Emerging and Zoonotic Diseases and also Deputy Director of the Division of Foodborne, Waterborne and Environmental Diseases in the Center. An epidemiologist and laboratorian with extensive experience in parasitic and other waterborne diseases, Dr. Beach leads a worldwide program to ensure access to safe drinking and recreational water, adequate sanitation, and basic hygiene to protect people from waterborne illnesses. He created CDC's Healthy Swimming Program, which includes the Model Aquatic Health Code, the first such model code in the U.S., the internationally popular Healthy Water and Healthy Swimming websites, and the CDC's Healthy and Safe Swimming Week.



Dr. Michael Beach

Centers for Disease Control
and Prevention

2:15 PM - 2:30 PM

REFRESHMENT BREAK

2:30 PM - 3:45 PM

CONCURRENT SESSIONS

Full details at <http://bit.ly/PROAquatics19>

- T15** ■ Insurance as a Tool to Prevent Drowning
Ronish Pahwa, Vice President, Redwoods Canada; Joey Rusnak, Founder, Lifeguard Authority
- T16** ■ ● Keeping it Real: Using Case-Based Learning in Staff Training
Shelly Dalke, Director, Swimming and Water Safety Education Programs, Red Cross; Kevin Paes, Manager Swimming & Water Safety Training Partner, Red Cross
- T17** ■ ● Beauty in Safety: How a Good Design Process Contributes to Safe Pool Environments
Gary Sanger, Supervisor of Community Recreation Aquatics, City of Toronto; Claudia Cozzitorto, Architect, Director of BIM and Digital Practice, MJM Architects; Jeanne Ng, Architect, Senior Associate, MJM Architects
- T18** ■ Distracted Lifeguards
Dan Jones, Division Head, Aquatics and Beaches, City of Norfolk, VA
- T19** ■ Mental Health Support for Aquatic Staff
Joaquin Barrientos, Supervisor, Aquatic Services, City of London
- T20** ■ ≈ Increasing Swim Lesson Equity: A How-To Guide
Josh Reusser, Aquatics Coordinator, Salt Lake City, UT
- T21** ■ Transforming Your Community Pool with the Waterpark Model
Terry Dubuc, Development Manager, Vortex Aquatic Structures
-

5:30 PM - 6:30 PM

COCKTAIL RECEPTION

6:30 PM - LATE

AWARDS, GALA BANQUET & SOCIAL NETWORKING EVENT

Take this opportunity to celebrate and commemorate the outstanding accomplishments of this year's PRO Aquatic Awards recipients. Enjoy a wonderful dinner, take time to network, and dress to impress for what promises to be a memorable night.

8:15 AM - 9 AM

FULL DELEGATES' BREAKFAST

8:15 AM - 9:15 AM

REGISTRATION & INFORMATION DESK OPEN

9 AM - 12 PM

PLENARY SESSION: PRO TALKS, KEYNOTE ADDRESS & CLOSING REMARKS

PRO Talks

PRO Talks are designed to make you think, challenge your assumptions, and to spark new ideas and conversations.

Public, Private, Non-Profit Program Providers – Competitors or Collaborators?

There are only so many pools in any given community. Similarly, there are only so many people who are interested in being involved in some form of aquatic activity. Knowing this, how can different types of service delivery agencies work collaboratively to ensure people being served? How can these different agencies survive financially in a program area that has significant operating costs? And, most importantly, what are the benefits to a community from having a diverse range of service options? Hear from service providers who see competition and collaboration as different sides of the same coin, and how they have found inroads into understanding the difference.

Panel Members include representatives from: Conservation Authority, Private Club, Swim School, Municipality, University, and YMCA

KEYNOTE ADDRESS

Water Competence: A Tool for Aquatic Education and Drowning Prevention

“Water competence” was coined by Steve Langendorfer and Larry Bruya in 1995 and, more recently, adapted for drowning prevention by Dr. Kevin Moran (2013). It has gained acceptance as an effective approach to teach swimming. Its adaptation for preventing drowning has taken water competence from a simple “physical literacy” to a ‘know, think, and react positively to conditions around you to save-your-life’ approach. This keynote covers topics such as how water competence has become a driving force in aquatic education and drowning prevention, why understanding this approach must include educating parents/caregivers as part of children’s swim lessons, and what should be learned in lessons. Dr. Langendorfer also touches on recent advances in aquatics education and where he feels it needs to go in the future. As a practicing instructor and Masters coach, he shows aquatic professionals how they can help kids to gain water competence while building their confidence.



Dr. Steven Langendorfer
Professor Emeritus, School of Human Movement, Sport and Leisure Studies, Bowling Green State University, Ohio

Currently **Dr. Langendorfer** coaches, instructs, and swims with US Masters Swimming, sits on the American Red Cross' Scientific Advisory Council, and assists the American Red Cross with instructional aquatic program revisions. He is founding editor for the International Journal of Aquatic Research and Education (IJARE). During his career, Steve has worked as a lifeguard, swimming/water safety and canoeing instructor, instructor trainer, and coach. He is a member of the Red Cross Commodore Longfellow Society and is recognized in both the Lifesaving Hall of Fame and in his alma mater SUNY-Cortland's Academic Hall of Fame. The International Swimming Hall of Fame presented Steve with a Paragon Award and, in 2013, the Irish Lifesaving Foundation presented him with the prestigious Ireland Medal.

2019 CONFERENCE FEES

All fees are subject to HST.

+ Price includes HST.

PRE-CONFERENCE WORKSHOPS: TUESDAY NOVEMBER 5				
Canadian Red Cross Psychological First Aid (PFA) Instructor (TWO-DAY COURSE) MON: 11 AM - 6 PM; TUES 9 AM - 6 PM			\$150 +	
Canadian Red Cross Swimming & Water Safety Instructor Trainer Recertification (2019) 10:30 AM - 5 PM			\$135 +	
Lifesaving Society Aquatic Safety Inspector Recertification 1 PM - 5 PM			\$75 +	
Lifesaving Society Pool Operator Level 1 10 AM - 5 PM			\$166 +	
HIGH FIVE® PHA Training 10 AM - 6 PM			\$65	
FULL CONFERENCE	KEENER RATE	EARLY BIRD RATE	REGULAR RATE	
	BY SEPTEMBER 12	BY OCTOBER 8	BY OCTOBER 31	
Member*	\$599	\$689	\$759	
Non-member	\$779	\$849	\$899	
Student**	\$249	\$249	\$299	
DAILY RATES	EARLY BIRD RATE (OCT 8)		REGULAR RATE	
	WED OR THUR	FRI	WED OR THUR	FRI
Member*	\$269	\$109	\$299	\$139
Non-Member	\$349	\$149	\$379	\$169
Student**	\$109	\$69	\$145	\$99

*Current membership is required to register at the PRO Member rates. PRO membership forms can be downloaded from www.prontario.org and submitted with membership payment and your Conference registration. Members of other Provincial/Territorial Parks and Recreation Associations can register at PRO Member rates.

**Proof of full-time enrollment for the 2019/20 school year must be submitted with registration. Students employed full-time in the field must register at Member/Non-Member Rates.

**WHEN REGISTERING, USE THE CODE THAT SUITS YOUR REGISTRATION TYPE.
MEMBER & NON-MEMBER EARLY BIRD & REGULAR REGISTRATION CODES DO NOT APPLY.**

CODE	REGISTRATION TYPE
KEENER	Full Conference Member – Keener Rate
KEENER2	Full Conference Non-Member – Keener Rate
STUDENTEB	Full Conference Student – Early Bird
STUDENTREG	Full Conference Student – Regular Rate

REGISTRATION INFORMATION

HOW TO REGISTER

Register online <http://bit.ly/PROAaquatics19> with VISA, MasterCard or Cheque. All registrations require payment before they are processed and invoices must be paid before the Conference.

CONFIRMATION

You will receive registration confirmation via email. Please ensure you include a current email address. Call PRO at 416-426-7405 if you have not received confirmation within one week of registering.

SESSION SELECTION

You must select sessions before your Conference registration can be processed. To receive the best selection of Pre-Conference and concurrent sessions, please register early. Session descriptions can be found online at <http://bit.ly/PROAaquatics19>

REGISTRATION PACKAGES

Full Conference registration includes sessions, scheduled meals, networking events, keynotes and the Trade Show. **Daily rates** include sessions and one scheduled meal on the day purchased (lunch Wednesday or Thursday; breakfast Friday); daily rates do not include dinner, evening events or breakfast Wednesday and Thursday.

SPECIAL RATES

Look for special rates for volunteers and students, as well as Keener and Early Bird rates for Members and Non-Members.

Questions?

416-426-7142
aquatics@prontario.org
Monday - Friday
9 am - 5 pm

Register online at <http://bit.ly/PROAaquatics19>

REFUNDS AND CANCELLATIONS

A 20% administration fee will be applied to all cancellations. A fee of 50% will be applied to cancellations made after October 8. Cancellations made after October 31 are non-refundable. However, registrations are transferable. All requests for cancellations or transfers must be submitted in writing to pro@prontario.org before the established deadlines.

ACCOMMODATIONS



BLUE MOUNTAIN CONFERENCE CENTRE
242 Jozo Weider Blvd
The Town of The Blue Mountains, ON L9Y 3Z2

Hotel accommodation booking: <https://bmrbooking.bluemountain.ca>

Call to book: 1-833-583-2583

Reference code: GB00001011

For step-by-step instructions on how to book online, visit <http://bit.ly/PROAaquatics19Hotel>

Room rates are honoured up to 3 days before and after the Conference. Book your double room, or one, two and three bedroom suite (subject to availability). Book hotel rooms by October 4.

PRO

PARKS AND RECREATION ONTARIO

2019 PRO Aquatics Conference & Trade Show November 5 - 8

Blue Mountain Conference Centre
The Blue Mountains, ON

“I am grateful for receiving the Aquatic Legacy Grant. It was an amazing experience to be surrounded by so many aquatic professionals who shared the same passion and goals. Since attending the PRO Aquatics Conference, I was upgraded to Supervisor of Recreation and Events, while my supervisor is on maternity leave. I owe part of my success to attending the PRO Aquatics Conference. I came back to my team with a passion for learning new ideas, and was able to share what I learned about innovative technology and inspiring the next generation of superheroes.”

Stefanie Lauppe
Supervisor, Recreation & Events,
Town of Orangeville

Applicants will be notified of the results by October 14, 2019.

AQUATIC LEGACY GRANT

Are you interested in attending Park and Recreation Ontario's Aquatic Conference, but it doesn't quite fit the budget? We invite you to apply for the Aquatic Legacy Grant! This grant will cover the costs of registration and accommodation for one person.

APPLICANTS MUST:

- Have a current PRO Membership between the application period and the end of the Conference
- Hold a full-time position in aquatics
- Have support from their employer to, if selected, attend the Conference
- Demonstrate their need for financial assistance
- Demonstrate their interest in learning from the Conference content
- Attend the full 2019 PRO Aquatics Conference and Trade Show (Tuesday arrival, Friday departure)
- Write an article for the PRO NewsBrief, prior to November 29, 2019, outlining unique learnings from the Conference and what/how they plan to apply them
- Complete an application form in full and submit it by September 25, 2019 (no extensions)

For information on the Aquatic Legacy Grant or the PRO Awards Program, please contact:

pro@prontario.org | 416-426-7142

www.PROntario.org

Aquatic Safety Audit

Order before December 31, 2019 to save 15%
on your 2020 comprehensive safety audit.

Pool and waterfront owners / operators demonstrate due diligence when they commission Lifesaving Society aquatic safety audits to assess and mitigate risk.

To date, over 400 Ontario affiliates have undertaken Lifesaving Society audits. The Lifesaving Society safety audit is the standard for Canadian universities (whose insurer pays for the cost). Recently, National Defense Canada has commissioned comprehensive aquatic safety audits of all Armed Forces bases in Canada.

What our clients say about our audits:

- "Clear concise reports"
- "Extremely knowledgeable team"
- "Quick response to questions"
- "Lots of excellent resources provided"
- "Doable results"



The Lifesaving Society is recognized by Canada's judicial system as the aquatic safety expert with over 200 prepared legal reports, 10 civil/criminal and 15 Coroner's court appearances.

Contact Michael Shane, Safety Standards and Management Training Director,
416-490-8844 or email michaels@lifeguarding.com



- Aquatics Equipment
- Arena Equipment
- Sports Equipment
- Staff Apparel

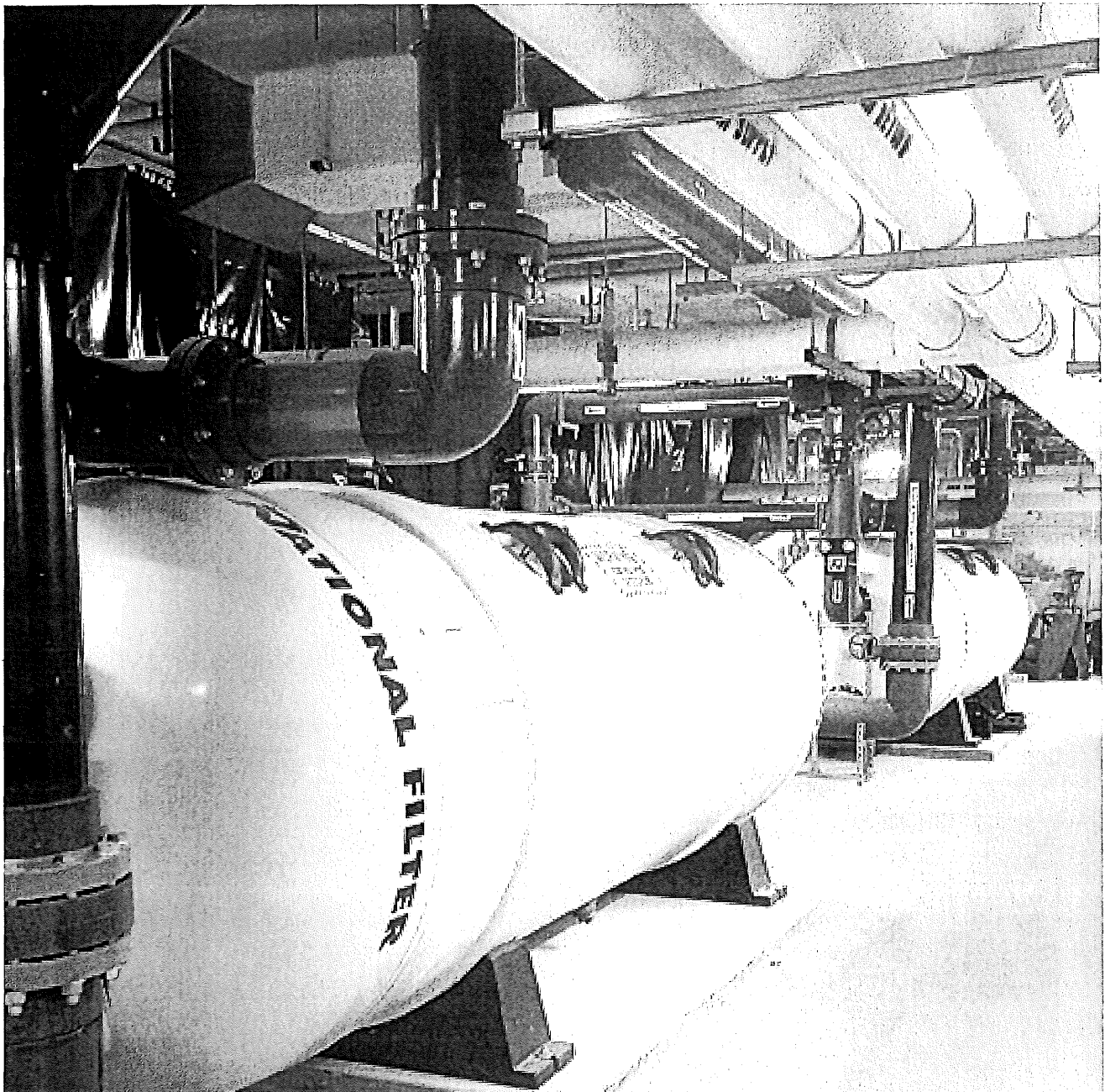
Sales@JackWatsonSports.com

1-800-586-5518

www.JackWatsonSports.com

Cover photos courtesy of City of Windsor

Windsor International Aquatic and Training Centre, 2018 PRO Aquatics Award of Excellence Winner



Proudly presented with our



LIFESAVING SOCIETY
The Lifeguarding Experts



July 5, 2019

SENT ELECTRONICALLY

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queens Park
Toronto, ON M7A 1A1
doug.ford@pc.ola.org

The Honourable Christine Elliott
Deputy Premier and Minister of Health and Long-Term Care
Hepburn Block, 10th Floor
80 Grosvenor Street
Toronto, ON M7A 1E9
christine.elliott@pc.ola.org

Dear Premier Ford and Minister Elliott:

At its regular Board meeting on June 26, 2019, the Board of Health for the North Bay Parry Sound District Health Unit passed the following resolution related to the public health transformation initiative in northeastern Ontario:

Whereas, since November 2017, the boards of health in Northeastern Ontario, namely the Boards for Algoma Public Health, Public Health Sudbury & Districts, Porcupine Health Unit, North Bay Parry Sound District Health Unit, and Timiskaming Health Unit, have proactively and strategically engaged in the Northeast Public Health Collaboration Project to identify opportunities for collaboration and potential shared services; and

Whereas, the Northeast Public Health Collaboration Project work to date has been supported by two one-time funding grants from the Ministry of Health and Long-Term Care (Ministry); and

Whereas, subsequent to the proposed transformation of public health announced in the April 11, 2019, provincial budget, the work of the Collaboration has been accelerated and reoriented as the Northeast Public Health Transformation Initiative with the vision of a healthy northeastern Ontario enabled by a coordinated, efficient, effective, and collaborative public health entity; and

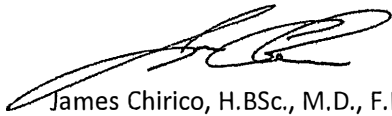
Whereas, the Board understands there will be opportunities for consultation with the Ministry on the regional implementation of public health transformation;

Therefore Be It Resolved, that the Board of Health for the North Bay Parry Sound District Health Unit is committed to the continued collaboration of the boards of health in Northeastern Ontario and looks forward to ongoing Ministry support for this work; and

Furthermore Be It Resolved, that the Board, having engaged in this work since 2017, anticipates sharing with the Ministry its experiences so that other regions may benefit and further anticipates providing to the Ministry its expert advice on public health functions and structures for the Northeast; and

Furthermore Be It Resolved, that this motion be shared with the Honourable Doug Ford, Premier, the Honourable Christine Elliott, Minister of Health and Long-Term Care, Dr. David Williams, Chief Medical Officer of Health, Vic Fedeli, MPP – Nipissing, Norm Miller, MPP – Parry Sound-Muskoka, John Vanthof, MPP – Timiskaming-Cochrane, the Association of Local Public Health Agencies, Ontario Boards of Health, and member municipalities.

Sincerely yours,



James Chirico, H.BSc., M.D., F.R.C.P. (C), MPH
Medical Officer of Health/Executive Officer

/sb

Copy to: Dr. David Williams, Chief Medical Officer of Health
Vic Fedeli, MPP – Nipissing
Norm Miller, MPP – Parry Sound-Muskoka
John Vanthof, MPP – Timiskaming-Cochrane
Loretta Ryan, Executive Director, Association of Local Public Health Agencies (aLPHa)
Ontario Boards of Health
NBPSDHU Member Municipalities (31)

June 27, 2019

SENT ELECTRONICALLY

The Right Honourable Justin Trudeau
Prime Minister of Canada
justin.trudeau@parl.gc.ca

The Honourable Andrew Scheer
Leader of the Opposition
andrew.scheer@parl.gc.ca

The Honourable Elizabeth May
Member of Parliament
elizabeth.may@parl.gc.ca

The Honourable Jagmeet Singh
Member of Parliament
jagmeet.singh@parl.gc.ca

Dear Prime Minister and Party Leaders:

Re: Support for a National Healthy School Food Program

On behalf of Community Living North Bay, Conseil scolaire catholique Franco-Nord, Near North District School Board, Nipissing-Parry Sound Catholic District School Board, and the North Bay Parry Sound District Health Unit, we request your support in the creation of a cost-shared national healthy school food program.

School food programs are increasingly seen as vital contributors to students' physical and mental health. Growing research demonstrates the potential of school food programs to improve food choices and support academic success, including increased academic performance, reduced tardiness, and improved student behaviourⁱ.

School food programs also:

- support student health and wellness;
- increase the consumption of vegetables, fruit, and other healthy foods;
- assist with student learning and success at school;
- contribute to improved productivity due to the health benefits and increased scholastic success attributed to such programs; and,
- may support local economies by increasing jobs and the market for fresh local food.ⁱⁱ

In the Nipissing and Parry Sound districts, 73 schools offer Student Nutrition Programs (SNPs) accessed by 10,204 students daily. Currently, SNPs in Ontario are funded up to 15% from the province, with the


remainder coming from fundraising, grants, and corporate and community donations. Canada is the only G7 country that does not provide federal funding to support school food programs. Dedicated, annualized funding from the federal government could help to:

- ensure adequate budget for nutritionally appropriate food and supplies;
- ensure adequate infrastructure and equipment for safe food preparation and storage; and,
- provide a stipend for school coordinators to help reduce coordinator turn-over.


We fully support continued consultations to develop an adequately funded national cost-shared universal healthy school food program. We urge that a program include appropriate nutrition education and food safety training of staff and volunteers, provide an optional and culturally appropriate daily meal, use best practices in service and delivery, function in inspected and adequately equipped spaces, and provide students the opportunity to eat more vegetables and fruit, whole grains, and protein foods in a positive environment.

A well-designed national healthy school food program has the potential to enable children to develop food and nutrition habits they need, to support their health and wellness, and to succeed at school.


Yours sincerely,



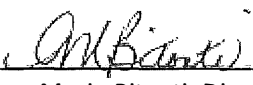
Jim Chirico, H.BSc., M.D., F.R.C.P. (C), MPH
Medical Officer of Health/Executive Officer



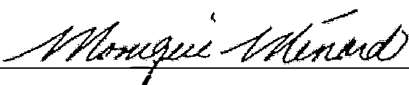
Chris Guillemette, Director of Support Services
Community Living North Bay



Jackie Young, Director of Education,
Near North District School Board



Anna Marie Bitonti, Director of Education
Nipissing-Parry Sound CDS



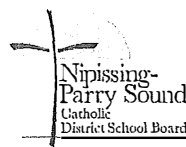
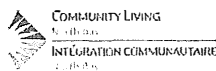
Monique Méhard, Director of Education
Conseil scolaire catholique Franco-Nord

Copy to:

Mr. Anthony Rota, MP Nipissing-Timiskaming
Mr. Marc Serré, MP Nickel Belt
The Honourable Tony Clement, MP Parry Sound-Muskoka
The Honourable Victor Fedeli, MPP Nipissing
Mr. John Vanthof, MPP New Liskeard-Temiskaming South
Mr. Norm Miller, MPP Parry Sound-Muskoka
District Municipalities
Association of Local Public Health Agencies

ⁱ Ministry of Child and Youth Services. *Ontario's student nutrition program guidelines*. Accessed June 11, 2019 at https://studentnutritionontario.ca/wp-content/uploads/2018/03/2018_SNP_Program_Guidelines_ENG.pdf

ⁱⁱ Food Secure Canada: Coalition for healthy school food. *For a universal healthy school food program*. Accessed June 11, 2019 at https://foodsecurecanada.org/sites/foodsecurecanada.org/files/coalition_document_en.compressed.pdf



Corporation of the Municipality of Calvin
 Council/Board Report By Dept-(Unpaid)



AP5130

Page : 1

Date : Jul 18, 2019

Time : 1:45 pm

Vendor : 0000000 To PT00000007
 Batch : All
 Department : All

Cash Requirement Date : 18-Jul-2019
 Bank : 099 To 1
 Class : All

Vendor	Vendor Name				Batch	Inv Date	Inv Due Date	Amount
Invoice #	Invoice Description							
G.L. Account	CC1	CC2	CC3	GL Account Name				
DEPARTMENT 0100	COUNCIL							
15058	PENNEL IAN							
JULY 2/19	Mileage for Mayor's Meeting				60	18-Jul-2019	18-Jul-2019	
1-5-0100-102				VEHICLE EXPENSES				51.00
Department Total :								51.00

DEPARTMENT 0101	ADMINISTRATION							
07050	GRAND & TOY LIMITED							
N928102	Office Supplies & Paper				60	02-Jul-2019	18-Jul-2019	
1-5-0101-101				MATERIALS AND SUPPLIES - ADMIN				78.58
13035	NORTHERN BUSINESS SOLUTIONS							
AR583590	2nd QTR 2019 Meter Read for Copier				60	14-Jul-2019	18-Jul-2019	
1-5-0101-117				COPIER EXPENSES				489.60
22020	VS GROUP							
304	1 Year Hosting 2019				60	04-Jul-2019	18-Jul-2019	
1-5-0101-115				COMPUTER EXPENSES				284.76
Department Total :								852.94

DEPARTMENT 0200	FIRE PROTECTION							
13034	NORTH BAY CACC							
2019-06	Call Taking & Alerting Services - June 2019				60	02-Jul-2019	18-Jul-2019	
1-5-0200-137				COMMUNICATIONS - FIRE				110.00
19056	SPI HEALTH AND SAFETY INC.							
10589404-00	B/A Cascade Bottle Receipt				60	15-Jul-2019	18-Jul-2019	
1-5-0200-136				BREATHING AIR & OXYGEN				637.40
Department Total :								747.40

DEPARTMENT 0210	COMMUNITY EMERGENCY MEASURES							
10094	KNIGHT RENE							
JULY 2019 EXP	July Mileage Expenses				60	18-Jul-2019	18-Jul-2019	
1-5-0210-138				CEMC TRAINING				55.10
Department Total :								55.10

DEPARTMENT 0300	ROADS							
07010	GAGNE'S RED & WHITE							
3218	Roads Shop Supplies				60	09-Jul-2019	18-Jul-2019	
1-5-0300-150				OFFICE AND SHOP EXPENSE - ROADS				98.27
08010	BUMPER TO BUMPER - H.E. BROWN							
268098/D	Roads Shop Supplies				60	09-Jul-2019	18-Jul-2019	
1-5-0300-150				OFFICE AND SHOP EXPENSE - ROADS				45.01
268224/D	Roads Shop Supplies				60	10-Jul-2019	18-Jul-2019	
1-5-0300-150				OFFICE AND SHOP EXPENSE - ROADS				381.99
970156/D	Roads Shop Supplies Returned				60	09-Jul-2019	18-Jul-2019	
1-5-0300-150				OFFICE AND SHOP EXPENSE - ROADS				-45.01
Department Total :								480.26

DEPARTMENT 0311	DITCHING							
04063	DIGSAFE CONTRACTING							
1561	Ditching Services				60	12-Jul-2019	18-Jul-2019	
1-5-0311-110				SERVICES - DITCHING				6,917.30
Department Total :								6,917.30

DEPARTMENT 0325	TRUCK EXPENDITURES							
07011	GRANT FUELS INC.							

Corporation of the Municipality of Calvin
 Council/Board Report By Dept-(Unpaid)



AP5130

Page : 2

Date : Jul 18, 2019

Time : 1:45 pm

Vendor : 0000000 To PT00000007

Batch : All

Department : All

Cash Requirement Date : 18-Jul-2019

Bank : 099 To 1

Class : All

Vendor	Vendor Name	Batch	Inv Date	Inv Due Date	Amount
Invoice #	Invoice Description				
G.L. Account	CC1 CC2 CC3 GL Account Name				
DEPARTMENT 0325	TRUCK EXPENDITURES				
199836	Truck Clear Diesel 1,307L @ \$1.121/L	60	09-Jul-2019	18-Jul-2019	1,465.40
1-5-0325-106	FUEL & OIL - TRUCK EXPEND.				
Department Total :					1,465.40

DEPARTMENT 0326	GRADER EXPENDITURES				
07011	GRANT FUELS INC.				
199837	35% Loader & 65% Grader Dyed Diesel 986.5L @ \$0.96/L	60	09-Jul-2019	18-Jul-2019	615.32
1-5-0326-106	FUEL & OIL - GRADER EXPEND.				
Department Total :					615.32

DEPARTMENT 0327	LOADER/HOE EXPENDITURES				
07011	GRANT FUELS INC.				
199837	35% Loader & 65% Grader Dyed Diesel 986.5L @ \$0.96/L	60	09-Jul-2019	18-Jul-2019	331.33
1-5-0327-106	FUEL & OIL - LOADER/HOE EXP.				
Department Total :					331.33

DEPARTMENT 0400	ENVIRONMENTAL				
12913	MILLER WASTE SYSTEMS				
5010000202058	Dump & Return, Container Fees - June 2019	60	30-Jun-2019	18-Jul-2019	589.84
1-5-0400-175	BLUE BOX RECYCLING COSTS				
Department Total :					589.84

DEPARTMENT 0500	HEALTH SERVICES				
13010	NORTH BAY PARRY SOUND DIST. HE				
AUGUST 2019 August 2019 Levy					
1-5-0500-108	HEALTH UNIT	60	18-Jul-2019	18-Jul-2019	1,467.15
Department Total :					1,467.15

DEPARTMENT 0700	RECREATION				
23010	WILSON'S BUILDERS SUPPLIES				
94102	Flower Bed, Window Trims & Rink Boards Materials	60	12-Jul-2019	18-Jul-2019	558.15
1-5-0700-101	MATERIALS AND SUPPLIES (HALL)				1,395.20
1-5-0700-153	RINK & SPORTSCENTRE				
Department Total :					1,953.35

DEPARTMENT 0900	BUILDING				
20014	TOWNSHIP OF PAPINEAU/CAMERON				
2019-25	June 2019 CBO Services	60	09-Jul-2019	18-Jul-2019	1,551.94
1-5-0900-110	CBO/INSPECTION SERVICES - BUILDING				
Department Total :					1,551.94

Corporation of the Municipality of Calvin
Council/Board Report By Dept-(Unpaid)



AP5130

Page : 3

Date : Jul 18, 2019

Time : 1:45 pm

Vendor : 0000000 To PT00000007

Batch : All

Department : All

Cash Requirement Date : 18-Jul-2019

Bank : 099 To 1

Class : All

Vendor	Vendor Name	Invoice #	Invoice Description	Batch	Inv Date	Inv Due Date	Amount
G.L. Account	CC1	CC2	CC3	GL Account Name			
DEPARTMENT 0900			BUILDING				

Unpaid Total : 17,078.33

Total Unpaid for Approval :	17,078.33
Total Manually Paid for Approval :	0.00
Total Computer Paid for Approval :	0.00
Total EFT Paid for Approval :	0.00
Grand Total ITEMS for Approval :	<u><u>17,078.33</u></u>