



Tuesday, July 5, 2016

2:30 p.m.

Council Chambers

Pages

1. Call to Order
2. Disclosure of Pecuniary Interests Under the Municipal Conflict of Interest Act
3. Motion to Convene into Closed Session
 - a. Previous Minutes of the June 21 Closed Session Meeting
 - b. Personal matters about an identifiable individual, including employees; Employee Benefits
4. Motion to Convene into Open Session
5. Minutes of Previous Meeting
 - a. Regular Council Minutes of June 21, 2016 1
6. Additional Items Disclosed as Other Business
7. Resolution Moving Council into Committee of the Whole to Consider Public Meetings, Delegations, Public Question Period, Correspondence, Reports, Motions for Which Notice Has Been Previously Given and Other Business
8. Public Meeting
9. Delegations
 - a. 2016 Minto Pitch It Business Plan Competition Winners
 - b. Mark Cassidy, Rural Ontario Institute, Youth Engagement Showcase video 9
 - c. Jon Hebden, Municipal Property Assessment Corporation MPAC, Assessments 17

10. Public Question Period

11. Correspondence Received for Information or Requiring Direction of Council

- | | | |
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| b. | Crime Stoppers Guelph Wellington Newsletter | 56 |
| c. | Independent Electricity System Operator (IESO), 2015 Annual Report | 59 |
| d. | City of Kenora, Ban on Door to Door Sales for Electricity and Natural Gas | 124 |
| e. | City of Kenora, Rural Economic Development Program | 125 |

12. Reports of Committees and Town Staff, Matters Tabled and Motions for Which Notice Has Been Previously Given

- | | | |
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| a. | Committee Minutes for Receipt | |
| b. | Committee Minutes for Approval | |
| 1. | Cultural Roundtable Committee Minutes of June 14, 2016 | 127 |
| 2. | Economic Development and Planning Committee Minutes of June 9, 2016 | 148 |
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| 4. | Parks and Recreation Advisory Committee Minutes of June 27, 2016 | 157 |
| c. | Staff Reports | |
| 1. | Deputy Clerk, Sale of Lands Ann Street Clifford | 160 |
| 2. | CAO Clerk, Legal Services Agreement, Duncan Linton | 162 |
| 3. | CAO Clerk, Bait Fishing By-law | 168 |
| 4. | Treasurer, Approval of Accounts June 29, 2016 | 173 |
| 5. | Treasurer and Tax Collector, Minutes of Settlement and Assessment Adjustments | 175 |
| d. | Other Business Disclosed as Additional Item | |

13. Motion to Return To Regular Council

14. Notices of Motion

15. Resolution Adopting Proceedings of Committee of the Whole

16. By-laws

- | | | |
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| a. | 2016-51, Temporary Closure of Roads- Harriston Street Party | 179 |
| b. | 2016-52, Authorizing sale to Allan and Rosalee Williamson- Clifford Lots | 180 |
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| f. | 2016-56, Authorizing sale to Mathew and Jennifer Benson- Clifford Lots | 188 |
| g. | 2016-57, Authorizing sale to Logan Reidt, Clifford Lot | 190 |
| h. | 2016-58, Authorizing sale to Jeff Reidt - Clifford Lot | 192 |
| i. | 2016-59, Confirm the Proceeding of the July 5, 2016 Committee/Council meeting | 194 |

17. Adjournment



Council Minutes
Tuesday, June 21, 2016
6:30 p.m. Council Chambers

Council Present:

Mayor George A. Bridge
Deputy Mayor Ron Faulkner
Councillor Mary-Lou Colwell
Councillor Dave Turton
Councillor Judy Dirksen
Councillor Jean Anderson
Councillor Ron Elliott

Staff Present:

Bill White, C.A.O. Clerk
Annilene McRobb, Deputy Clerk, Recording Secretary
Terry Kuipers, Chief Building Official
Gordon Duff, Treasurer

1. **Call to Order – 6:30 p.m.**
2. **Disclosure of Pecuniary Interests Under the Municipal Conflict of Interest Act – None**
3. **Motion to Convene into Closed Session**

RESOLUTION: 2016-120

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Dirksen

THAT The Council of the Town of Minto conduct a meeting “Closed to the Public” to discuss the following:

Previous Minutes of the June 7, 2016 Closed Session Meeting and a proposed or pending disposition of land – Clifford Ann Street

Carried

4. **Motion to Convene into Open Session**

RESOLUTION: 2016-121

Moved By: Councillor Anderson; Seconded By: Councillor Dirksen

That The Council of the Town of Minto resume into open Council.

Carried

5. **Minutes of Previous Meeting**

- a. **Regular Council Minutes of June 7, 2016**

RESOLUTION: 2016-122

Moved By: Councillor Colwell; Seconded By: Councillor Dirksen

THAT the minutes of the June 7, 2016 Council Meeting be approved.

Carried

6. Additional Items Disclosed as Other Business

Deputy Mayor Faulkner disclosed two items. Councillors Anderson and Elliott disclosed one item each.

7. Motion to Convene into Committee of Adjustment

- a. Minor Variance A2-16, Richard Lawson, Pt Lot 12; RP Samuel Robertson's, 64 Robertson St. S., Harriston (See Schedule A minutes attached)

RESOLUTION: 2016-123

Moved By: Councillor Elliott; Seconded By: Councillor Turton

THAT The Town of Minto Council convenes into Committee of Adjustment.

Carried

8. Resolution Moving Committee of Adjustment into Committee of the Whole to Consider Public Meetings, Delegations, Public Question Period, Correspondence, Reports, Motions for Which Notice Has Been Previously Given and Other Business

RESOLUTION: 2016-124

Moved By: Councillor Anderson; Seconded By: Councillor Elliott

THAT The Town of Minto Committee of Adjustment convenes into Committee of the Whole.

Carried

9. Public Meeting – None

10. Delegations – None

11. Public Question Period– None

12. Correspondence Received for Information or Requiring Direction of Council

The C.A.O. Clerk noted a thank you to Moorefield for work on Jane Street. The response from Minister of Health Hoskins on the PTSD legislation for emergency care nurses. Councillor Anderson explained WSIB is often denied to nurses for PTSD and Minto should keep monitoring the issue.

- a. Municipality of Chatham-Kent, re: Resolutions Human Trafficking and Climate Change Action Plan
- b. Town of Amherstburg, Resolution re: Highway 3 Widening in the County of Essex
- c. Ontario Provincial Police, Seeking feedback on new Municipal Policing Bureau Initiatives
- d. County of Huron, Resolution re: Advanced Lyme Disease Testing
- e. MPP Randy Pettapiece, Petition against draft Liberal plan to ban Natural Gas
- f. Town of Richmond Hill, Support Bill 158 - Saving the Girl Next Door Act 2016
- g. Town of Amherstburg, Support letter re: Cutbacks to Behavioral Therapy for Autism Spectrum Disorder
- h. Town of Pelham, Resolution re: Lyme Disease
- i. Township of South-West Oxford, Correspondence encouraging the combining of the OGRA and ROMA conferences
- j. Municipality of Neebing, Erosion of Municipal Assessment Base Caused By Exemptions
- k. City of Ottawa, Resolution re: Siting Wind Power
- l. Township of Minden Hills, Resolution re: Saving the Girl Next Door
- m. Palmerston United Church, Letter re: Moorefield Excavating

- n. City of Hamilton, Ontario Autism Program Changes
- o. Wellington County Clerk, Notice of Decision, Official Plan Amendment, Growth Forecasts and Policies for Second Units
- p. Canadian Union of Postal Workers, Federal Government reviewing public postal service
- q. Dr. Eric Hoskins Minister of Health and Long Term Care, PTSD Legislation Emergency Care Nurses

MOTION: COW 2016-156

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Turton

That correspondence is received as information.

Carried

13. Reports of Committees and Town Staff, Matters Tabled and Motions for Which Notice Has Been Previously Given

- a. Committee Minutes for Receipt
 - 1. Jamesway Manor Board Minutes of April 13, 2016

MOTION: COW 2016-157

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Turton

That the Jamesway Manor Board Minutes of April 13, 2016 be received as information.

Carried

- b. Committee Minutes for Approval

- 1. Parks and Recreation Advisory Committee Minutes of May 30, 2016
Councillor Elliott highlighted the minutes.

MOTION: COW 2016-158

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Turton

That the Parks and Recreation Advisory Committee Minutes of May 30, 2016 be received and recommendations contained within be accepted.

Carried

Deputy Mayor Faulkner assumed the Chair.

- c. Staff Reports
 - 1. Fire Chief, Bunker Gear Extractor Purchase
Deputy Mayor Faulkner reviewed the report. Treasurer Duff described how the purchase will be funded from reserves and reduced operating costs.

MOTION: COW 2016-159

Moved By: Councillor Colwell; Seconded By: Mayor Bridge

THAT Council receives the Fire Chief's June 16, 2016 report entitled Bunker Gear Extractor Purchase and approves Minto Fire's joint purchase with Mapleton Fire and Rescue.

Carried

Mayor Bridge returned to the Chair

- 2. Economic Development Manager, Façade & Signage Grant – Harriston Legion
Treasurer Duff reviewed the report noting that the Economic Development & Planning Committee supported the recommendation.

MOTION: COW 2016-160

Moved By: Councillor Anderson; Seconded By: Councillor Elliott
THAT Council receives the May 20, 2016 report from the Business & Economic Manager regarding Facade Improvement Grant Application #H14 for the amount of \$2,492.50 and Signage Improvement Grant Application #H12 for \$190.00 for the property located at 53 Elora St. S. Harriston, Ontario (Harriston Legion) and approves this grant.

Carried

3. Deputy Clerk, Binkley Lot Line Adjustment Application
Chief Building Official Kuipers reviewed the report and answered questions.

MOTION: COW 2016-161

Moved By: Councillor Turton; Seconded By: Councillor Elliott
THAT the Council recommends County of Wellington Land Division Committee approve Severance Application B30/16 John and Shirley Binkley, Lot 28, Concession 16, 5777 Wellington Road 2, Town of Minto that the following conditions be considered:

1. THAT the Owner satisfies all requirements of the Local Municipality, financial and otherwise which the Local Municipality may deem to be necessary (including but not limited drainage on and through the severed lot) at the time of issuance of the Certificate of Consent for the proper and orderly development of the subject lands.

Carried

4. C.A.O. Clerk, Delegations 2016 AMO Conference
Council discussed options for AMO delegations. Rental rebates for unmaintained properties is a concern.

MOTION: COW 2016-162

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Turton
THAT Council receives the May 26, 2016 report from the C.A.O. Clerk regarding delegation requests 2016 AMO Conference and that Council request a delegation with the Attorney General on transfer of the Harriston Lawn Bowling lands, re-instatement of the Rural Economic Development (RED) program and the Vacancy Rate rebate program for un-rented downtown buildings.

Carried

5. C.A.O. Clerk Harriston Legion Veterans Banner Program
C.A.O. Clerk White explained an engineered banner arm is needed to share Westario poles.

MOTION: COW 2016-163

Moved By: Councillor Colwell; Seconded By: Councillor Turton
THAT Council receives the C.A.O. Clerk's June, 2016 report regarding Harriston Legion Veteran's Banner Program and approves purchasing and installing the banner arms for current and future installations on Elora Street north of Arthur, Arthur Street west of Elora, and Mill Street (Veteran's Way) in Harriston.

Carried

6. CAO Clerk and Chief Building Official, Zoning Amendment Update, Metzger, George St. Townhouses
C.A.O. Clerk White explained the process since the June 7 public meeting. Notice of further proceedings was issued and Council had directed the matter be considered at this meeting. Copies of an email from Jeff Metzger and the Maitland Valley Conservation authority, and

letters from Ken Porter and Kerri and Rolf Schuettel supporting Option #1 had been provided to Council and were read into the record. The Chief Building Official addressed the issues raised in the public meeting. Council asked clarifying questions.

MOTION: COW 2016-164

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Elliott

THAT Council receives the C.A.O Clerk and Chief Building Official June 16 report Zoning Amendment Update, Metzger, George St. Townhouses and considers adopting the rezoning by-law to implement Option #2 as outlined in the County Staff report.

Carried

7. C.A.O. Clerk Code of Conduct, Accountability, Transparency and Complaint Policy
C.A.O. Clerk White noted changes to the four policies since being considered in March.

MOTION: COW 2016-165

Moved By: Councillor Elliott; Seconded By: Councillor Anderson

THAT Council receives the C.A.O. Clerk's June 17, 2016 report regarding Code of Conduct, Integrity Commissioner, Complaints Policy, Municipal Ombudsman and considers a by-law in open session to approve same.

Carried

Councillor Colwell assumed the Chair

8. Treasurer, Approval of Accounts June 14, 2016

Treasurer Duff confirmed payouts for County share was the largest expense.

MOTION: COW 2016-166

Moved By: Councillor Turton; Seconded By: Councillor Anderson

THAT Council receives the Treasurer's report regarding Approval of Accounts, and approves accounts by Department for June 14, 2016 as follows: Administration \$1,492,535.95, People & Property, \$33,390.65, Building \$1,653.35, Economic Development \$7,464.24, Incubator \$ 847.50, Tourism \$9,018.18, Fire \$19,376.13, Roads \$145,229.48, Cemetery \$6,255.69, Streetlights \$9,657.19, Waste Water \$36,791.97, Water \$29,289.09, Minto in Bloom \$1,146.70, Recreation \$3,523.16, Clifford \$5,275.89, Harriston \$7,505.68, Palmerston \$75,110.83, Norgan \$10,079.24

Carried

9. Treasurer, Clifford Library Lease

The Treasurer reviewed the lease. Rates are flat but cost increases with utility costs.

MOTION: COW 2016-167

Moved By: Councillor Elliott; Seconded By: Deputy Mayor Faulkner

THAT Council receives the June 14, 2016 report from the Treasurer regarding the Clifford library lease and that a by-law authorizing signing of the lease is considered in open session.

Carried

Mayor Bridge returned to the Chair

d. Other Business Disclosed as Additional Item

Councillor Anderson noted the LGBTQ community is hosting a vigil for Orlando victims at Tannery Park Friday, June 24 at 8:30 p.m.

Councillor Elliott reminded everyone of Party in the Park held on Saturday June 25 7:00 p.m. at the Palmerston Lion's Park.

Deputy Mayor Faulkner brought forward a resolution from closed session of Council regarding un-serviced lots on Ann Street

MOTION: COW 2016-168

Moved By: Deputy Mayor Faulkner; Seconded By: Councillor Colwell

That the Town of Minto not entertain selling or taking offers for any of its un-serviced lots on Ann Street in Clifford.

Carried

Deputy Mayor Faulkner made note of the antique tractor and plow on the Town office yard in support of IPM 2016 beautification. IPM 2016 will be at three Canada Day parades on July 1.

Mayor Bridge reminded everyone of the Truck Show in Clifford July 1. Councillor Dirksen noted that Harriston Crossroads Church Canada Day celebrations are June 26 at the Church.

14. Motion to Return To Regular Council

RESOLUTION: 2016-125

Moved By: Councillor Dirksen; Seconded By: Deputy Mayor Faulkner

THAT the Committee of the Whole convenes into Regular Council meeting.

Carried

15. Notices of Motion - None

16. Resolution Adopting Proceedings of Committee of the Whole

RESOLUTION: 2016-126

Moved By: Councillor Turton; Seconded By: Councillor Colwell

THAT The Council of the Town of Minto ratifies the motions made in the Committee of the Whole.

Carried

17. By-laws

a. 2016-47, By-law for Lease Agreement with County of Wellington, Clifford Medical Clinic

RESOLUTION: 2016-127

Moved By: Councillor Anderson; Seconded By: Councillor Colwell

THAT By-law 2016-47: to authorize the Mayor and CAO Clerk to execute a Lease Agreement between the Corporation of the Town of Minto and the County of Wellington regarding the Clifford Library 7 Brown Street North; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation.

Carried

b. 2016-48, By-law To Rezone 0.29 acres of Parkland from Open Space (OS) to Residential Exception (R2-46) and Provide Zoning Relief for Deficiencies, George Street , Harriston

Councillor Dirksen suggested some trees as buffer may help with neighbourhood concern.

RESOLUTION: 2016-128

Moved By: Councillor Elliott; Seconded By: Councillor Dirksen

THAT By-law 2016-48: To Rezone 0.29 acres of Parkland from Open Space to Residential Exception and Provide Zoning Relief for Deficiencies in Side Yard and Rear Yard Setbacks and Distance between Side Townhouse Blocks for Part of Park Lots 4 and 5, George Street, Harriston; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation.

Carried

c. 2016-49, By-law for Code of Conduct, Accountability, Transparency and Complaint Policy

RESOLUTION: 2016-129

Moved By: Councillor Turton; Seconded By: Deputy Mayor Faulkner

THAT By-law 2016-49: To adopt policies for the Town of Minto for Code of Conduct, Accountability, Transparency and Complaints Policy; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation.

Carried

d. 2016-50, Confirm the Proceeding of the June 21, 2016 Committee/Council meeting

RESOLUTION: 2016-130

Moved By: Councillor Dirksen; Seconded By: Councillor Colwell

THAT By-law 2016-50: to confirm actions of the Council of the Corporation of the Town of Minto; be introduced and read a first, second, third time and passed in open Council and sealed with the seal of the Corporation.

Carried

18. Adjournment - 8:30 p.m.

RESOLUTION 2016-131

Moved By: Councillor Dirksen; Seconded By: Councillor Turton

THAT The Council of the Town of Minto adjourns to meet again at the call of the Mayor.

Carried

Mayor George A. Bridge

C.A.O. Clerk Bill White

Schedule "A"
Minutes of the Committee of Adjustment Hearing
Tuesday June 22, 2016 7:00 pm Council Chambers

Minor Variance Application A2-16, Pt. Lot 12 Plan Samuel Robertson's, 64 Robertson Street South, former Town of Harriston; Richard Lawson, 0.92m (3'-0") Porch extension

Mayor Bridge called the meeting to order at 7:06 p.m. stating any decision reached by this Committee today cannot be used to set a precedent. Each application considered by the Committee is dealt with on its own merits and no two applications are exactly the same.

Secretary Treasurer White described the location of the subject lands noting the hearing is called to consider the reconstruction and 0.92m (3'-0") extension of the existing enclosed front porch with a front yard setback of 1.12m (3'-8"), whereas Section 10.2.3 of the Zoning By-law 01-86, as amended, requires a minimum front yard setback of 6.0m (19'-8")

Secretary -Treasurer White advised notice was given to property owners within 60 meters of the land, applicable agencies and posted on the lands June 10, 2016. The Town Staff report noted no concerns with the variance. Wellington County Junior Planner, Elizabeth Martelluzzi report noted the variance is minor, and would maintain the general intent and purpose of the Official Plan and Zoning By-law, and would be desirable and appropriate for the development of the subject property

Chair Bridge calls upon the applicant and Richard Lawson explained the reason for the variance. The Chief Building Official clarified Town requirements with Committee.

The Secretary -Treasurer provided one resolution in favor and one resolution denying the application. Only members in favour of the resolution would sign the decision sheet.

COA MOTION 2016-02

Moved By: D. Turton; Seconded By: M. Colwell

That Committee of Adjustment approve the application by Richard Lawson for property at Plan Samuel Robertson' Pt Lot 12 municipally know as 64 Robertson Street South, Harriston, Town of Minto; to permit the reconstruction and 0.92m (3'-0") extension of the existing enclosed front porch with a front yard setback of 1.12m (3'-8"), whereas Section 10.2.3 of the Corporation of the Town of Minto's Comprehensive Zoning By-law 01-86, as amended, requires a minimum front yard setback of 6.0m (19'-8") on the subject property.

Carried

Chair Bridge stated anyone wishing to receive a copy of the Notice of Decision to please sign the Request for Notice of Decision prior to leaving the Council Chambers following the meeting. Chair Bridge adjourned the Public Hearing at 7:12 p.m.

Mayor George A. Bridge

(Chair)

C.A.O. Clerk Bill White

(Secretary Treasurer)

MEGAN RAFTIS

Town of Minto

July 5, 2016

Mark Cassidy



RURAL ONTARIO
INSTITUTE

“Building Vision, Voice and
Leadership for a strong and
vibrant rural and northern
Ontario”

Non-metro employment trends

- Highlights**
- Non-metro employment is now lower than the peak in 2008 – it is back to the level in 2002.
 - Generally, the level of non-metro employment has fluctuated but has been essentially flat with the metro region, except in the past 10 years.
 - This flat employment trend is a concern for the economic region, except in the declining during the past 10 years.
 - Northwest Economic Region

Why look at employment?
Employment is a key indicator of economic activity. Since the most important source of income for most households, it can drive local purchasing levels. Businesses may find it more or less difficult to find new employees, depending upon the share of the potential labour force that is employed.

Findings
Non-metro employment peaked in non-metro² areas at 1.29 million in 2008 and then declined to 1.23 million in 2013.

**DATA
ANALYSIS**



**ENGAGEMENT
&
COLABORATION**

RURAL MUNICIPAL COUNCILLOR PROFILE

Are we seeing participation in rural Ontario municipal politics from a diverse talent pool?
Are there sufficient candidates to foster a healthy, competitive environment in local elections?
Do new councillors feel prepared to carry out their roles and responsibilities?

THE MAKEUP OF RURAL ONTARIO MUNICIPAL COUNCILLORS IS...

OLDER

Median age of councillors and mayors: 60

Median age of Ontario: 40

GENERICALLY DIVERSE

Councillors that are men: 83%

2% of rural Ontario councillors have self-identified as a visible minority*

*not significantly different from rural Ontario's overall visible minority population (Census)

Rural councillor demographics, suggesting this is a society-wide challenge.

LEADERSHIP SUCCESSION

Members as men. Respondents women from running for socialization.

"As long as we think a woman is abandoning her family and a man is serving his community, we will continue to see these lower numbers for women."

37% 43%

2014 candidates that were women: 23%

"... If you have a young family, the worst thing that can happen is you either rob your family to do the job, or you rob the job to do right by your family."

50-70 years old: 69%

Continued on opposite side



Measuring Rural Community Vitality

7

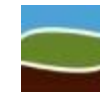
**unique
projects**



**Measuring
Rural Community
Vitality**



YOUTH ENGAGEMENT SHOWCASE



RURAL ONTARIO
INSTITUTE



2016 Nominations

Thank You!

Mark Cassidy





MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

Delivering the 2016 Assessment Update

Town of Minto
July 5, 2016

Jon Hebden, Account Manager
Municipal & Stakeholder Relations

PROPERTY ASSESSMENT & PROPERTY TAXES

The Ontario
Property
Taxpayer



The Municipal Property Assessment Corporation determines Current Value Assessments and classifications for all properties in Ontario.

The Provincial Government passes legislation, sets assessment policies and determines education tax rates. The Province also operates an independent assessment appeal tribunal – the Assessment Review Board (ARB).

Municipalities determine revenue requirements, set municipal tax rates and collect property taxes to pay for your municipal services



Police and
fire protection



Roads, sidewalks,
public transit

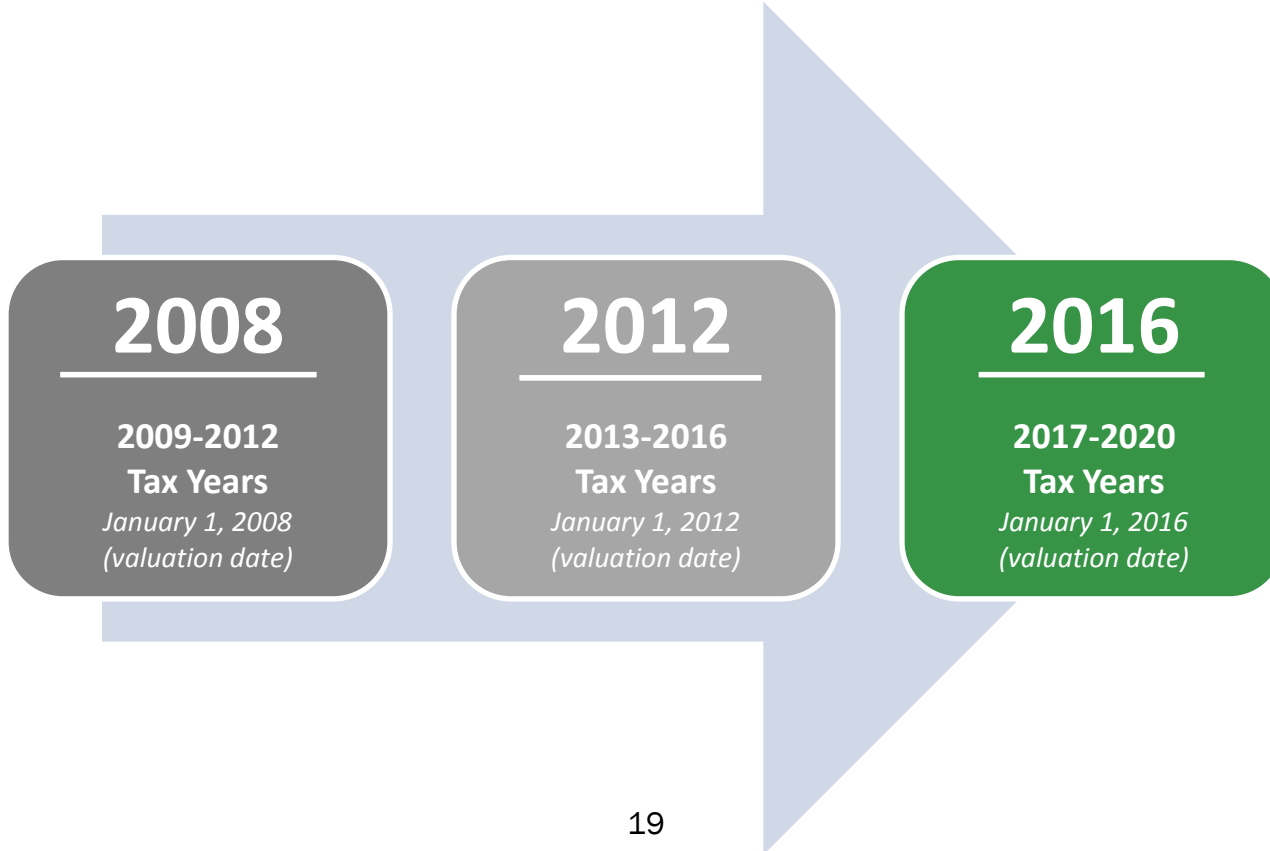


waste
management



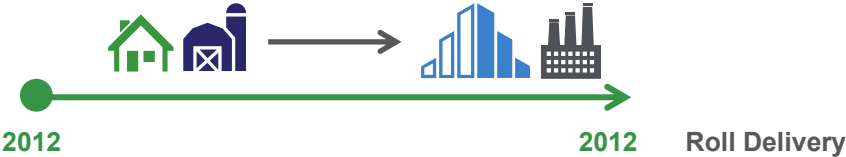
Parks & leisure
facilities

ONTARIO'S ASSESSMENT CYCLE

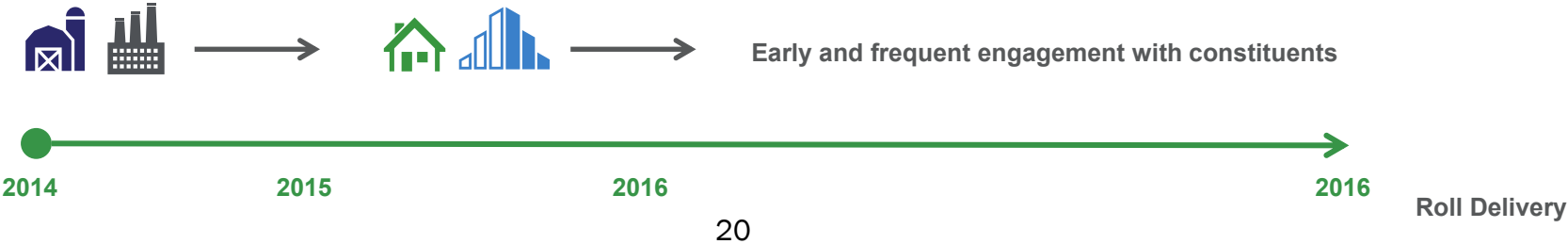


2016 ASSESSMENT UPDATE

2012 ASSESSMENT UPDATE



2016 ASSESSMENT UPDATE



DATA COLLECTION & PREPARATION

Building permits

Sales reviews

Site variable update project

Farm forestry exemptions reviews

Requests for Reconsideration

Severances and Consolidations

Data integrity checks

MPAC initiated reviews

Process controls

Tax and Vacancy Applications

Municipal Requests

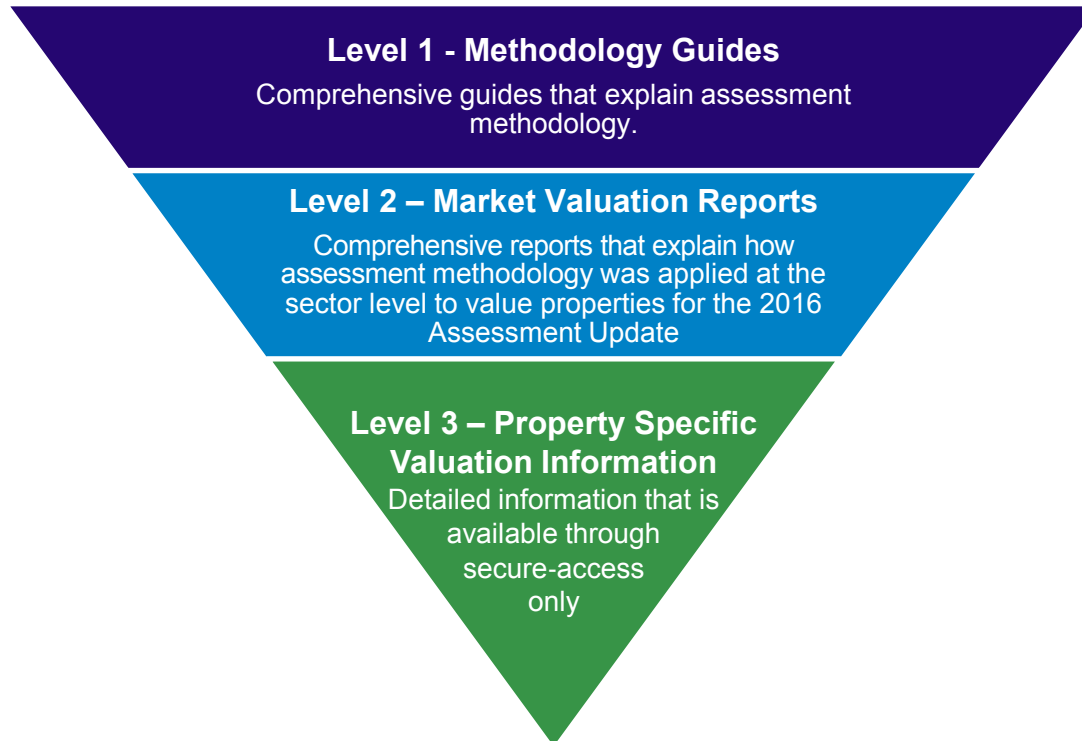
Appeals

Property Owner Enquiries

Town of Minto
Data Touch Points
1,642



TRANSPARENCY AND SHARED UNDERSTANDING



BENEFITS OF ADVANCED DISCLOSURE

Benefits for municipalities:

✓ Improved roll predictability and stability

✓ Improved risk analysis

✓ No surprises

✓ Opportunity to provide feedback

Benefits for property taxpayers:

✓ Increased satisfaction and confidence

✓ Easy access to property information

✓ No surprises

✓ Opportunity to provide feedback

2016 PROPERTY ASSESSMENT NOTICES



Residential property owners will receive their Property Assessment Notices starting **July 25th**



Farm Property Assessment Notices will be mailed **October 11th**



Multi-Residential and Business Notices will be mailed **October 18th**

**THE NEW ASSESSMENTS WILL SERVE AS THE BASIS FOR
CALCULATING PROPERTY TAXES FOR 2017 – 2020**

An isometric illustration of a city street scene with various buildings, trees, and a road. A large, semi-transparent blue rectangle is overlaid on the center of the image, containing the title text.

2016 ASSESSMENT UPDATE

The Residential Experience



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

2016 PROPERTY ASSESSMENT NOTICE

Assessment Overview

- ✓ Assessed Value as of January 1, 2016
- ✓ Assessed Value as of January 1, 2012
- ✓ Change between 2012 and 2016

How will my municipality use MPAC's property assessment?

- ✓ Explanation of phase-in provision (Assessment Act)
- ✓ Property Classification
- ✓ Phase in Assessed Values (2017-2020 tax years)
- ✓ Request for Reconsideration Deadline (by tax year)

mpac MUNICIPAL PROPERTY ASSESSMENT CORPORATION

1234567890

JACKSON JASON
ABC SUPPORTS LIMITED
200 MAIN STREET
UNIT 5000
11 FLOOR
ANYWHERE ON MAP 1B3

Issue Date:
April 4, 2016

Property Assessment Notice

For the 2017 to 2020 property taxation years

THIS IS NOT A TAX BILL

The Municipal Property Assessment Corporation (MPAC) is responsible for assessing more than five million properties in Ontario in compliance with the Assessment Act and regulations set by the Government of Ontario.

MPAC's updated value of your property is \$228,000

Account Information:

Roll Number 12 34 567 899 12345 1234
AboutMyProperty™ Access Key ABCD EFGH IJKL
Your property's location and description 500 Dunes Rd.
PLAN169 BLK 1 PT 1074

Municipality Ottawa City
School support English Public

Assessment overview:

MPAC's assessed value of your property as of January 1, 2016 \$228,000
MPAC's assessed value of your property as of January 1, 2012 \$162,000
Between 2012 and 2016, your property's assessed value changed by \$66,000

If you disagree with MPAC's assessment or classification, you can file a Request for Reconsideration and MPAC will review your assessment.

How will my municipality use MPAC's property assessment?

Under the phase-in provision in the Assessment Act, an increase in assessed value is introduced gradually. A decrease in assessed value will be introduced immediately. The January 1, 2016 assessed value and classification of your property will be used as the basis for calculating your 2017 to 2020 property taxes as illustrated below.

Property Classification:

Tax Year	Assessed Value	Request for Reconsideration Deadline
2016	\$162,000	
2017	\$178,500	August 1, 2016
2018	\$195,000	March 31, 2018
2019	\$211,500	March 31, 2019
2020	\$228,000	March 31, 2020

To learn more about how your property was assessed, see the information on page two of this Notice. For more information on the Request for Reconsideration process, market trends in your area, property assessment and taxation, visit www.aboutmyproperty.ca.

CONTACT US

1 866 296-MPAC (6722)
TTY 1 877 889-MPAC (6722)
Monday to Friday
8 a.m. to 5 p.m.

If you have accessibility needs, please call us for assistance.

www.aboutmyproperty.ca

AboutMyProperty.ca

Issue Date

2016 Assessed Value

Account Information

- ✓ Roll Number
- ✓ AboutMyProperty™ Login
- ✓ Location, description, municipality and school support

Contact Us

2016 PROPERTY ASSESSMENT NOTICE

Property Details

How does MPAC assess my property?

Roll Number: 12 34 567 899 12345 1234

Property summary:

Property type: Single Family Dwelling
Property information: Frontage: 54.23 feet
Depth: 150.00 feet
Lot area: 8,100.00 square feet
Building – exterior square footage: 1,053 square feet
Year of construction: 1974

For residential properties, there are five major factors that generally account for 85% of your property value.



To establish your property's assessed value, MPAC analyzes property sales in your area. This method, called Current Value Assessment, is used by most assessment jurisdictions in North America. MPAC's assessments and data are also used by banks, insurance companies and the real estate industry.

Have questions about your assessment?

Log on to AboutMyProperty™ to learn more...

Visit www.aboutmyproperty.ca to learn more about how your property was assessed, see the information we have on file, as well as compare it to others in your neighbourhood. Still not sure about your property's assessed value? You have the option to file a Request for Reconsideration. Your deadline to file a Request for Reconsideration is on page one of this Notice.

Log on to www.aboutmyproperty.ca with your Roll Number and Access Key. These are found on page one of this Notice.

Still have questions?

We're here to help. Contact us and one of our property assessment experts will help guide you through your Notice. Have a question about your property taxes? Contact your municipality for assistance.

Ontario's property assessment system



How does MPAC assess my property?

✓ Five major factors affecting residential values

Have questions about your assessment?

✓ Login to AboutMyProperty™

Ontario's property assessment system



MUNICIPAL PROPERTY
ASSESSMENT CORPORATION

1234567890
ASSESSMENT
ABC PROPERTY (SHELVE)
200 MAIN STREET
UNIT 2000
10 TORONTO
ON M5S 1A5

Issue Date:
April 1, 2016

Property Assessment Notice

For the 2017 to 2020
property valuation year

THIS IS NOT A TAX BILL

The Municipal Property Assessment Corporation (MPAC) is responsible for assessing
more than five million properties in Ontario in compliance with the Assessment Act
and regulations set by the Government of Ontario.

MPAC's updated value of your property is \$228,000

Account Information

Roll Number

12 34 567 890 12345 1234

AboutMyProperty™ Access Key

ABC DEF HIJ KLM

Your property's location and description

900 Open Rd.
PLANSIEUR 1ST FLOOR

Municipality

Ottawa City

School support

English Public

Assessment overview

MPAC's assessed value of your property as of **January 1, 2016**

\$228,000

MPAC's assessed value of your property as of **January 1, 2012**

\$162,000

Between 2012 and 2016, your property's assessed value changed by \$66,000

If you disagree with MPAC's assessment or classification, you can file a Request for
Reconsideration and MPAC will review your assessment.

How can my municipality use MPAC's property assessment?

Under the previous provision in the Assessment Act, an increase in assessed value
is introduced gradually. A decrease in assessed value is introduced immediately.
The January 1, 2016 assessed value and classification of your property will be used as
the basis for calculating your 2017 to 2020 property taxes as illustrated below.

Property

Classification:

Residential

Tax Year

Assessed Value

Request for Reconsideration Deadline

2016

\$162,000

August 1, 2016

2017

\$176,000

March 31, 2016

2018

\$190,000

March 31, 2017

2019

\$204,000

March 31, 2018

**This Property Assessment
Notice has important
information for you as a
property owner.**

Please review it and file it
away for your records.

No action is required
unless you disagree
with your assessment.

CONTACT US

1-866-296-MPAC (6772)

TTS 1-877-888-MPAC (6772)

Monday to Friday

8 a.m. to 5 p.m.

If you have accessibility
needs, please call us
for assistance

www.aboutmyproperty.ca

To learn more about how your property was assessed, see the information on page two
of this Notice. For more information on the Request for Reconsideration process, market
trends in your area, property assessment and taxation, visit www.aboutmyproperty.ca

AboutMy
Property.ca

Page 1 of 2

- 12



HOW CAN I LEARN MORE ABOUT MY ASSESSMENT?



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

The screenshot shows the homepage of AboutMyProperty.ca. At the top, the logo 'About My Property.ca' is followed by the tagline 'YOUR PROPERTY OUR ASSESSMENT. KNOW MORE ABOUT IT.' and a navigation menu with links: Home, Market Trends, Tutorials, How Assessment Works, and Contact Us. The main content area is divided into three sections. The top-left section, titled 'QUESTIONS ABOUT PROPERTY ASSESSMENT?', features a large orange speech bubble with a white question mark and a 'LEARN MORE' link. The bottom-left section, titled 'MARKET TRENDS', includes a map graphic with yellow circles containing '2%' and '1%', and a 'READ MORE' link. The bottom-right section, titled 'HOW ASSESSMENT WORKS', features a graphic of interlocking gears and a 'READ MORE' link. On the right side of the page is a 'Login to AboutMyProperty™' form with fields for 'User ID' and 'Password', and buttons for 'Register', 'Login', and 'Forgot User ID' / 'Forgot Your Password' / 'Need Help?'.

Through **AboutMyProperty™** property owners can:

- ✓ Access information on how their property was assessed
- ✓ Compare their assessment to others in their community
- ✓ Learn more about property values through Market Trends (available before login)

Login information is included on every Notice mailed.

RESOLVING ASSESSMENT CONCERNS

STEP 1: Ask yourself: “could I have sold my property for the assessed value on January 1, 2016?”



STEP 2: Visit aboutmyproperty.ca to review the information MPAC has on file for your property.



Online: aboutmyproperty.ca

STEP 3: Contact MPAC

OR

STEP 4: File a Request for Reconsideration

STEP 5: File an **appeal with the Assessment Review Board**



mpac.ca/ContactUs



Fax: 1-866-297-6703



Mail:
MPAC, PO Box 9808
Toronto ON M1S 5T9

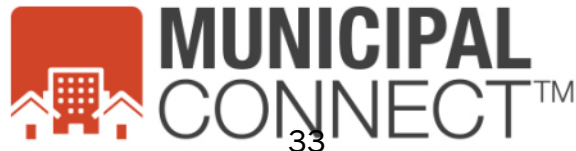


MUNICIPAL AND STAKEHOLDER OUTREACH AND ENGAGEMENT



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

- **Redesigned Municipal Connect™** launched April 4
 - Increased transparency
 - Improved stability and predictability in the municipal tax base
 - Modern and flexible way to access assessment information
- **Access to 2016 base year values** (2017-2020 tax years)
 - Support municipal understanding of assessed values
 - Early consultation/discussion for greater roll stability
 - Insight into assessment at risk



Condominiums

Your Condo.
Our Assessment.
Know More About It.



Farmland Properties

Your Farm.
Our Assessment.
Know More About It.



Waterfront Properties

Your Waterfront Home.
Our Assessment.
Know More About It.



Residential Properties

Your Home.
Our Assessment.
Know More About It.



Newly Built Homes

Your Newly Built Home.
Our Assessment.
Know More About It.





MUNICIPAL TOOLKIT

To support municipalities in their communication efforts regarding the 2016 province-wide Assessment Update, MPAC has prepared a fully customizable toolkit that includes:

- Contact information for Municipal and Stakeholder Relations representatives
- Key Messages and Frequently Asked Questions
- Information regarding changes to Property Assessment Notices and Notice Mailing Dates
- Changes regarding Requests for Reconsideration
- Written Material for Print or Web
- Social Media Materials
- Highlights on AboutMyProperty and Municipal Connect
- Links/references to other resources including:
 - MPAC's full suite of brochures (links to mpac.ca)
 - Videos (will be housed on MPAC's YouTube Channel)
 - Buckslip for insertion in municipal tax bills (editable)

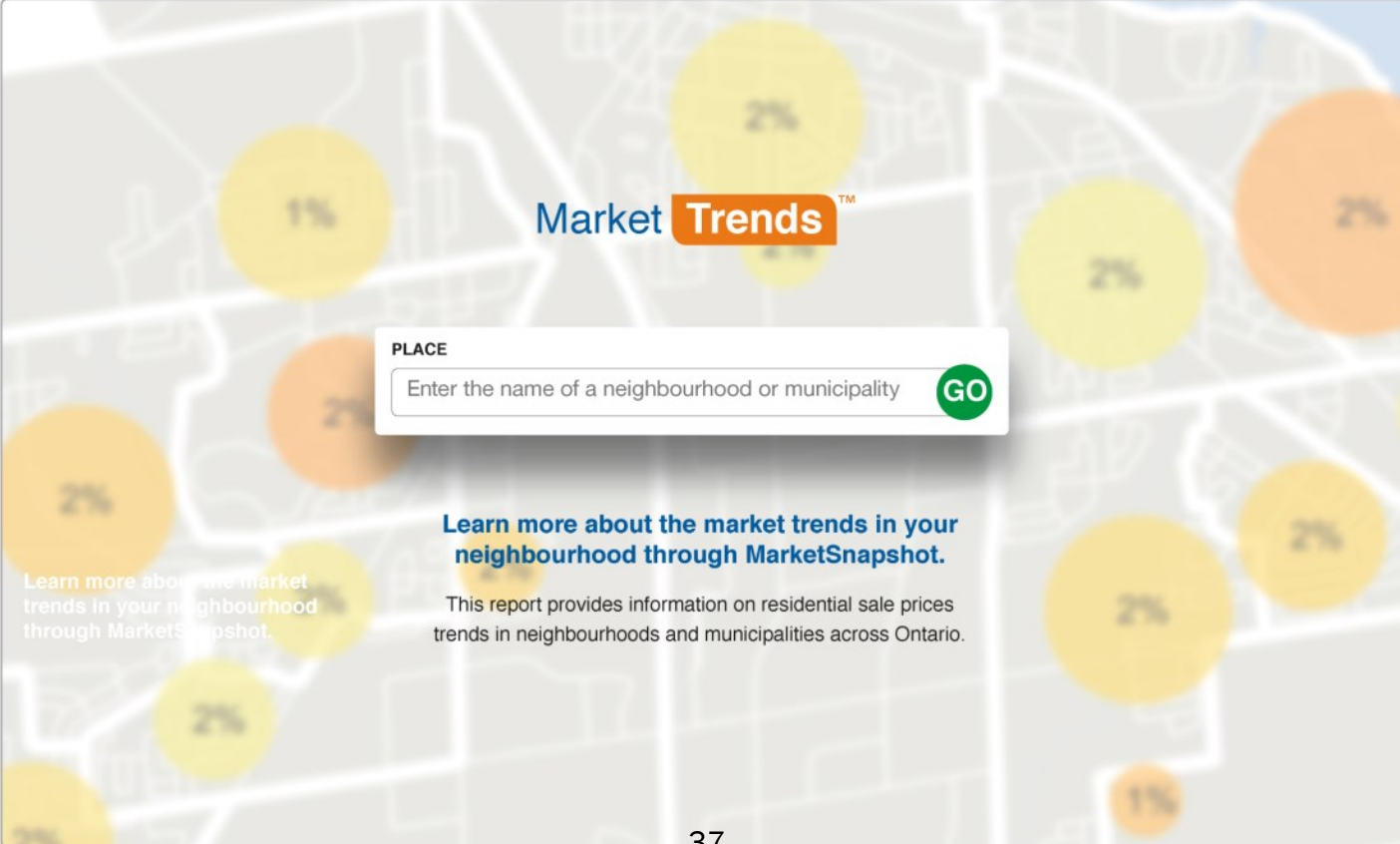


PRELIMINARY MARKET TRENDS



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION





Market Trends™

PLACE

Enter the name of a neighbourhood or municipality **GO**

Learn more about the market trends in your neighbourhood through MarketSnapshot.

Learn more about the market trends in your neighbourhood through MarketSnapshot.

This report provides information on residential sale prices trends in neighbourhoods and municipalities across Ontario.

London

Property values up 1.5% in London

Residential property owners will see an average assessment increase of approximately 1.5% in 2017.

Condominium values in London

The assessed value of a typical condominium is \$125,000.

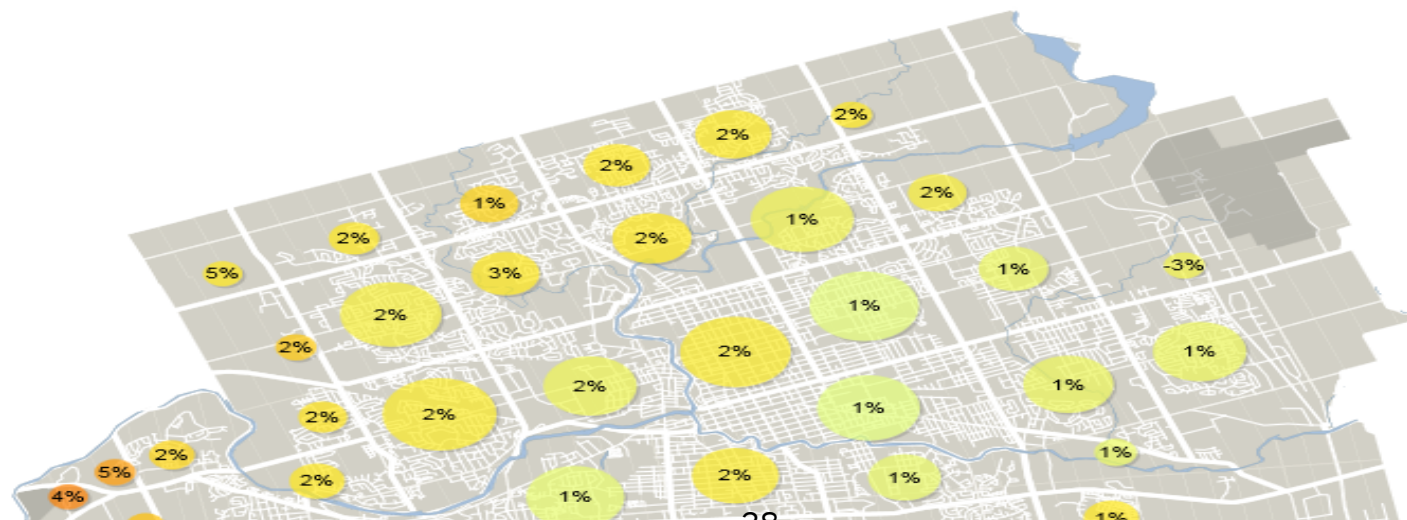
Value of a typical home

The assessed value of a typical residential home in London is \$265,000.

More about London

Located between Windsor and Toronto along the Highway 401 corridor and just north of Lake Erie, London is the fifth largest city in Ontario. It is home to the University of Western Ontario and Fanshawe College and has a stable residential market. London is the economic, entertainment and cultural hub of the region.

Notices mailed April 18, 2016



RESIDENTIAL MARKET TRENDS

	Ontario		Wellington County		Minto	
Property Type	% Change	Median 2016 CVA	% Change	Median 2016 CVA	% Change	Median 2016 CVA
Residential	4.5		3.5		3.4	
Single Family Home	4.7	\$386,000	3.4	\$396,000	3.3	\$208,000
Condominium	2.8	\$298,000	3.3	\$233,000	5.4	\$114,000

Preliminary Values as of June 15, 2016.

Median 2016 base year assessment and median % change from 2016 tax year to 2017 tax year

BASE YEAR CHANGE (2012 to 2016)

Municipality	\$ Change Single Family Home	\$ Change Condominium
Minto	\$24,000	\$18,000
Wellington County	\$44,000	\$24,000

Median change in assessed value between base valuation years (2012 to 2016) as of June 15, 2016.



CONTACT MPAC

We are here to help. Contact MPAC with any questions you may have regarding your property assessment.

CALL our Customer Contact Centre 1 866 296-MPAC (6722)
1 877-889-MPAC (6722) TTY

ONLINE at mpac.ca

VISIT a local field office

WRITE to P.O. Box 9808, Toronto ON M1S 5T9

FAX 1 866 297 6703

If you have accessibility needs, please let us know how we can best accommodate you

An aerial, isometric illustration of a town scene, rendered in a monochromatic blue color scheme. The scene includes a large industrial building with two smokestacks emitting smoke, a smaller building with a clock tower, a residential house, a barn, a tractor, a bus, a car, and a truck. There are also trees, rocks, and a winding road. The word "QUESTIONS?" is written in large, white, sans-serif capital letters across the center of the image.

QUESTIONS?



MUNICIPAL
PROPERTY
ASSESSMENT
CORPORATION

June 15, 2016

Thomas Webster, Chief Administrative Officer
Town of East Gwillimbury
1900 Leslie Street
Sharon, ON L0G 1V0

Dear Mr. Webster,

Strategic Energy Initiatives: Hydro One

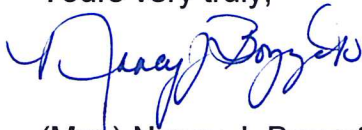
At their regular meeting of June 6th, 2016, Council of the Town of Pelham received your correspondence regarding the Town of East Gwillimbury Strategic Energy Initiatives: Hydro One and endorsed the following resolution:

BE IT RESOLVED THAT Correspondence Item 4.3, being an item of correspondence from the Town of East Gwillimbury regarding Energy Initiatives, Hydro One be received, endorsed and supported;

AND THAT the Clerk be directed to forward this resolution to the Premier, the Minister of Finance, the Minister of Energy, the Chair and CEO of Hydro One, the Association of Municipalities of Ontario, and all municipalities served by Hydro One.

A copy of the original resolution is enclosed for your information. On behalf of Council, thank you for this important correspondence.

Yours very truly,



(Mrs.) Nancy J. Bozzato, *Dipl.M.M., AMCT*
Town Clerk

Encl

c.c. Premier Kathleen Wynne
Ontario Minister of Finance
Ontario Minister of Energy
Chair & CEO, Hydro One
Association of Municipalities of Ontario
All Municipalities served by Hydro One

/jm

From the Clerk's Department



**Administrative
Services**



ADMINISTRATION REPORT ADMIN2016-02

To: Committee of the Whole Council

Date: April 5, 2016

Subject: Strategic Energy Initiatives: Hydro One

Origin: Legal Services

RECOMMENDATIONS

1. THAT Legal Services Report ADMIN2016-02 dated April 5, 2016 regarding Strategic Energy Initiatives be received; and
2. THAT Council adopt the Resolution in Attachment 1 regarding an Equitable and Consistent Approach to Utility Ownership
3. THAT the resolution and this report be sent to the Premier, with copies to the Minister of Finance, the Minister of Energy, the Chair and CEO of Hydro One, the Association of Municipalities of Ontario (AMO), and all municipalities served by Hydro One.

PURPOSE

The report suggests that a resolution be sent to the Province, AMO, Hydro One and those municipalities served by Hydro One, asking that the province give more equitable financial treatment to municipalities served by Hydro One.

BACKGROUND

Funding inequalities between Hydro One and Municipal Electric Utilities

There is an apparent financial inequity between those municipalities (and ratepayers) that have, or once had, their own municipal electrical utilities and those municipalities (and ratepayers) that are served by Hydro One.

The assets of a municipal electrical utility (MEU), the annual dividends sent by a MEU to its municipal owner(s), and the growth in the assets over time, are funded almost entirely by the utility's ratepayers. The dividends and asset growth accrue to the municipalities, but the municipalities put almost none of their own money into the utilities.

The dividends and asset growth paid for by ratepayers in municipalities served by Hydro One go to the province even though the province does not put funds directly into the distribution services of Hydro One.

This creates two classes of municipalities and ratepayers in Ontario – those that benefit directly from the wealth created by electrical utilities, and those that don't. The inequality is not created by geography, or location, or the market. It is a consequence of provincial *policy*.

The inequity is a consequence of provincial policy

Under provincial policy, in the early decades of the 20th century, Ontario municipalities could choose to set up their own MEU or rely on the province for local distribution of electricity. This approach to electricity distribution appears to be uncommon, and maybe unique, in North America. Much of rural Ontario decided to receive service from the province; though the fact that at one time there were over 300 municipal utilities in Ontario indicates that many smaller municipalities did have their own MEU.

When the province deregulated the electricity system during 1998-2002, it was deliberate in its decision to let those municipalities that had an MEU own the assets through a municipal corporation, even though the assets had been paid for by the ratepayers, not the municipality. As illustrated in Attachment 2, this was part of the quid pro quo for the who-does-what exercise, or provincial downloading/uploading, occurring at that time – if a municipality received electricity assets it could reap the rewards. The converse was that if a municipality did not receive electricity assets, the province reaped the rewards.

On the one hand then, provincial policy was clear that electrical distribution asset wealth could be applied to municipal services. On the other hand, if in times past a municipal council had declined the choice to set up a utility, for whatever reason, the electrical distribution wealth went to the province. In both cases the wealth has been created by the ratepayer, not by the respective government.

The consequence is particularly acute in those formerly rural municipalities that are now urbanizing, such as East Gwillimbury. Examples are included in the more complete analysis in Attachment 2. When Richmond Hill sold its electricity utility in 2004, it had a population of 140,000. It received \$132,000,000. These funds are being put to municipal purposes. When East Gwillimbury reaches a population of 140,000 it will receive \$0 from any utility, because it never had one.

A further consequence is the imbalance in ratepayer contribution toward paying down the stranded debt of the former Ontario Hydro. This is outlined in more detail in Attachment 2.

It is suggested that the municipalities served by Hydro One should receive a portion of the proceeds from the sale of equity of Hydro One.

The province has initiated a process to sell some of the equity in Hydro One. Since the value of this equity has been created by ratepayers in those municipalities served by Hydro One, and since as noted above the province has already indicated that electrical distribution asset wealth be applied to municipal services, it is suggested that a portion of the Hydro One sale revenue be returned to the municipalities in the service area that generated the wealth. To this end a resolution is attached for distribution to the provincial government, AMO, Hydro One, and municipalities served by Hydro One.

It is suggested as well that Hydro One municipalities be permitted to invest in electrical distribution utilities

If municipalities served by Hydro One are concerned with utility rates and levels of service, or desire the opportunity to benefit from an ownership interest in the electric distribution utility serving their municipality (similar to the manner in which other municipalities benefit from their MEU's), their options are constrained. Options to advocate for efficient and effective services should be explored with other municipalities served by Hydro One. Options could include an equity investment in Hydro One.

However, for equity investment to occur the province must amend its legislation to allow Hydro One municipalities to invest in electricity assets. Any municipality should be permitted to invest in the electric distribution utility which serves their community. The proposed resolution requests that the province enable this.

NEED FOR PUBLIC CONSULTATION

There is no requirement for the Town to seek public consultation. However, any of the initiatives described in this report should be made available to the public for review and comment.

FINANCIAL IMPLICATIONS

There are no financial implications to beginning the dialogue initiated by the resolution attached to this report. The financial implications of a positive response could be significant.

ALIGNMENT WITH STRATEGIC PLAN

The recommendations of this report align with the following Strategic Pillar(s):

- #1 Providing quality, affordable programs and services for a safe, accessible and livable community**
- #2 Building a complete community that provides healthy places to live, work, play and learn**

CONCLUSION

This report has reviewed some of the issues in respect of the inequities in Ontario's current electricity revenue system as it relates to municipalities in the province and suggests two ways to address this inequity:

- 1) through participation in Hydro One dividend revenue and the revenues generated by the sale by the province of equity in Hydro One, and;
- 2) by exploring options of working with other municipalities served by Hydro One to advocate for the efficient and effective delivery of electricity to its customers. Such options to include the investment (debt/equity) in Hydro One.

Each of the above actions will require provincial support and approval to fully implement, and it is recommended that a dialogue be commenced with the province to review and address these matters.

Prepared & Recommended by:

Approved for Submission by:

Original Signed By

Original Signed By

Don Sinclair
Town Solicitor, Legal Services

Thomas R. Webster
Chief Administrative Officer

ATTACHMENT 1

EQUITABLE AND CONSISTENT APPROACH TO UTILITY OWNERSHIP

Whereas electricity is generally available across the province; and

Whereas electricity is distributed by a municipal electric utility (MEU) or Hydro One; and

Whereas all electric distribution customers across the Province have funded the maintenance, growth and development of the electric distribution system serving them, through their utility rates; and

Whereas under deregulation the province determined that the local municipality owned the MEU serving their municipality; and

Whereas ownership of an MEU conveyed significant value to the respective municipality and therefore the ratepayers in that municipality; and

Whereas only those municipalities served by a MEU benefited financially as the owner; and

Whereas those municipalities/ratepayers served by Hydro One have not received the same benefits associated with ownership equivalent to the MEU municipalities; and

Whereas all Ontarians benefit from revenues generated from Hydro One, including those with a MEU; and

Whereas the approach taken by the province has created a significant financial inequity across municipalities;

Now therefore be it resolved that the Province be requested to consult with municipalities served by Hydro One and resolve the inequity; and

Further that provincial legislation be amended to permit municipalities to invest (debt/equity) in the Electric distribution utility serving their municipality; and,

That this Resolution be sent to the Premier, with copies to the Minister of Finance, the Minister of Energy, the Chair and CEO of Hydro One, the Association of Municipalities of Ontario (AMO), and all municipalities served by Hydro One.

ATTACHMENT 2

Inequities in the Distribution of Wealth Created by Electricity Distribution in Ontario

BACKGROUND

The province established a provincial Hydro electric system in 1906 that provided generally for generation and transmission of electricity by the province and distribution of that electricity to residents and businesses through hydro utilities in local municipalities.

In rural areas local distribution was largely provided by the province through Ontario Hydro (at that time named the Hydro Electric Power Commission) rather than the local municipality, though there were many small municipalities within the rural areas that did establish their own utilities.

Over 90 years later, through 1998 - 2002, the province introduced deregulation that required municipalities that had hydro utilities to convert the municipal utilities to corporations. The municipality was deemed to be the sole shareholder of that corporation and consequently the owner of the assets of the electrical utility.

When the province began to restructure the electricity system in 1998 there were over 300 municipal electrical utilities (MEU's) across Ontario.

All electric distribution customers in Ontario funded the maintenance, growth and development of their respective electric distribution utility through their electricity rates.

Notwithstanding MEU's were funded through their distribution rates, the province determined during the deregulation exercise that MEU's were owned by the local municipality. Consequently after deregulation, municipalities with an MEU were able to receive significant annual dividend revenue or sell their MEU and its assets. This decision conveyed a significant value and financial benefit to those municipalities with a MEU and the ratepayers within these municipalities.

East Gwillimbury is the only municipality in York Region that has not had its own electricity utility

When the Regional Municipality of York was created out of the former York County in 1971, eight of the nine constituent municipalities had their own electricity distribution utility. East Gwillimbury was the only municipality in York Region that did not have its own utility. East Gwillimbury, like a number of municipalities across Ontario, was served by Ontario Hydro (now Hydro One).

Since East Gwillimbury is served by Hydro One it has never received annual dividend revenue from the utility that provided its electricity, nor will East Gwillimbury benefit from the sale of the utility assets, even though those assets were funded by the electric distribution rates paid by customers in East Gwillimbury.

ISSUES

Hydro deregulation created two classes of citizens in Ontario when it comes to the sharing of net revenue from the distribution of electricity or the sale of equity or distribution assets.

One class of Ontario residents and businesses benefitted financially when the province determined that MEU's would be owned by the local municipality which they serve. In turn revenue from electricity distribution assets could flow to the municipality to provide municipal services. This class of persons consists of those who reside or own property in municipalities that own, or did own and then sold, their own municipal electrical utility.

The other class of Ontario residents and businesses consists of those served by Hydro One. Although their electric distribution rates also funded the utility providing electricity - Hydro One - deregulation did not assign similar ownership or benefit to them or the municipality within which they resided. Consequently those residents do not receive revenue from electricity distribution assets to direct towards municipal services.

Issue 1: Inequitable and Inconsistent Approach to Electric Distribution Utility Ownership

During the 1998-2002 restructuring of the electricity system the government of the day made a *policy* decision that those municipalities that had an MEU could actually own that MEU. Municipal electrical utilities certainly were operating and managing local distribution, but it is apparent that actual ownership hadn't been clear.

Hansard records the Minister saying in the legislature (the Hon Jim Wilson, Minister of Energy, Science and Technology):

"Our legislation gave municipalities the tools they requested. The act clarified that municipalities own their electricity utilities. Local councils are the shareholders."

And a commentator on energy policy in Ontario, lawyer Robert Warren, has noted:

"The reason municipalities own these corporations is that [former Ontario Premier Mike Harris] said we are going to download costs and in

compensation we will give you a cash cow, which will generate a return for you each year.”

This is absolutely not the case for those municipalities like East Gwillimbury served by Hydro One. East Gwillimbury and other municipalities served by Hydro One were left out of that equation and had no access to any such cash cow. There was no equity or offsetting compensation provided to municipalities served by Hydro One. As a result the process can be described as biased and unfair against municipalities served by Hydro One.

If the government of the day rationalized that the ratepayers in a municipality could own the electrical distribution assets in that municipality (in part presumably because their distribution rates over the years had paid for those assets), should not the same rationale be applied to the ratepayers in the municipalities served by Hydro One, whose rates have enabled Hydro One to construct and own the assets that have been built over the years? Similar to MEU's throughout the province, Hydro One's ratepayers should have access, through their municipalities, to the net revenue and the value of the assets of Hydro One.

Issue 2: Inequitable and Inconsistent Sharing of Revenue from Operations and or from the Sale of Equity and/or Assets

Those municipalities that have retained their MEU's, or have sold their MEU's, have been able to direct annual dividends, or proceeds from sale of the utility, to municipal services for their residents and businesses and to off-set provincial downloading.

The annual dividends of Hydro One go the province. They are not returned to the municipalities/ratepayers being served by that utility.

Ironically under the current system those municipalities served by their own MEU benefit from the assets they funded and the revenue that is generated and they also indirectly benefit from the revenue generated by Hydro One through receipt of provincial services, yet they haven't contributed to the funding of the Hydro One assets that generated the revenue.

The financial benefit to non-Hydro One municipalities can be significant

The following are two examples of the financial benefit resulting from the province deciding that the local municipality owned the MEU serving their municipality;

1. When the Town of Aurora sold its electricity utility in 2006, it had a population of 38,000. It received \$32,000,000. Attachment 2A shows how Aurora directed these funds.

2. When the Town of Richmond Hill sold its electricity utility in 2004, it had a population of 140,000. It received \$132,000,000. Attachment 2B shows how Richmond Hill initially directed these funds.

When East Gwillimbury reaches the respective population levels noted above, it will have no such revenue or asset base whatsoever, and therefore no opportunity to direct such revenue to directly benefit its residents and taxpayers.

Issue 3: Unequal burden of paying down the stranded debt of Ontario Hydro

The net income (minus interest) of Hydro One is directed to the Ontario Electricity Financial Corporation towards retiring the debt and other liabilities of the former Ontario Hydro. The net income from MEU's is retained within the respective municipal ownership.

The debt is largely a result of construction of nuclear generation facilities that serve **all** persons and businesses in Ontario, whether through Hydro One or a local MEU.

An MEU ratepayer receives his/her dividend in municipal services. A Hydro One ratepayer, though, does not receive such a dividend. That "dividend" goes toward paying down a debt that was created to serve all Ontarians. And to the extent that the Hydro One ratepayers have contributed towards paying down the Ontario Hydro debt, the burden is lessened on the MEU ratepayers.

Issue 4: Transfer of Wealth from the Hydro One Service Area to Areas Served by Other Municipal Electrical Utilities

The wealth created through the service and growth of Hydro One is not generally urban (other than Brampton Hydro). It is substantially generated and created in rural Ontario.

The announced intention of the province is to use a portion of that wealth - \$9,000,000,000 - to pay down provincial debt and to construct urban transit and infrastructure. This is in part a transfer of wealth created and based in rural Ontario to public services based in urban Ontario.

The intent to improve transit, to relieve congestion, facilitate movement, improve persons lives, improve competitiveness, and so on, is unassailable. To source the funds from a pool of wealth while ignoring the ratepayers who have created that wealth seems unfair. The rural source of the wealth and income is not acknowledged or respected.

Creating Equity in the Ownership of Electric Distribution Utilities

Unlike municipalities that now own their utility, municipalities served by Hydro One have little ability to impact the efficient and effective delivery of electricity services within their municipality.

If municipalities served by Hydro One are concerned with utility rates and levels of service, or desire the opportunity to benefit from an ownership interest in the electric distribution utility serving their municipality (similar to the manner in which other municipalities benefit from their MEU's), their options are constrained. Options to advocate for efficient and effective services should be explored with other municipalities served by Hydro One. Options could include an equity investment in Hydro One.

However, for equity investment to occur the province must amend its legislation to allow Hydro One municipalities to invest in electricity assets. Any municipality should be permitted to invest in the electric distribution utility which serves their community.

As a first step meetings should be coordinated with the various stakeholders including AMO, other municipalities served by Hydro One and the province. The objective of these meetings would be to gain support and develop an action plan for moving forward.

ATTACHMENT 2A

Aurora

Reserve funds established by Town of Aurora from sale of Aurora Hydro Connections Limited*

By-law 5439-12 The Aurora Hydro Sale Investment Reserve Fund

...

- S.1 That the Fund be established with a balance of \$31,699,391.67 which represents ninety percent (90%) of the net proceeds of the concluded sale of the Town's interest in Aurora Hydro Connections Limited.

...

- S. 6 That the principle of the fund may be allocated or expended for any purpose as determined, at the sole discretion of Council, to be in the best interests of the Town ...

By-law 5440-12 To Establish the Council Discretionary Reserve Fund

- S.1 That the Fund be established with a balance of \$3,522,155.00 which represents ten percent (10%) of the net proceeds in the concluded sale of the Town's interest in Aurora Hydro Connections Limited.

...

- S.3 That the principle of the fund may be allocated or expended for any purpose as determined, at the sole discretion of Council, to be in the best interest of the Town ...

*Note: although the sale occurred in 2006, these by-laws were adopted in 2012. Therefore the figures in the by-laws differ from the 2006 sale proceed because of accrual of interest.

ATTACHMENT 2B

Richmond Hill

Reserve Funds established with revenue from sale of Richmond Hill Hydro

- **Capital Asset Continuity Reserve Fund (\$55 million)** will provide funding for repair and replacement of infrastructure ensuring existing capital facilities and structure are in full service and in safe operating condition
-
- **Community Enhancement and Economic Vitality Reserve Fund (\$40 million)** for capital projects within Richmond Hill that enhance the quality of life and/or enrich the economic vitality of the community
-
- **Transportation Network Repair and Replacement Reserve Fund (\$25 million)** will finance maintenance repair and replacement ensuring peak performance of the Town's road system network
-
- **Water Quality Protection Reserve Fund (\$15 million)** will fund projects that protect downstream water quality and drinking water. As well, projects that rehabilitate environmental storm water systems, those that protect the Town from flooding and erosion, and those that protect downstream water courses and natural habitat will also be funded from this Reserve
-
- **Ecological Legacy Reserve Fund (\$6 million)** will fund community based projects for the purposes of furthering ecological initiatives within the community
-
- **Strategic Rapid Transit Reserve Fund (\$5 million)** will fund future projects that improve transportation systems in or to the Town of Richmond Hill and which are multi-jurisdictional in nature such as partnering the municipality with other levels of government and/or public/private partnerships

**It's
YOUR
Community
... MAKE THE CALL!**



CRIME  STOPPERS
GUELPH WELLINGTON
1-800-222-TIPS (8477)

THE INFORMANT

SUMMER 2016



BOARD MEMBERS WANTED

To receive an application contact us by phone at **519-846-5371** or by email at **info@csgw.tips**. We are looking for individuals who can offer support by sharing their acquired knowledge from their work environment and who have contacts within the community to promote our program's growth. At this time individuals with legal or accounting experience would be an asset.

>>Welcome to our newest member, Alex Boughen!

IN THE NEWS

101 The Grand radio features Crime Stoppers 'live' each month at 7pm-Tuesdays on segment entitled "Swap Talk".

CJOY radio station is airing our public service announcements and Crime of the Week.

Rogers TV "Inside Guelph" edition, will return in September. CSGW is a featured guest on this program that can be viewed the first Tuesday of each month.

Erin Radio 88.1 will be changing their name this month to **97.1 fm**. CSGW is involved in a monthly 'live' interview allowing us to bring our message to Erin.

The River 88.7 radio station runs our Crime of the Week — sponsored by *Young's Home Hardware of Mount Forest*. **NEW** for CSGW is a monthly live broadcast on the morning show.

Wightman's TV Crime Stoppers segments are airing in June on their community Channel #6.

Eastlink TV is running our Crime of the Week.

Cogeco TV is running our Crime of the Week during their daily news segments.

The Wellington Advertiser newspaper publishes our Crime of the Week each Friday. Wellington County supports CSGW by promoting our events on their dedicated page of the Advertiser.

PROGRAM STATISTICS

Guelph and Wellington County stats since 1988 through May 2016:

Arrests	1,511
Charges Laid	4,183
Narcotics Seized.....	\$27,165,197
Property Recovered	\$10,158,075
Authorized Rewards	\$160,855

The numbers speak for themselves...Crime Stoppers works!



www.csgw.tips

FUNDRAISING AND AWARENESS

CSGW IS RECOGNIZED FOR 2015 ACHIEVEMENTS

Crime Stoppers Guelph Wellington (CSGW) was among 35 other local programs represented at this year's Ontario Association of Crime Stoppers (OACS) conference. Our program took home two awards in the Under 300,000 Population category for **Best Long Radio** and **Best Long Video**. We wish to acknowledge our community partners **The Grand 101** radio station in Fergus and **Wightman TV** in Clifford for these accomplishments.

The CSGW program was further honoured by winning the **Marla Moon Memorial Award of Excellence** which is an award that recognizes a program's overall achievements. We couldn't be more pleased and wanted to celebrate this wonderful news with you!



SHREDDING EVENT



Come out to this year's 6th annual community shredding event! It will be held at **Stone Road Mall** parking lot (corner of Stone & Edinburgh) in Guelph on **Saturday September 10th 10am-2pm**.

Donation of \$5 per banker's sized box. Help prevent identity theft by having your personal documents shredded by our sponsor's mobile truck.

PLOWING MATCH

This year's International Plowing match will be held in Wellington County in **Harriston**, Town of Minto from **September 20th-24th**.

CSGW will be sharing a space with the county in their tent. Please drop by our booth to learn more about how you can help your community as well as a chance to win \$\$\$.

We will be holding a 50/50 draw and the moneys collected will help pay tipsters for information that they may otherwise be reluctant to give. If not for the efforts of the Crime Stoppers program and our reward incentive, some crimes would go unsolved.

CSGW MULCH FUNDRAISERS

THANK YOU to our MEDIA, POLICE and COMMUNITY PARTNERS and to our VOLUNTEERS.

THANK YOU to our COMMUNITY MEMBERS for coming out and supporting our cause.

We couldn't have done it without you!!

A new location was added this year in the Mount Forest area in partnership with **Young's Home Hardware**. **Scotiabank** donated to our cause by providing volunteers and matching our sales of \$2,719.00.



ROAD SIGNS

Thank you to the **Arthur Lions Club** and **Arthur Optimist Club** for jointly advertising on a CSGW road sign in Arthur, Township of North Wellington.

A great way to gain exposure for your brand!

We currently have space available in the Mount Forest area. Give us a call—519-846-5371 for more details.





6th ANNUAL COMMUNITY SHREDDING EVENT

SATURDAY SEPTEMBER 10th, 2016

10am-2pm

STONE ROAD MALL parking lot, (corner of Stone Road and Edinburgh), GUELPH



Document shredding helps fight identity theft!

Community members are invited to bring all of their unwanted personal documents for shredding by FileBank mobile truck. Donation of \$5 per banker's box—proceeds to the Crime Stoppers Guelph Wellington program.

HELP SUPPORT YOUR COMMUNITY!

All proceeds will go the Crime Stoppers of Guelph Wellington program and help to pay rewards to tipsters for their valuable information.



May 26, 2016

RECEIVED JUN 14 2016



ieso

Connecting Today.
Powering Tomorrow.

Independent Electricity System Operator

1600-120 Adelaide Street West
Toronto, ON M5H 1T1
t 416.967.7474

www.ieso.ca

Bill White
CAO/Clerk
Town of Minto
5941 Highway 89
Harriston, ON N0G 1Z0

Dear Bill White,

I am pleased to provide you with a copy of the Independent Electricity System Operator's (IESO) 2015 Annual Report, *Powering a Connected World*.

This report explores some of the forces that are reshaping Ontario's electricity landscape, including growth in distributed energy resources, challenges associated with cybersecurity, the role of emerging technologies, and increasing participation of consumers.

The IESO works to ensure the province continues to benefit from a sustainable and reliable electricity system. We will continue working with stakeholders on long-term priorities such as enabling conservation and energy efficiency, planning Ontario's power system, and evolving the province's wholesale electricity market.

As part of our outreach program, an IESO representative would be pleased to make an informative presentation at one of your meetings or events and answer your questions about Ontario's power system. Topics would include the role of consumers, energy conservation, regional electricity planning, and system reliability.

Engaging with stakeholders, sector partners, businesses and communities affected by our decisions has always been – and will continue to be – of paramount importance. I encourage you to become involved in the process so that, together, we can power what's next.

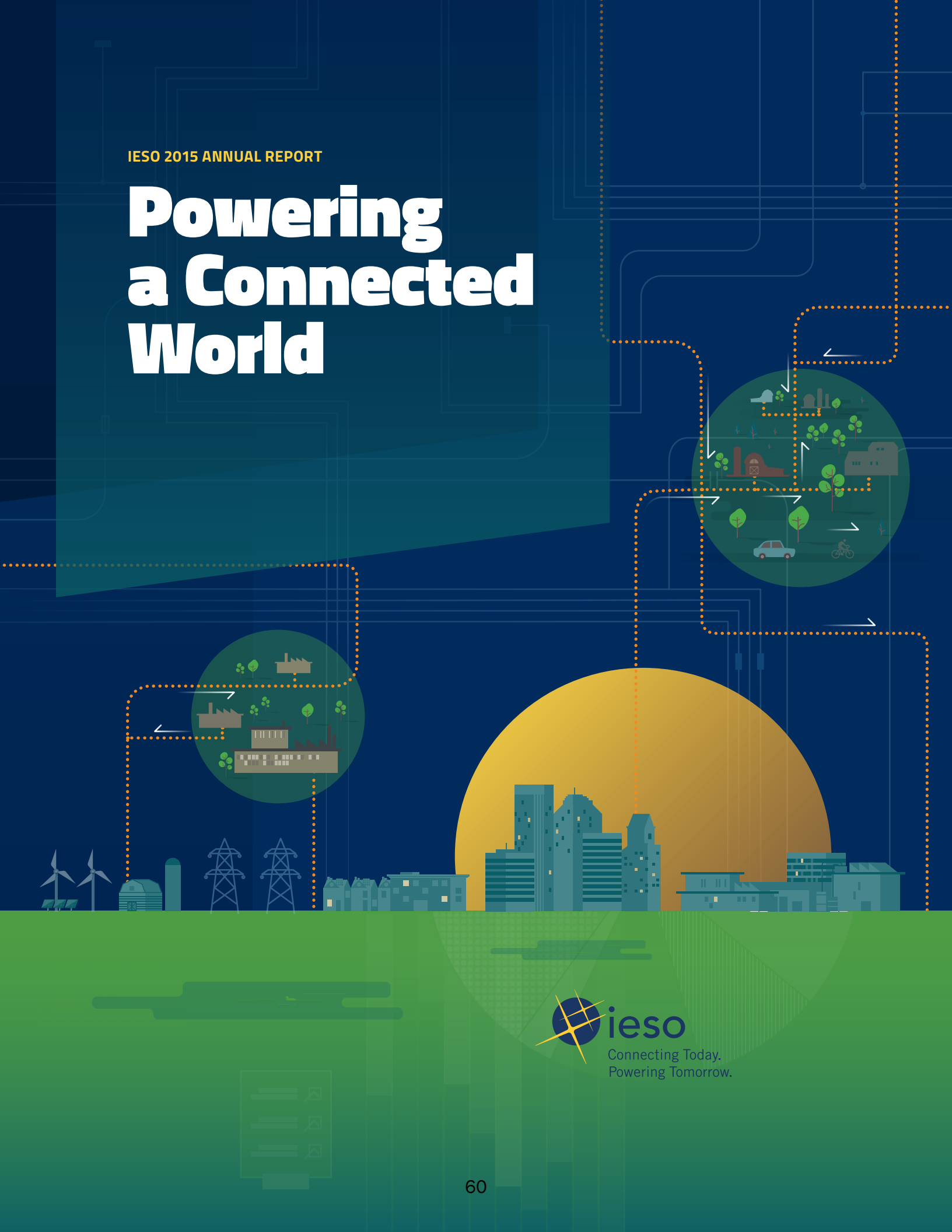
The report is available online at www.ieso.ca/annualreport, and more printed reports can be requested from communications@ieso.ca. I welcome your presentation requests, questions and comments at terry.young@ieso.ca.

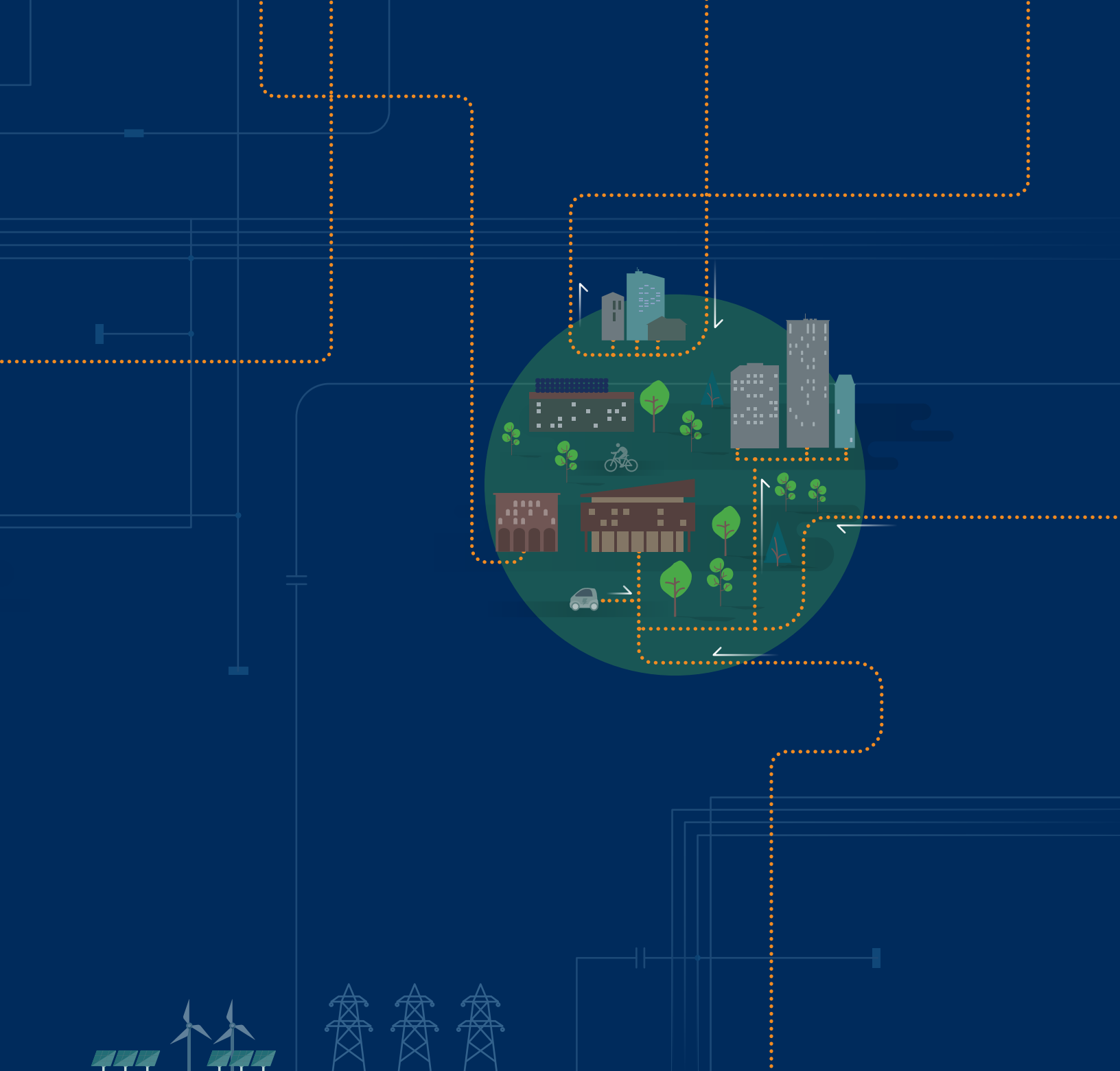
Yours truly,

Terry Young
Vice President, Conservation and Corporate Relations

IESO 2015 ANNUAL REPORT

Powering a Connected World





OUR VISION

Powering a reliable and sustainable energy future for Ontario

OUR MISSION

We will do this by:

- > Operating and shaping the electricity system and market in an effective and transparent manner
- > Planning for and competitively procuring the resources that meet Ontario's electricity needs today and tomorrow
- > Leading a culture of conservation
- > Seeking and acting on input from our communities, customers and stakeholders
- > Sharing relevant and valued information, data, analysis and expertise
- > Attracting, retaining and developing a highly skilled and professional workforce

2015 Annual Report

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Team, Board of Directors
and Advisory Committees
to the Board**

Letter from the President & CEO and the Chair

Managing change is nothing new for Ontario's electricity sector. The province has been undergoing a deep-rooted and broad-based transformation for at least the past decade, if not longer. Now more than ever before, it's time to actively leverage some of these changes to ensure the province and its residents, businesses, utilities, institutions and other organizations are well positioned for decades to come.

A lot has changed since the Hydro-Electric Power Commission of Ontario was created in 1906, but electricity continues to be generated, transmitted and distributed to end-use consumers who expect a high degree of reliability.

Now, however, we're asking consumers to become more informed and more engaged by giving them the tools they need to use electricity wisely. These efforts are paying off.

Through the collective actions of electricity consumers, Ontario has achieved over 3,600 megawatts in peak demand savings since 2006.

In an increasingly connected world, where our devices, appliances, thermostats, vehicles and many other items are capable of sending, receiving and acting on data related to energy consumption, we're at a pivotal point in revisiting the way we think about electricity and the value it provides.

Through a number of measures aimed at including new voices in the energy dialogue, the Independent Electricity System Operator (IESO) is hoping to drive a shared understanding of the value proposition for a commodity that's become essential to modern life.

This value continues to grow and change as new entrants bring new products, services,

solutions and business models to the market, building on the innovation and foresight that Sir Adam Beck and his counterparts displayed more than a century ago.

Over the 12 months since the merger between the IESO and the Ontario Power Authority (OPA) created a new and expanded IESO, the company has made good progress in addressing the challenges of integration while delivering on our expanded mandate. As we move forward, the IESO remains focused on its priorities, which include enabling conservation and energy efficiency, planning and operating Ontario's power system, procuring supply, as well as

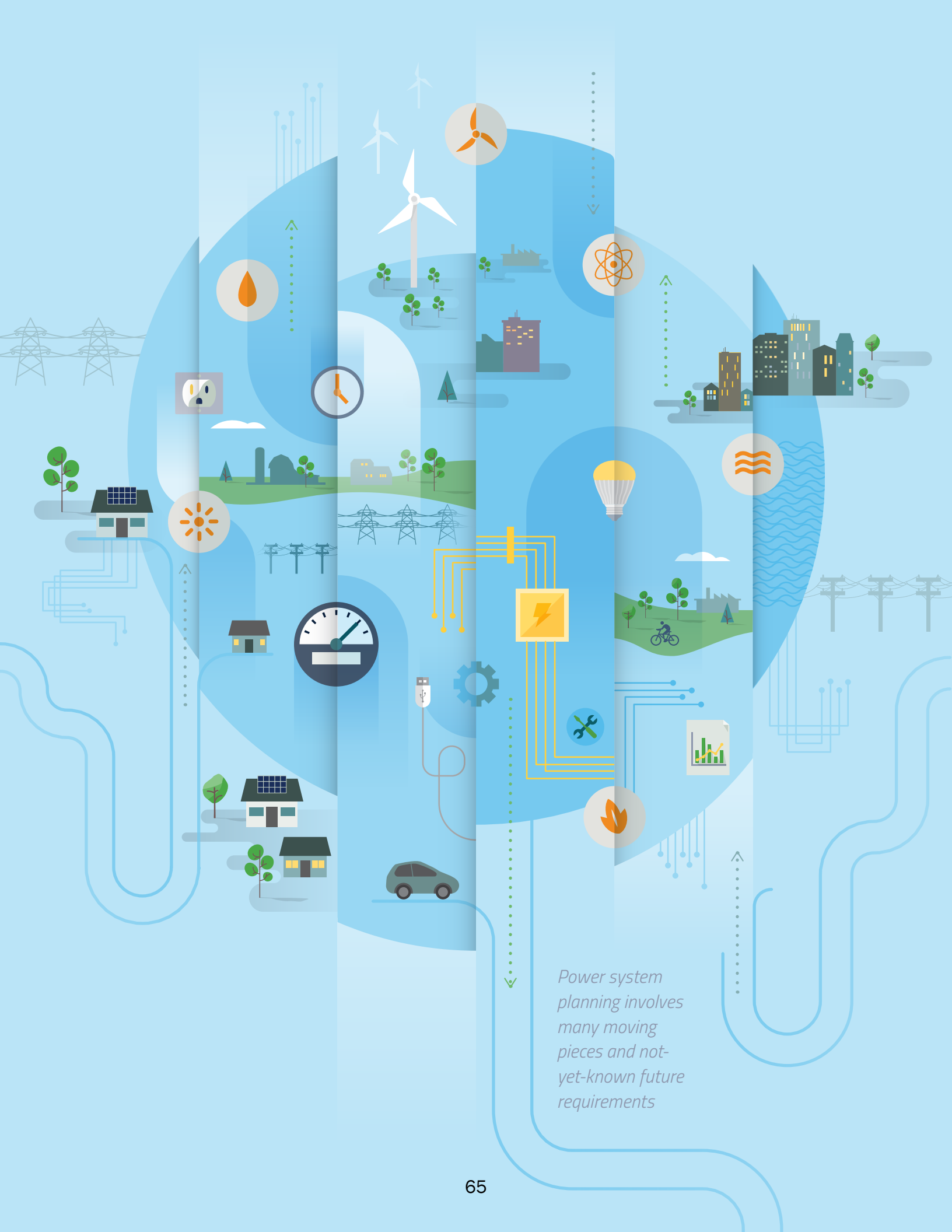
administering and evolving the province's wholesale electricity market – all with a view to ensuring the province continues to benefit from a sustainable and reliable electricity system.

We'd like to thank our stakeholders, employees, sector partners and other groups for the input they've provided as we collectively develop a roadmap for the future. Engaging with the people, businesses and communities that are most affected by our decisions is a priority for the IESO. The decisions we make in the coming years will be far-reaching in scope and impact. We hope you'll work with us to help unlock Ontario's economic potential and power what's next.



Bruce B. Campbell
*President and Chief
Executive Officer
Independent Electricity
System Operator*

Tim O'Neill
*Chairman of the Board
Independent Electricity
System Operator*



*Power system
planning involves
many moving
pieces and not-
yet-known future
requirements*

The Plan to Secure Ontario's Energy Future

Planning a power system to meet the needs of the many constituencies impacted by its operation – generators, transmitters, distributors, traders, energy service providers, consumers, communities, system operators and others – is like trying to solve a complex jigsaw puzzle.

But unlike the more familiar version, this puzzle comes with moving pieces instead of static ones, multiple options to fit the pieces together, and an evolving picture of what the end state should actually look like.

Like every other power system, Ontario's grid is planned and operated with a view to delivering a reliable supply of electricity to users today, tomorrow and for years to come. Reliability, in this context, has two key components: adequacy (is there enough energy to meet users' needs?) and security (is the system sufficiently robust that it can withstand unexpected events?).

Meeting these criteria comes down to one basic principle: having the right resources, with the right characteristics, in the right place, at the right time.

This takes planning, a core IESO responsibility undertaken through a broad engagement framework that includes those individuals, organizations and institutions most impacted by our decisions. It's a highly iterative process that must consider short-, medium- and long-range electricity needs as well as impacts on cost, reliability, the environment and other considerations.

With a broad view of Ontario's electricity landscape, and relationships that span the sector, identifying the optimal solution is not something the IESO does in isolation. It's a task that requires discussion and input from multiple sources at different points in the process. Getting the right resource mix requires consideration of a range of options, which may include generation, conservation, energy storage, transmission and/or distribution, emerging communication and control technologies – or some combination of these alternatives. In all cases, a balance is sought to meet customer needs, system needs and sector needs.

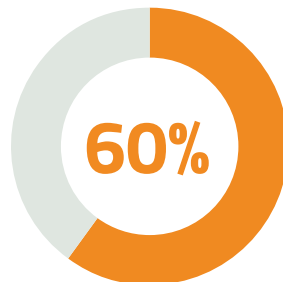
In October 2015, the government tabled Bill 135, the *Energy Statute Law Amendment Act, 2015*. If enacted, it will enshrine a new approach to long-term energy planning that requires the IESO to produce a technical report that considers anticipated electricity supply, capacity, storage, reliability and demand, among other factors. The planning process for the Long-Term Energy Plan (LTEP) will also involve →

Renewable sources of supply, like these wind turbines, are playing a greater role in meeting Ontario's energy needs and helping the province transition to a lower carbon future.

extensive consultation with consumers, distributors, generators, transmitters, Aboriginal peoples and others.

Ontario's power system has undergone a significant transformation in recent years, and the province has made great strides towards a lower carbon future. Eliminating coal-fired generation and integrating renewable resources such as wind, solar and biomass are two of the most important steps in the process, but supply mix changes aren't the only way to achieve a more sustainable sector. Other developments that don't involve generation assets have occurred in parallel. These include conservation, the installation of smart meters, the implementation of time-of-use pricing, and the introduction of smart grid technologies that leverage automation, connectivity and control systems to reshape the way consumers interact with the power system – and vice versa.

Ontario's nuclear fleet produced



of the electricity generated in 2015.

FUTURE-PROOFING THE GRID

Planning for the future when the present is in a state of flux is no easy task. In recent years, the IESO has worked closely with both industry and local communities to identify viable options that support reliability and adapt the power system to meet changing conditions.

For electrical planning purposes, the province has been divided into 21 regions. Each region has specific needs depending on the age and condition of its existing electrical infrastructure, its demand profile, its prospects for economic and/or population growth, its conservation and energy-efficiency potential, and other planning criteria. Working closely with transmitters and distributors of electricity, as well as municipalities, First Nations and Métis communities, the IESO has developed and published Integrated Regional Resource

Plans (IRRP) addressing the reliability requirements for eight high priority areas (see page 6).

On a provincial basis, the rate of change is unlikely to slow in any material way over the coming decade. One of the most complex challenges will be managing planned outages to the province's nuclear fleet while units at the Bruce and Darlington Nuclear Generating Stations are refurbished (see page 9).

The refurbishments are an important step in securing reliable baseload power at a reasonable rate and provide a measure of certainty in fundamentally uncertain times. The amended Bruce contract adheres to the 2013 LTEP refurbishment principles and ensures that execution and operational risks will reside with the private sector operator. Similarly, Ontario Power Generation (OPG)'s execution of the

REGIONAL PLANS TO SUIT REGIONAL NEEDS

What you see when you're on top of a mountain looking down can be completely different from what you see when you're at the base looking up. It's all a matter of perspective.

Perspective plays a central role in the IESO's regional planning process, which tries to reconcile province-wide electricity needs with community-level requirements, priorities and preferences. By including municipalities, First Nations, Métis, community and business leaders, and the general public in the dialogue, the IESO hopes to ensure the electricity solutions that emerge suit local circumstances to the greatest extent possible.

Although community engagement is not new, in recent years the IESO has brought increased rigour and a consistent, province-wide approach to its outreach efforts by bringing new players to the table, offering greater transparency about the planning process and engaging communities early and often. Going outside the electricity sector for advice means the IESO hears directly from the people most impacted by decisions about regional and local perspectives.

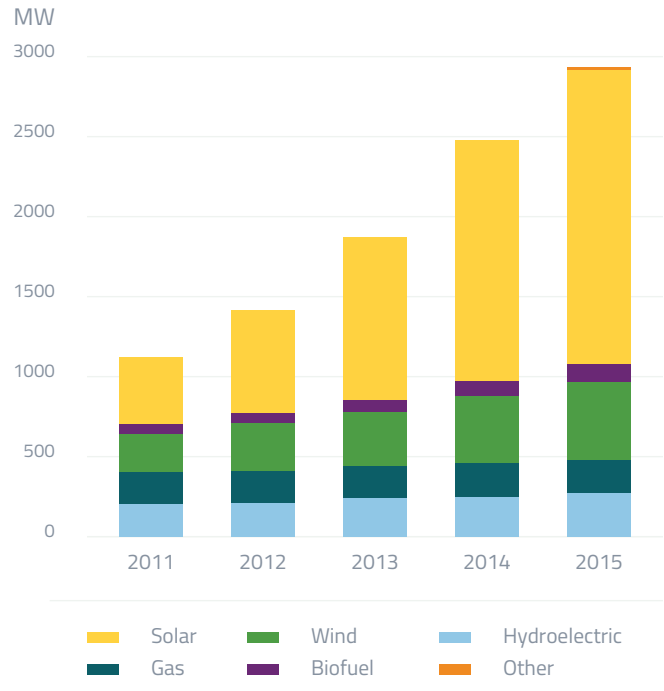
An integral part of the regional engagement process is the formation of a local advisory committee (LAC), which provides input and recommendations used to develop medium- and long-term regional plans. LACs typically comprise up to 18 members, representing municipalities, First Nations, Métis, consumers and citizens, the business community, and environmental and conservation groups. They play a vital role in helping the IESO and local transmission and distribution companies understand the community context. Energy is top of mind for most municipalities, especially those that are managing population growth, demographic change, industrial restructuring, increased emphasis on environmental sustainability and other factors.

An Integrated Regional Resource Plan (IRRP) is intended to identify solutions to meet near-, medium- and long-term needs. When electrical needs, defined based on a forecast that includes the impacts of targeted conservation, are considered urgent and substantial, a "wires" solution involving new transmission and/or generation infrastructure may be the only viable option in the near term.

Over a longer horizon, however, an IRRP may explore other innovative, community-based options, including distribution improvements, enhanced conservation and demand management, district heating, local (embedded) generation, storage and other emerging technologies. Although it is generally quite specific in its short-term recommendations, an IRRP must also account for the inherent uncertainty of a 20-year forecast, the expectation of technological change, the potential for broad economic shifts and other trends that may impact demand for electricity, as well as local perspectives about how that electricity is produced, delivered and consumed.

York Region Local Advisory Committee (LAC) members (from left to right) Jennifer Wong, Teresa Cline and Norm Vézina discuss future energy options for their region.

GROWTH OF EMBEDDED GENERATION



Like many other jurisdictions, Ontario is experiencing rapid growth in embedded (or distribution-connected) generation, most of which is wind and solar.

Darlington refurbishment will ensure that its contractors are held accountable to deliver on the project. The arrangements also include appropriate off-ramps to protect ratepayers, should circumstances change as the projects proceed.

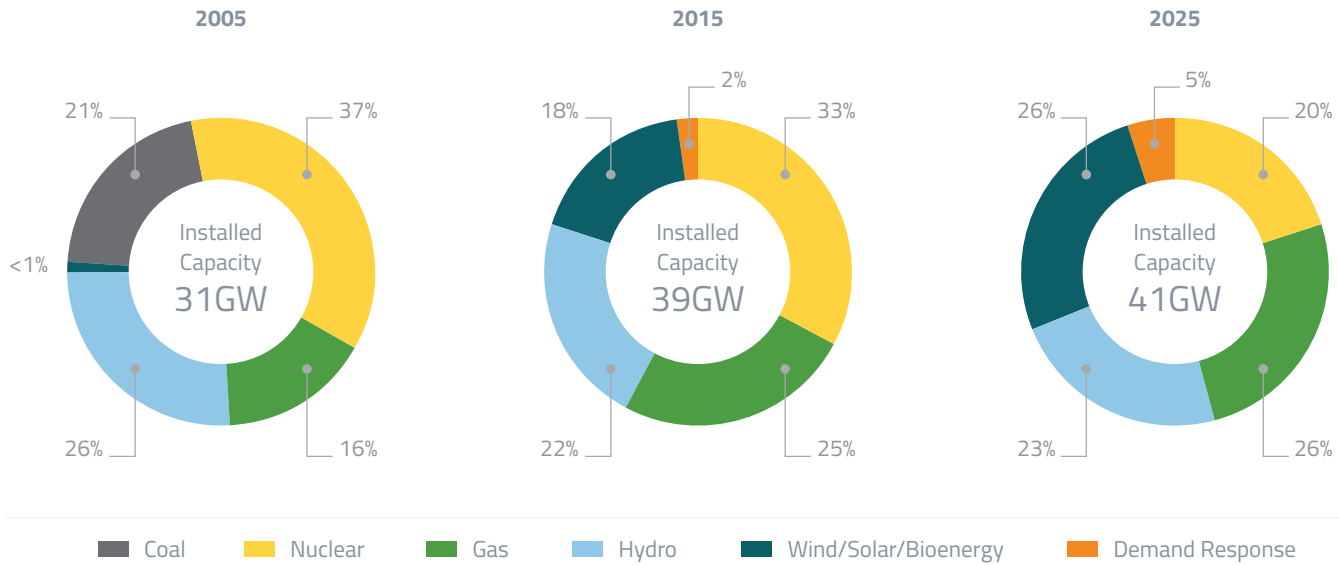
The Bruce and Darlington refurbishments will benefit from close coordination and planning between Bruce Power and OPG.

The proposal to continue operations at the Pickering station until 2024 would help ensure reliability during the refurbishment period, during which there are other planned retirements within Ontario's generation fleet.

Balancing supply and demand is an activity that spans multiple timeframes, from

second-by-second fine-tuning in real time to 20-year plans reflected in the regional and provincial long-term energy planning processes. Power systems must have the right combination of baseload generation – which runs pretty much all the time, with limited variability in its output – and other types of supply that are more flexible and more capable of responding to changing conditions on the grid. They must also have transmission and distribution networks that can deliver energy when and where it's required. More and more, they also rely on engaged consumers, incented to make informed decisions about their energy consumption. →

ONTARIO'S SUPPLY MIX



By 2025, renewable resources like wind, solar, bioenergy and hydro facilities are expected to make up nearly 50 percent of Ontario's installed generating capacity.

GROWTH IN DISTRIBUTED ENERGY RESOURCES

Like many jurisdictions, Ontario is managing a number of factors impacting the shape and structure of its electricity sector. On the supply side, there has been substantial growth in renewable generation in recent years. At the end of 2015, Ontario had 3,234 megawatts (MW) of transmission-connected wind generation as well as 140 MW of transmission-connected solar generation.

But these figures only tell part of the story. Ontario also had nearly 3,000 MW of IESO-contracted embedded generation at the end of 2015, largely driven by participation in the Feed-in Tariff (FIT) and microFIT programs. While these resources make

important contributions to meeting Ontario's demand for electricity, they can also pose some unique challenges in the operating environment.

Connected as they are at the distribution level, the hourly operations of some of these resources are not known by the IESO. Although telemetry data are available for approximately 1,000 MW of embedded generation, they do not provide the full picture on output from embedded generation.

Despite this lack of broad visibility, these resources are starting to have a material impact on the bulk power system – especially when it comes to forecasting demand for electricity in real time. The IESO incorporates the impacts of embedded generation into both the operational and planning timeframes.

For the operational timeframe, a forecast of embedded solar and wind output is incorporated into the demand forecast. For the planning timeframe, the impact of embedded generation is incorporated based on historical production by fuel type.

This absence of information about some distribution-connected resources can impair the IESO's situational awareness and result in undesirable outcomes, including the over-commitment (or under-commitment) of generation units. For this reason, the IESO continues to closely monitor developments at the distribution level – and will be working with local distribution companies (LDCs) to enhance co-ordination of operations.

Despite the added complexities, embedded generation is a valuable addition to the power

system and can improve the efficiency of power delivery to the people and businesses that need it. Generation assets located closer to end-users can significantly reduce the amount of transmission infrastructure required to satisfy their energy needs. Furthermore, embedded generation can also minimize line losses and lower the construction costs, lead times and environmental impacts associated with large-scale transmission expansion.

As noted, much of the generation that's being built in Ontario today is renewable in nature, primarily wind and solar. Whether connected at the high-voltage transmission level or the low-voltage distribution level, variable generation affects the way power systems are planned, designed, built and operated.

ONTARIO'S EVOLVING CLIMATE AGENDA

It's been a long and winding road but Ontario has one of the lowest carbon electricity systems in North America.

With a grid that's dominated by clean energy resources, including nuclear, hydroelectric and other renewables, Ontario has already made great strides towards a sustainable energy future. After decades of cost-effective, reliable operation, the province shuttered its last coal-fired power plant in 2014. Although it had complex operability implications for the IESO, removing coal-fired power plants from Ontario's supply mix is the single largest greenhouse gas (GHG) reduction initiative in North America.

The closure eliminated more than 30 megatonnes of annual GHG emissions, equivalent to taking seven million vehicles off the road. To affirm its long-term support for cleaner sources of electricity, in the lead-up to the United Nations' Conference of the Parties in Paris during the fall of 2015, Ontario passed legislation to permanently ban coal-fired electricity generation in the province.

In a series of announcements in the spring and summer of 2015, the government unveiled its Climate Change Strategy, which is designed to reduce GHG emissions to 80 percent below 1990 levels by 2050, and support the transition to a prosperous, low-carbon economy. Ontario plans to impose a limit on GHG emissions through a cap-and-trade program that aligns with the Western Climate Initiative and participating jurisdictions, which include Quebec and California.

Although specific program details are still being finalized, the design principles that underpin Ontario's cap-and-trade regime span a number of areas, including environmental feasibility, competitiveness and economic growth, administrative efficiency, equitability and transparency, among others. The proposed implementation date is January 1, 2017.

To ensure the impacts on the province's electricity sector are fully understood and considered as the cap-and-trade program is designed, the IESO has provided advice, information and analysis to the government. The IESO's priorities in providing input reflect its broad mandate and its expertise in areas such as market administration, system operations, contract management, long-term planning and economic analysis.

The IESO has several overlapping objectives related to implementation of a cap-and-trade system in Ontario. They include ensuring that an effective, efficient and transparent price of carbon is reflected in the market price for electricity; impacts on generation supply contracts are minimized and result in efficient operations; negative impacts on system reliability are avoided; ratepayer impacts are minimized to the extent possible; and domestic generation and imports are not disadvantaged compared to generators operating in jurisdictions that lack a carbon pricing mechanism.

Ontario's proposed cap-and-trade program is expected to impact the price of carbon-based fuels, which may drive greater interest in alternatives, including electric vehicles.

Distributed energy resources are playing a growing role in meeting Ontario's energy needs but pose some **unique operational challenges** to the IESO and local distribution companies.

Some distributed generation creates two important challenges for Ontario's electricity system: variability and uncertainty. The output from these units changes according to the availability of the primary fuel: wind and sunlight. Furthermore, the magnitude and timing of output from these units is less predictable than that of conventional generation.

While operating the power system has always been a balancing act, maintaining that balance presents new challenges in a number of areas, including generation commitment and intertie scheduling, frequency regulation, voltage control, ramping and load following, as well as operating reserve requirements.

The IESO's Renewables Integration Initiative (RII) introduced a set of tools in 2013 to address both variability (through dispatch and visibility) and uncertainty (through

centralized forecasting) of the transmission-connected variable generation fleet. As Ontario moves towards implementing the 2013 LTEP target of having 20,000 MW of renewable capacity online by 2025, it will become increasingly important for the IESO to have enhanced capabilities to respond to changing situations quickly and flexibly.

Ontario's cap-and-trade regime is another factor with the potential to influence Ontario's power system planning processes, particularly if it results in greater electrification of industry sectors that are currently dependent on greenhouse gas (GHG) emitting fossil fuels, including transportation. A change of this magnitude will not happen overnight, and the IESO will need to consider climate policy outcomes in its demand forecasts, as well as its planning models and operational requirements. 🌐

REFURBISHMENTS SECURE ONTARIO'S NUCLEAR FUTURE

Nuclear energy is the backbone of Ontario's electricity system. The province's nuclear fleet accounts for one-third of Ontario's total installed capacity of approximately 39,000 megawatts (MW) and produced 60 percent of all the electricity generated in Ontario in 2015. Its steady supply of baseload energy complements both Ontario's renewable fleet, which is inherently more variable in its output, and the natural gas and hydroelectric fleets, which can provide peaking power that matches fluctuations in demand.

Recent government decisions to refurbish several nuclear units mean that nuclear will continue to play a foundational role for decades to come. These refurbishments will also mean reduced carbon emissions, given reduced production from natural gas-fired resources.

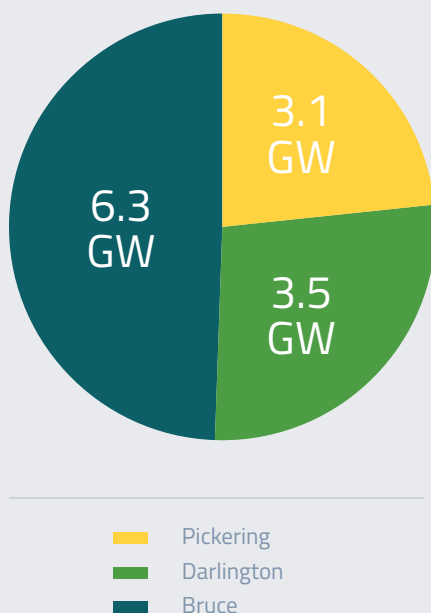
Unit 6 will be the first unit refurbished at the Bruce nuclear plant, starting in 2020.



In December 2015, the Government of Ontario announced that an agreement had been reached between the IESO and Bruce Power to refurbish the six remaining units at the Bruce Nuclear Generating Station, thereby securing 6,300 MW of electricity from the site (including Bruce A units 1 and 2, which completed refurbishment in 2012).

As part of the agreement with the IESO, Bruce Power will continue to provide 2,400 MW of flexible nuclear generation. Although nuclear units are generally designed to run flat-out for extended periods of time, the units at the Bruce facility are equipped with condenser steam discharge valves that enable their output to be curtailed when conditions warrant reductions in generator output – a valuable attribute when the IESO needs to manage surplus conditions.

INSTALLED NUCLEAR CAPACITY IN ONTARIO



Ontario has three nuclear facilities – Darlington, Pickering and Bruce – that provide reliable baseload electricity and, in the case of the Bruce units, valuable operational flexibility.

Ontario Power Generation's \$12.8 billion investment in the Darlington refurbishment will provide more than 30 years of clean, reliable, baseload power, at a cost lower than other alternatives considered.



CREDIT: Photo courtesy of Ontario Power Generation

The agreement with Bruce Power is the product of two years of negotiations, as well as extensive analysis, due diligence, and independent fairness and technical review.

Cost was an important consideration. The initial price for Bruce Power's generation was set at \$65.73 per megawatt-hour (MWh) starting January 1, 2016. The average price over the life of the contract is estimated to be \$77/MWh, or 7.7 cents per kilowatt-hour (kWh). This is some of the lowest-cost power the IESO has under contract.

Under the contract, virtually all the execution risk lies with Bruce Power. Moreover, if the cost of future refurbishments is uneconomic, the IESO can elect not to proceed with those refurbishments. However, if actual refurbishment costs are less than the estimates, the savings are shared between electricity consumers and Bruce Power.

The government has also announced the refurbishment of all four units at Ontario Power Generation's Darlington Nuclear Generating Station (for a total of 3,500 MW) and the ongoing operation of six units (totalling 3,100 MW) at the Pickering Nuclear Generating Station to between 2022 and 2024, pending regulatory approvals.

OPG estimates that refurbishing Darlington and extending the service life of the Pickering units to 2022/2024 offers the best combination of low cost and low emissions.

The IESO provided support for the government's decisions with respect to the Darlington refurbishment and the ongoing operation at Pickering. These investments will be an important step in providing long-term, lower-cost, emissions-free and reliable baseload power for several generations, making the best use of existing assets, including transmission facilities.

The OPG refurbishments also have protection mechanisms including "off-ramps" – provisions that allow the province to re-assess the value to ratepayers before proceeding to the next stage.

The first refurbishment outage will begin at Darlington in late 2016 and outages will continue over the next decade. The IESO will carefully manage all outages to ensure continued reliability throughout the refurbishment period.



Enabling a Culture of Conservation: The Next Phase for Ontario

Over the past 10 years, Ontario has seen a complex and fundamental restructuring of the ways in which electricity is generated, transported, monitored, managed, regulated and consumed. During this period, conservation in Ontario has evolved to a strategic, multi-dimensional framework with an emphasis on technology-driven solutions that deliver enduring, verifiable results.

Energy efficiency, demand management and load displacement have proven to be cost-effective resources that are being leveraged in a variety of ways to benefit individuals, sectors of the economy and the province as a whole. And building on Ontario's smart meter infrastructure, data-driven apps and solutions are already delivering new insights into consumption patterns and supporting better decision-making about how and when to use electricity.

In the residential context, energy efficiency can both lower household electricity bills and improve home comfort. In commercial and industrial settings, where bigger projects deliver bigger energy savings, energy conservation can boost the competitiveness of Ontario's businesses by optimizing operational processes and systems, improving working conditions, and increasing employee productivity and retention. Furthermore, as Ontario moves towards a low carbon future, saving energy and the associated reductions in greenhouse gas emissions has taken on a new urgency. ➔

CONSERVATION SUPPORTS RELIABILITY

Conservation and energy efficiency are already making a difference. As important as they are in reducing peak demand and minimizing the costs associated with meeting those peaks, conservation and energy efficiency contribute a great deal more to the province's reliability picture. Over the past five years, Ontario's conservation efforts have become increasingly visible, and increasingly material, for the IESO's planners, forecasters and operators. Conservation has become an important consideration not just in long-term planning, but over the entire time horizon for which the IESO is now responsible.

For the IESO, conservation is considered on the macro scale as well as the micro scale. It can take a variety of forms. If an automotive manufacturer scales back production when the grid is strained, that's conservation. Similarly, a decision by a small industrial consumer to install behind-the-meter generation reduces demand on the existing power system. The conservation umbrella also includes municipalities that optimize the performance of their water treatment plants, as well as commercial property owners who install motion-sensitive lighting systems.

Although the scale may be different, energy efficiency is not limited to the industrial, commercial and institutional realms. A residential consumer who buys an energy-efficient washer and dryer, or redeems

a coupon and installs high-efficiency LED lighting, or adds weatherstripping around leaky doors and windows, is also driving the province's conservation results. All of these decisions are creating a conservation culture that is increasingly factored into the IESO's planning forecasts and models.

Ontario has a highly diverse customer base comprising residential, commercial, industrial, institutional and other electricity users. Over the past decade, the province has successfully engaged consumers in the dialogue centered on the value of energy efficiency through a variety of means, including the suite of programs launched in 2011 under the Save on Energy brand. Through these programs, as well as changes to codes and standards, Ontario has saved 9.9 billion kilowatt-hours (kWh) of electricity in the past 10 years.

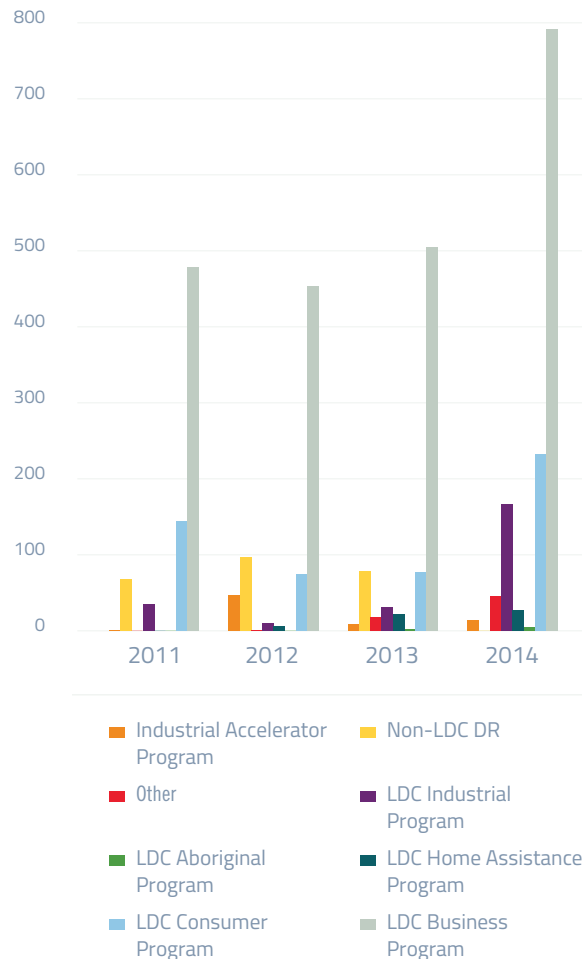
The 2011-2014 conservation results show just how powerful and effective a broad commitment to conserve can be in helping Ontario reduce its demand for electricity. Between 2011 and 2014, the Save on Energy suite of programs reduced total electricity consumption in the province by 6,553 gigawatt-hours (GWh), exceeding the energy-savings target set by the government by nearly 10 percent.

Capability-building remains an important contributor to the sector's conservation successes, ensuring that a skilled network of professionals exists to deliver energy-efficiency and conser-

In addition to participating in the Save on Energy suite of conservation programs, Vision Extrusions is also part of the Industrial Conservation Initiative, through which the company proactively manages its peak demand on a real-time basis.

2011-2014 INCREMENTAL ANNUAL ENERGY SAVINGS

Energy Savings (GWh)



Energy savings achieved through the local distribution company (LDC) Business Program stream outpaced all other Save on Energy program categories between 2011 and 2014.



vation services where and when they're needed. In that way, they can support system reliability, help businesses manage their energy use and stay competitive, and help families improve the comfort and efficiency of their homes.

Ensuring those individuals involved in conservation-oriented activities are aware of industry-identified, tested and proven best practices is an important success factor. More than 5,000 people participated in IESO-supported training programs between 2011 and 2014. Spanning a number of areas related to energy efficiency, these programs and courses included Certified Energy Manager training; building operator certification; HVAC installation optimization;

Certified Measurement & Verification Professional training; and low-rise residential builder and construction trades training, among others.

Training is just one aspect of the IESO's multi-dimensional efforts to foster and promote a culture of conservation. By the time the 2011-2014 framework ended, 2,100 energy audits had been executed, 30,000 retrofit projects had been completed, 81,000 small business lighting projects had been completed and 9.9 million Save on Energy coupons had been redeemed to purchase energy-saving products such as ENERGY STAR certified light bulbs and ceiling fans, programmable thermostats, lighting control devices, advanced power bars and outdoor clotheslines. →

COLLABORATING FOR SUCCESS

Ontario's 70+ local distribution companies (LDCs) are learning that tackling common issues together can result in better solutions.

LDCs have collaborated on marketing and promotional activities in the past, and the IESO is actively encouraging them to broaden their collaborative efforts to achieve greater efficiencies in administration as well as program design and delivery. Launched in 2015, the LDC Collaboration Fund has a total budget of \$25 million, which will be committed over the six-year duration of the Conservation First Framework. The fund is designed to encourage deeper collaboration on program delivery among two or more LDCs and support LDC-led working groups' efforts to design new province-wide conservation and demand management (CDM) programs.

By the end of 2015, the IESO had approved 14 projects involving 35 LDCs on the basis of six key funding principles: accountability, fairness and consistency, transparency, ratepayer value, actionability and innovation. With this funding, LDCs will be able to better mitigate the risks involved in the first years of delivering new training and educational content to their customers and channel partners, engaging new energy managers across multiple service territories, and undertaking joint procurements for legal, consulting and engineering services. In addition, province-wide working groups will be able to engage professional support to help them design new initiatives.

LDCs may also use Collaboration Fund support to work with partners in the natural gas sector in an effort to find new ways to deliver services efficiently to shared customers, whether they are residential, mid-sized and large industrial, or commercial and institutional consumers.

In this way, collaboration among LDCs and between electric and gas utilities is expected to drive greater administrative efficiencies, enhance information sharing and foster stronger working relationships across the sector, leading to measurable results and desired outcomes.



SAVE ON ENERGY POWERS A BRIGHT FUTURE FOR ONTARIO

It's time to reframe the conversation about conservation. In recent years, most Ontarians have focused on the financial benefits of energy efficiency. But as people will soon be reminded, saving energy means a lot more than just saving money.

A multi-channel media campaign involving traditional and social media will focus, instead, on demonstrating some of the other, unexpected benefits of energy performance improvement, such as more comfortable homes; more efficient, competitive businesses; and more sustainable communities.

After years spent building awareness and support for the Save on Energy (SOE) suite of programs, the IESO will be working with local distribution companies (LDCs) and other sector partners over the coming months to explore how electricity users of all types can leverage energy savings to power what's next – however they define “next.”

At the core of the Conservation First Framework is the idea of optimizing the use of existing resources to ensure Ontario's energy needs are met in the most cost-effective ways possible. By avoiding the costs associated with building new generation, transmission and/or distribution infrastructure, demand-side measures including conservation, energy efficiency and demand response will help Ontario achieve the ambitious conservation targets of 30 terawatt-hours by 2032 set out in the 2013 Long-Term Energy Plan.

Both collectively and individually, Ontario's electricity consumers stand to benefit from more energy-efficient homes, businesses, arenas, hospitals, schools, water treatment plants and other public buildings. And with the help of LDCs, which are responsible for local efforts and promoting SOE incentives within their respective service territories, they'll be able to start visualizing what comes next.

A NEW FRAMEWORK FOR CONSERVATION

With the conclusion of the earlier framework and the introduction of the six-year Conservation First Framework (CFF), 2015 was a year of transition – not just for the IESO, the lead agency charged with delivering on the government's conservation agenda. It was also transitional for local distribution companies (LDCs), retailers, contractors and other partners involved in the design, development, implementation and evaluation of Ontario's conservation programs.

The CFF implementation resulted from extensive consultations between the various agencies involved in the sector, LDCs, gas utilities and others. It's intended to provide utilities with long-term stable funding and budgets; encourage cost-effective electric

utility conservation plans; enable greater electric utility autonomy; make province-wide programs available for delivery; ensure sufficient flexibility to align conservation programs with local needs; support streamlined approvals and administrative requirements; encourage innovation; and drive regional and natural gas utility collaboration.

By the end of 2015, the IESO had reviewed and conditionally approved all but one of the 42 conservation and demand management (CDM) plans submitted by Ontario's LDCs. Through these plans, LDCs describe how they plan to achieve their individual CDM targets, which are assessed on the basis of each LDC's share of total demand. By the time the CFF sunsets on December 31, 2020, total consumption in the province is targeted to have dropped

by seven terawatt-hours (TWh) through LDC-delivered programs, and an additional 1.7 TWh of savings achieved through the Industrial Accelerator Program for large, transmission-connected customers.

Through the CFF, the IESO aims to reach electricity consumers of all stripes to help them understand the full value of conservation. While it's easy for consumers to see how conservation can benefit them personally, it's often less clear to end-users that conservation now plays an essential role in the IESO's grid-related planning and operational functions – such as the potential for conservation to meet local system needs and defer investments in other, potentially more costly infrastructure. More than that, conservation is also an important consideration

as communities in many parts of the province deal with rapid population growth coupled with increased demand from the energy-consuming devices, appliances and systems that make up the ever more connected home.

For residential users, conservation behaviours can be motivated by a number of factors – financial, environmental and social. For most business owners, managers and operators, saving money is the main driver behind saving energy. But as they're learning, energy efficiency doesn't just reduce consumption, it can also enhance building performance, reduce maintenance costs and lost productivity resulting from equipment downtime, and support improved operational outcomes – all while contributing to a more sustainable society.

THE DRIVE TO ENERGY EFFICIENCY

For many of Ontario's large industrial electricity consumers, reducing or shifting their usage can provide a big boost to the bottom line. To help achieve their objectives, a growing number are looking to the IESO's Industrial Accelerator Program (IAP), which is designed to help eligible transmission-connected companies fast-track major energy-efficiency projects.

Weyerhaeuser Company Limited, a global forest products company specializing in timberlands, wood products and cellulose fibre, is a case in point. At the company's mill in Kenora, Weyerhaeuser employees make every effort to help the company remain competitive by reducing costs and improving operating efficiencies in the laminated strand lumber manufacturing process.

TimberStrand® is a unique engineered lumber product used to make framing and structural materials for residential construction and in commercial applications such as millwork and concrete forms. The Kenora press can produce billets of TimberStrand® that are eight feet wide by 64 feet long and up to 3.5 inches thick. The billet can then be sawn into any combination of widths and lengths for sale to customers.

As part of the IAP-funded project, variable frequency drives were installed on 10 fan motors, allowing the flow to be controlled by adjusting the fan speed to meet process requirements, as opposed to running the fans at full speed and adjusting the flow with dampers.

Running fans at different speeds resulted in substantial savings at the Kenora plant. Cumulative annual energy savings have exceeded 6,500 megawatt-hours (MWh) for the 4,160-volt motors ranging from 350 to 500 horsepower. Weyerhaeuser tapped into an IAP incentive that approached \$1.5 million, which included a detailed engineering study that was completed before equipment upgrades began.

To further control its energy costs, Weyerhaeuser was also the first transmission-connected participant to hire an IAP-funded energy manager – a new element of the program that came into effect in June 2015. Energy managers are on-the-ground resources who can identify conservation opportunities and champion strategic energy management practices within one or more organizations.

Within the first three months alone, Weyerhaeuser's energy manager had identified potential electrical energy savings in excess of 2,000 MWh for each of the next two years. The money and energy saved through these projects will help support the organization as it builds on the conservation successes it has already realized, not just with electricity but also with natural gas, diesel and propane.

With the help of the IESO's Industrial Accelerator Program, Weyerhaeuser installed variable frequency drives on 10 fan motors at its mill in Kenora, resulting in cumulative annual energy savings in excess of 6,500 megawatt-hours.



Through the **Conservation First Framework**, the IESO is working with local utilities to reduce electricity consumption in Ontario by

7
terawatt-hours
by the end of 2020.

CONSERVATION AND THE NEW ENERGY ECOSYSTEM

Going forward, the conservation landscape in Ontario will be defined by a number of converging factors, including connectivity, collaboration, decentralization, flexibility and analytics. Social benchmarking, for example, has already become an important tool in helping users understand – and change – their energy consumption patterns.

Given the breadth of its mandate and its relationships, the IESO already plays a critical integrative role, bringing individuals and institutions together. Since 2005, the IESO has also played a leading role in funding research and development into new, innovative technologies, energy management practices and programs, through the Conservation Fund (see pages 17-18). The IESO will continue to invest in technologies and solutions that have the potential to deliver cost-effective energy-efficiency solutions for Ontarians, and will go even further to make energy efficiency and conservation standard business practices and common household norms.

Although the Conservation Fund is the most visible of its programs, the IESO offers a range of funding programs to help make Ontario's electricity system cleaner, greener and smarter. With a focus on education, capacity building and community energy planning, these programs support Aboriginal communities, municipalities, public sector entities and co-operatives in the design and delivery of renewable energy and conservation initiatives.

Going forward, the IESO will continue to engage a broad spectrum of stakeholders, including First Nations and Métis communities, through formal as well as informal mechanisms. It will also encourage Ontarians to share their ideas, experiences and opinions. In doing so, the IESO hopes to ensure that conservation programs and initiatives are well designed and effective, and evolve in lockstep with new technologies and new market mechanisms. 🌐

THE RACE TO REDUCE ENERGY CONSUMPTION

A little friendly competition – and some bragging rights – can go a long way in motivating people to reduce their electricity usage. It can also support the creation of benchmarks against which others can compare their own consumption, and drive a deeper understanding of energy-related usage patterns.

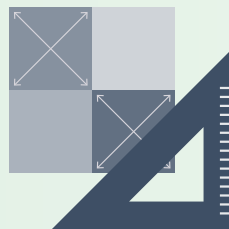
With seed funding from the IESO's Conservation Fund in 2009, CivicAction's Race to Reduce kicked off in 2011 and concluded in 2014. The energy reduction competition challenged landlords and tenants in the Greater Toronto and Hamilton Area (GTHA) to work together to collectively reduce energy use in office buildings by at least 10 percent over a four-year period. The initiative offered annual awards, supported a focus on results-based performance, and encouraged competing participants to share their experiences of what worked.

When final results were revealed in November 2015, it became apparent the program was a huge hit. There was a drop of close to 193 million equivalent kilowatt-hours (ekWh) or 12.1 percent in collective energy use over four years, far surpassing the initial stretch target. By CivicAction's estimates, that's equivalent to taking more than 4,200 cars off the road and putting \$13.7 million back into office landlords' and tenants' pockets.

The Race to Reduce, one of the largest regional energy challenges in the world, involved:



196
BUILDINGS



69
MILLION
SQUARE FEET

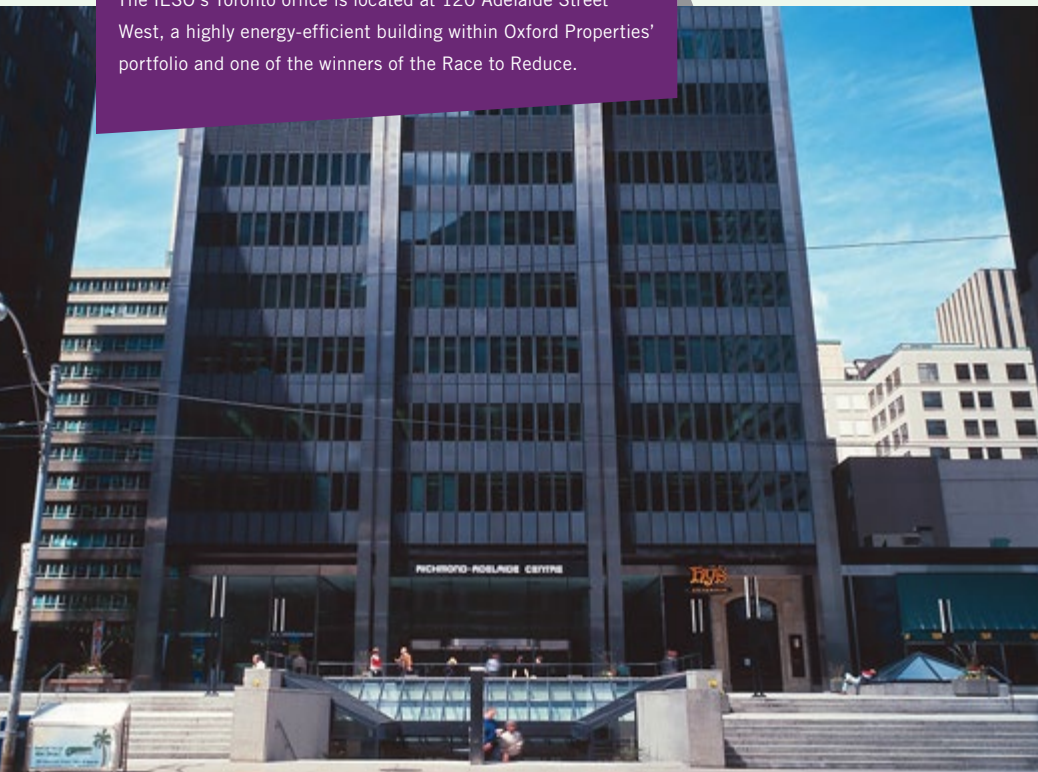
The Race to Reduce became one of the largest regional energy challenges in the world, with 196 buildings participating in the program, representing more than 69 million square feet or 42 percent of the commercial office space in the GTHA. Twenty-one of these buildings reduced their energy use by more than 20 percent, with Oxford Properties Group's Richmond-Adelaide Centre in Toronto – home to the IESO's corporate offices – cutting its energy consumption by 35 percent over the span of the race.

Early on in the process, CivicAction identified the four most common barriers to energy efficiency in office buildings. They include a lack of good data to understand a building's energy use and where it stands in relation to others and industry standards; a lack of knowledge of what buildings are capable of and what others have done successfully; a lack of information on the tenant business case for energy-efficiency investments; and a lack of effective communication among landlords and tenants concerning energy efficiency.

Although it delivered other important benefits, the greatest legacy of the Race to Reduce is the establishment of a baseline for measurement and comparison going forward. As part of the initiative, the IESO required the use of ENERGY STAR Portfolio Manager, an established online tool for energy management created by the U.S. Environmental Protection Agency to measure and track energy and water consumption, as well as greenhouse gas (GHG) emissions. The platform can be used to benchmark the performance of one building or a portfolio of buildings, all in a secure online environment. It can be used for buildings of all types – whether they're industrial, commercial, institutional, multi-unit residential or social housing.

Having all the information that was compiled during the Race to Reduce in one central, accessible location will take on increasing importance as energy-related reporting requirements spread to Ontario's commercial building sector – something broader public sector organizations have had to do since July 1, 2013, when they were required to submit and publish their first annual energy use and GHG report, as per O. Reg. 397/11.

The IESO's Toronto office is located at 120 Adelaide Street West, a highly energy-efficient building within Oxford Properties' portfolio and one of the winners of the Race to Reduce.



CREDIT: Photo courtesy of Simple Energy



The Ghosal family participated in the Community Energy Challenge, a social benchmarking program delivered by Milton Hydro and Simple Energy designed to encourage behaviour-based energy conservation results.

Competition is certainly not limited to the commercial sector. A growing number of residential customers are learning that it pays to pay attention to energy consumption. With the proliferation of real-time (or near-real-time) data related to other aspects of day-to-day living, it's no wonder electricity consumption is coming under increased scrutiny. Whether you're measuring progress towards health goals with a physical activity tracker, avoiding traffic with a GPS device, monitoring your home security with a wireless alarm system, or viewing yesterday's electricity usage at your home, the common thread is data – and the information it provides.

On a societal level, our access to data is unprecedented. It offers the promise of intelligence. Engaged electricity consumers can monitor a broad array of variables, not just about their own consumption but about conditions on the power system as a whole. In some cases, they can even compare themselves to their neighbours to see who runs the more energy-efficient household. This information, in turn, has led to better decision making about when and how to use electricity.

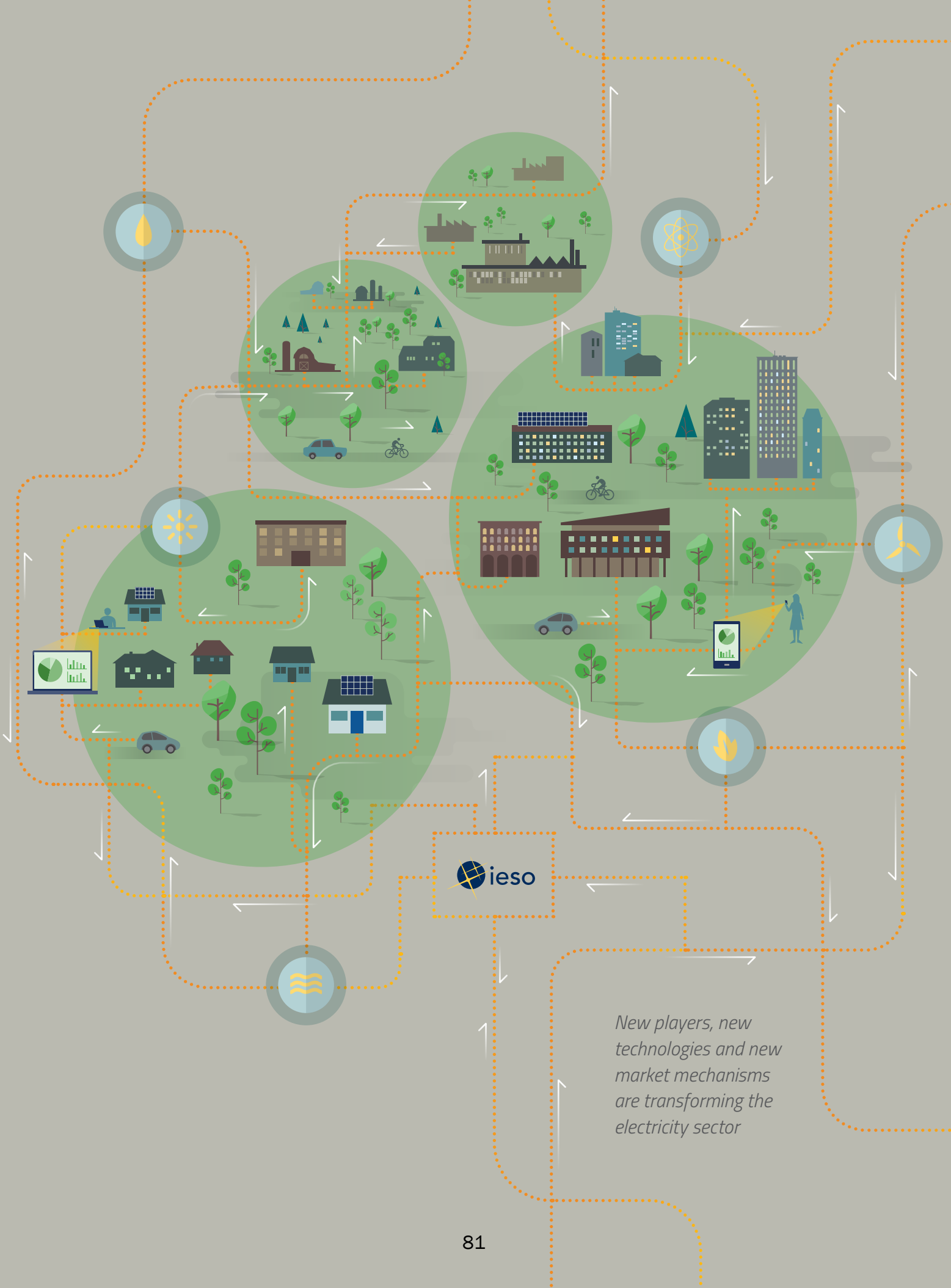
With a broad mandate to enable innovation in electricity conservation and demand management (CDM), the IESO's Conservation Fund supports work in the residential arena as well as the industrial and commercial space. With an annual budget of \$9.5 million and a program management approach that's coordinated with other funding bodies and industry experts, the Conservation Fund and its projects continue to influence the evolution of CDM efforts across Ontario.

One of the most successful of these efforts is residential social benchmarking, the goal of which is to cost-effectively reduce total residential electricity consumption by providing consumers with information-based tools that enable them to compare their home's energy performance to that of another home or group of homes. Social benchmarking was identified in the government's 2013 Long-Term Energy Plan, as well as its 2014 conservation discussion document, Conservation First: A renewed vision for energy conservation in Ontario, as an idea with great potential.

Initially, three local distribution companies (LDCs) took part in separate projects testing separate concepts. Along with their private

sector partners – Opower and Simple Energy – Hydro One, Horizon Utilities and Milton Hydro enrolled 110,000 customers in three unique benchmarking projects. To address Ontarians' varying access to technology, as well as the variety of approaches that can motivate residential conservation behaviour, several service approaches were tested. Each project was designed to leverage electricity consumption data and motivate measureable changes in consumption behaviour.

While final, verified results are not yet available, early results showed sufficient promise that more than 20 LDCs included social benchmarking as one element of their respective CDM plans under the 2015-2020 Conservation First Framework.



Operating for Today while Preparing for Tomorrow

As in many jurisdictions, the IESO and its industry partners are dealing with the confluence of several simultaneous developments related to how electricity is produced, transported and consumed.

On the supply side, significant investments are being made in renewable resources, both transmission-connected and distribution-connected. The growth in distributed energy resources is coming under increasing scrutiny as system operators and local utilities address the complexities associated with facilitating and managing two-way flows of electricity on transmission and distribution lines that were designed for one-way flows. Adding to the challenge is the need for re-investment as the system ages.

The IESO now manages more than 25,000 contracts worth in excess of \$61 billion in private investment. Under currently directed procurements and other procurement initiatives, over 2016 the IESO expects to start managing more than 1,000 additional contracts for renewable resources, including a large number of potential microFIT contracts, and potential Energy from Waste projects. Both the IESO and its counterparts expect the IESO's contract management teams to administer all generation, conservation, demand response, ancillary service and capacity contracts in a consistent and fair fashion, respecting the obligations arising from these contractual relationships.

On the demand side, electricity consumers are becoming more engaged — an engagement that's being enabled by a broad range of emerging technologies that allow them to monitor, control and change their energy consumption behaviour. There's a wealth of energy data to be leveraged, and many new players have developed products, services and business models premised on the intelligence that big (and small) data can offer.

And then there's the market through which supply and demand are optimized. While the existing market design has generally served Ontario well for the past 13 years, and has enabled the integration and reliable management of all the new forms of supply, there is room for improvement. ➔

Conestoga Cold Storage will be providing one megawatt of demand response in the DR Pilot, curtailed through the automated modulation of refrigeration equipment temperature, lighting and other plant load.



LEVERAGING DEMAND-SIDE RESOURCES

January 1, 2015, marked the start of the IESO's expanded mandate. The IESO is now responsible for 20-year planning outlooks as well as real-time operations – and every timeframe in between. In an effort to ensure the continued reliability of Ontario's power system, and the efficiency of the wholesale market in which the price of electricity is set, the IESO took several important steps in 2015 to prepare the province for the future.

One such step was the further integration of demand-side resources. Over the past few years, the IESO has made a concerted effort to broaden the role of demand-side participants in meeting Ontario's evolving energy needs. One of the most effective ways is through demand response (DR), which involves end-users changing

(usually reducing and/or shifting) their electricity consumption in response to market prices and/or signals from the system operator, whether directly or through an aggregator.

Transitioning DR from a contract-based approach to a market-based mechanism began with the conversion of the DR3 program to the Capacity-Based Demand Response program. But that was just the first step of a multi-phase process that could evolve into a broader capacity auction through which demand-side resources would have the opportunity to compete against other capacity providers.

With active engagement from across the sector, the IESO conducted its first-ever annual DR auction in December 2015 (see pages 25-26). This was another competitive process through which demand-side resources were selected to

be available to reduce their electricity consumption in response to changing grid conditions. The auction successfully secured approximately 400 megawatts (MW) for the summer and winter seasons at clearing prices that are lower than previous DR programs. DR auctions will now run every year, providing an ongoing opportunity for new entrants to participate and compete against existing suppliers, and ensuring the best value for electricity consumers.

The auction also lays the foundation to meet the government's objective – laid out in the 2013 Long-Term Energy Plan – for DR to meet 10 percent of Ontario's peak demand by 2025. In undertaking the changes to DR, the IESO worked closely and collaboratively with the sector to evolve the current market and adapt to future needs, an effective model that will be used to implement other market development initiatives.

In 2015, the IESO ran a competitive process to procure up to 80 MW of DR through an innovative pilot program intended to yield some valuable new insights into how demand-side resources behave. Eligible respondents included medium to large wholesale and embedded electricity consumers as well as DR aggregators representing smaller industrial, commercial, institutional and/or residential consumers.

The successful proponents – a mix of existing and new entrants to the market – include five companies representing 20 projects ranging from one to 35 megawatts, located in communities around the province. Once they are in service, these projects will yield a better understanding of DR resources' ability to provide real-time responses to changes in demand during the day.

CREDIT: Photo by David Briggs

MICROGRIDS BRING THE PROMISE OF TOMORROW CLOSER

Americans are often known for their bold, entrepreneurial, “go big or go home” attitude. In the case of an initiative underway in Philadelphia, that attitude is propelling a highly ambitious, forward-looking energy project that many industry observers – including some here in Ontario – are watching with great interest.

The Navy Yard is a 1,200-acre urban development with a centrally located waterfront business campus that is home to more than 12,000 employees and 152 companies in the office, industrial, manufacturing, and research and development sectors. It is intended to serve as a catalyst for energy innovation and a model for sustainability.

Announced in 2013 and expected to be fully operational in 2016, the Navy Yard microgrid is part of the community’s 10-year energy master plan. With the support of major utility partners, as well as technology providers, the plan includes alternative and clean power generation and storage projects; dynamic time-of-use tariffs; energy efficiency and demand reduction incentives – all of which directly benefit the individual electric customers of the Navy Yard. The plan also includes the potential to provide access to regional energy markets managed by PJM Interconnection, a regional transmission operator whose functions are similar to those of the IESO.

At its simplest, a microgrid is an integrated, self-contained network of assets on a smaller scale than those found on the bulk power system. Microgrids generally comprise small-scale generation (often wind, solar or gas); end-use consumers that may

also offer other services including conservation, energy efficiency and demand response; energy storage devices; stations, lines, transformers and related infrastructure; plus sophisticated monitoring and control systems. A microgrid can usually operate in one of two modes: connected to the electricity system or disconnected from the grid, in what’s known as island mode.

In Ontario, microgrids are increasingly being developed by LDCs and their tech partners, and, in some cases, by non-utility third parties, for their ability to increase local resilience and support added reliability, especially during destructive and damaging storms. In addition, IESO analysis indicates that for remote communities where it is not economically feasible to connect to the grid, renewable generation that is integrated into community microgrids can help to avoid diesel generation.

Microgrids may also provide an opportunity for price arbitrage, through which energy may be withdrawn from the grid and stored when prices are low and reinjected when prices are high. From the system operator’s perspective, microgrids have the potential to regulate variations in voltage, frequency and power quality. And finally, they may also allow costly investments in other large-scale assets to be deferred.

Pilot projects and other tests are underway in many parts of the province, as LDCs as diverse as PowerStream, Hydro Ottawa, Veridian Connections, Oshawa PUC, Hydro One Remote Communities, Guelph Hydro and others seek to test microgrids’ capabilities and capitalize on their inherent promise.

POTENTIAL BENEFITS AND OPPORTUNITIES OF COMMUNITY MICROGRIDS*



Resilience

Mitigating the impact of power outages due to extreme weather events



Reliability

Support for overall electrical grid reliability and maximum customer “up time” can be offered through microgrids, at a cost



Sustainable Energy

Increased ability to connect and manage intermittent local renewable generation resources, such as solar or wind with energy storage



Economic

Leveraging on-site distributed generation may have the potential to reduce customer costs and boost overall system efficiency



Grid Support

Provision of system ancillary services if controlled, owned or operated by utility or system operator



Asset Optimization

Ability to connect and optimize diverse distributed energy resources as an integrated system with local control

Demand response is expected to meet

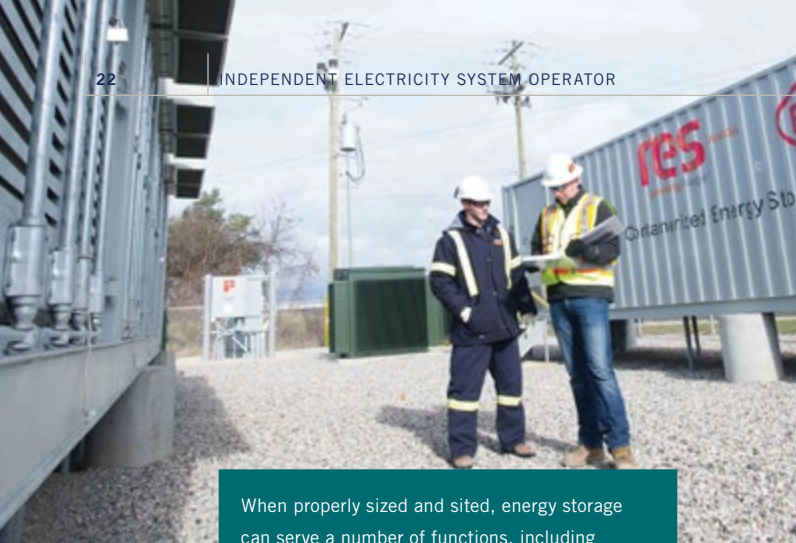
10%

of Ontario’s electricity needs by 2025.

For reliability purposes, two timeframes are of particular interest to the IESO: the morning ramp-up, when demand for electricity accelerates quickly, and the ramp-down period later in the day, when demand slackens following the afternoon or evening peaks. The IESO will evaluate the pilot projects’ performance to determine if DR can meet these requirements, which could avoid the need to dispatch generation to meet demand.

Leveraging the inherent responsiveness of electricity customers, and capturing the value of existing assets and infrastructure, will support the continued evolution of Ontario’s market and system during this period of industry-wide refocusing and reinvention. The IESO hopes to expand residential DR going forward, in an effort to amplify and expand the role that retail customers can play in supporting reliability and efficiency. →

* Courtesy of the MaRS Advanced Energy Centre,
www.marsdd.com/wp-content/uploads/2014/11/Future-of-Microgrids.pdf



When properly sized and sited, energy storage can serve a number of functions, including frequency regulation, a contracted service provided by RES Canada's battery storage facility in Central Strathroy.

STORAGE AND FLEXIBILITY

Another technology that could compete to meet capacity and other system needs is energy storage, often described as the Swiss Army knife of energy resources because of its multifunctional nature. Storage can serve a variety of functions and deliver a range of benefits, depending on the technology used and the location of the storage resource.

Each storage technology has different operating characteristics but across the various applications, storage has the potential to reduce congestion on transmission and distribution networks, allowing utilities to defer, or even avoid, expensive system upgrades; smooth out fluctuations of variable resources and bring added stability to the grid; provide reliability services that support voltage and frequency on the system; and absorb surplus generation when demand for electricity is low, re-injecting it into the system when demand is higher.

To better understand the role(s) storage could play in the future, the IESO undertook a two-phase procurement of storage resources. Once operational, phase one projects are expected to provide ancillary services, including frequency regulation and/or reactive support and voltage control, which are needed to maintain voltages and support the flow of electricity along power lines. By contrast, the projects selected in the second phase of the initiative are expected to have the ability to store energy during times when demand for electricity and prices are low and re-inject it into the grid during periods of greater need and higher prices.

The IESO is not alone in exploring the potential of storage in Ontario. Many of the planned storage projects will be connected to the distribution system, where they may be managed or controlled by one of Ontario's 70+ local distribution companies.

DEFENDING AGAINST CYBER THREATS

History has shown that when you're trying to protect your most valuable assets, you want to put up strong walls and have a good view of the surrounding landscape. This thinking seems to apply whether the assets are castles and fortresses, or systems and data.

To protect North America's integrated power system against emerging cyber threats, the North American Electric Reliability Corporation (NERC) surveyed the digital landscape and introduced reliability standards related to critical infrastructure protection. Now in their fifth iteration, these standards are known as CIP Version 5, or CIP5, and cover a range of cyber subjects, including security awareness, access controls, employee and contractor training, incident reporting and recovery planning.

In general terms, reliability standards are obligations imposed on certain market participants that own and/or operate infrastructure connected to North America's bulk power system, including system operators, transmission operators, generators, transmitters, distributors, large consumers and others. Reliability standards define the reliability requirements for planning, designing, building, operating and securing the high-voltage power system.

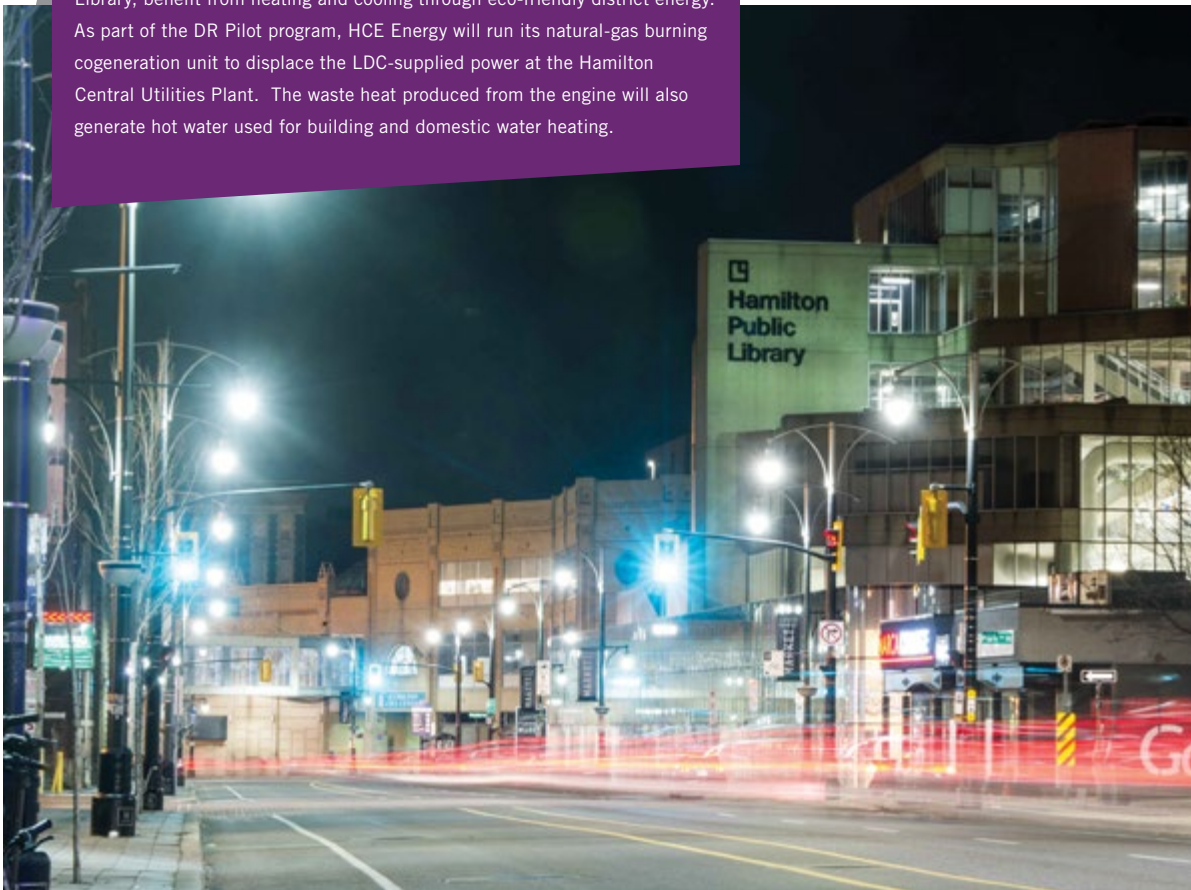
Over the past few years, the IESO has worked closely with market participants and other stakeholders – including national and international security agencies – to deepen the sector's understanding of cyber risks. The interconnected nature of the sector, and its physical and cyber assets, requires ongoing collaboration to achieve a holistic, consistent approach to securing Ontario's electricity infrastructure.

As the variety, volume and velocity of cyber threats continue to ramp up, organizations across North America are investing significant resources to assess and strengthen the measures taken to protect not just their information but also their operations and reputations.

With CIP5 standards coming into force on July 1, 2016, the IESO has invested in new processes, controls and technologies to ensure the company is compliant with the new standards. To support the sector as the in-force date approaches, the IESO also convened the CIP Standards Transition Forum, a peer-to-peer forum designed to provide all attendees with an opportunity to freely and confidentially discuss transition issues, and minimize the risk of cyber incidents.

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44524 (0851D8268136 (085424044+186039+817297
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(064739036895291965500) (08A)-:921344171558
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400!3289172972825219948291355293?<M<?>», * *

Both private and public buildings in Hamilton, including the Hamilton Public Library, benefit from heating and cooling through eco-friendly district energy. As part of the DR Pilot program, HCE Energy will run its natural-gas burning cogeneration unit to displace the LDC-supplied power at the Hamilton Central Utilities Plant. The waste heat produced from the engine will also generate hot water used for building and domestic water heating.



MARKET DEVELOPMENT PRINCIPLES

Working closely with the stakeholder community, the IESO has identified the need to evolve Ontario's electricity market to address known inefficiencies and lay the foundation for a more dynamic market that better serves the province going forward.

Meeting future needs efficiently – with a level playing field for all resources, whether providing energy, capacity, ancillary services, or operational flexibility – is one of the primary objectives spurring market development initiatives. And the province's current strong supply situation makes this an ideal time to consider market changes. 🌐

In working with its stakeholders, the IESO's market development initiatives will be underpinned by clear principles:

- 1 Stability**
Eliminate the need for ongoing “band-aid” solutions by addressing underlying design issues and providing enduring solutions
- 2 Transparency**
Work together with our stakeholders to continue to evolve the market in a practical manner
- 3 Flexibility**
Enhance ability to realize efficiencies and provide new opportunities for participants to help meet evolving system needs
- 4 Efficiency**
Reduce out-of-market payments and focus on delivering efficient outcomes through transparent competition
- 5 Certainty**
Provide clear, efficient price signals through stable, long-term, market-based mechanisms

DR AUCTION EXPANDS CONSUMER ROLE IN THE MARKET

Through the DR auction, the IESO
procured approximately

400 MW

of demand response from a mix of
aggregators and direct providers.

Ontario's electricity consumers already play an important role in helping to meet the province's need for flexible, responsive resources, but the mechanism through which some of their contributions are managed has taken on a new form.


The IESO announced the results of the province's first demand response (DR) auction in December 2015. DR involves changes in electricity consumption by end-use customers in response to high market prices or other signals, and is an essential element of Ontario's diverse supply mix. The auction was just the latest phase in the ongoing evolution of Ontario's electricity market and system – and marks an important transition from a multi-year, contract-based mechanism for procuring DR to an annual competitive, market-based solution. The culmination of several years of preparation and collaboration by the IESO, market participants and other stakeholders, the auction is a critical milestone in the evolution of Ontario's power system.

Like many other system operators – not just in North America but around the world – the IESO wants to leverage the inherent flexibility in consumption behaviour to meet Ontario's evolving energy needs. Competitive market mechanisms have proven to be a transparent and cost-effective way to select the least expensive DR providers while ensuring that all providers are held to the same performance obligations.

Seventeen organizations registered as DR auction participants in the months leading up to the auction. This diverse group of proponents included high-volume transmission-connected industrial, commercial and institutional users, and smaller consumers whose facilities are connected to low-voltage distribution systems and whose DR contributions are managed by an aggregator.

CREDIT: Photo courtesy of Gerdau





Gerdau is one of the participants in the IESO's first demand response (DR) auction, which ran in December 2015 and represents an important milestone in the transition from contract-based DR to market-based mechanisms.

Demand response provides much needed **flexibility to respond to changing system conditions** and needs.

Through the auction, demand-side resources were selected to be available to reduce their electricity consumption, as needed, during the summer of 2016 and winter of 2016/17 commitment periods. The successful auction participants include three aggregators, each of which will manage an integrated virtual network of smaller consumers, and four direct providers capable of modulating their respective energy consumption on demand. Total DR procured in each of the two periods is approximately 400 MW, which is roughly equivalent to the installed capacity of a peaking generator.

By reducing the output required from existing generators, and limiting the need to build new infrastructure, DR can lessen the overall impact of the electricity system on the environment – an important consideration as the province moves even further towards a lower carbon future.

For participants, funds earned through the auction are a welcome source of revenue, enhancing the competitiveness of Ontario firms. In addition, the auction provides

companies with a financial incentive to consider making changes to their operations and processes in order to become more efficient. It's a positive development for electricity consumers, too. They now have access to a cheaper, cleaner resource and suppliers that can monetize their ability to respond to system needs in real time.

The IESO spent much of 2015 meeting with stakeholders to design a DR product that could be integrated into the real-time energy market. This process involved representatives from across the electricity sector, including large industrial/commercial/institutional consumers, aggregators, generators, energy service providers, municipalities and local distribution companies, coming together to identify options.

Designing, testing and implementing the auction – with all the required changes to market rules, market manuals and market tools – in a compressed period of time took commitment on all sides. Employees from across the IESO, with specialists in market

development, operations, settlements, customer relations, finance and IT (among others), came together with the industry to collaboratively explore the potential impacts of different solutions. The objective of these discussions was to identify a market design, and market processes, that would deliver desired outcomes in a timely, transparent and cost-effective manner.

Through a competitive RFP process, experts at the University of Waterloo were engaged to help design the auction engine, a computational tool that processes the offers submitted by auction participants, selects the most economical offers based on predefined parameters or constraints, and then determines the auction results, including the DR auction clearing price and quantity.

Executive Leadership Team, Board of Directors and Advisory Committees to the Board

IESO ENGAGEMENT PRINCIPLES

1

Analyze Opportunities for Engagement

2

Ensure Inclusive and Adequate Representation

3

Provide Effective Communication and Information

4

Promote Openness and Transparency

5

Provide Effective Facilitation

6

Communicate Outcomes

7

Measure Satisfaction

EXECUTIVE LEADERSHIP TEAM

Bruce Campbell
President and Chief Executive Officer

JoAnne Butler
Vice-President, Market and Resource Development

Michael Lyle
Vice-President, Planning, Law and Aboriginal Relations

Kimberly Marshall
Vice-President, Corporate Services and Chief Financial Officer

Doug Thomas
Vice-President, Information and Technology Services and Chief Information Officer

Kim Warren
Vice-President, Market and System Operations and Chief Operating Officer

Terry Young
Vice-President, Conservation and Corporate Relations

BOARD OF DIRECTORS

Tim O'Neill
Chairman of the Board
Retired from BMO Financial Group, where he served as Executive Vice-President and Chief Economist; President of O'Neill Strategic Economics

Bruce Campbell
President and Chief Executive Officer
Independent Electricity System Operator

Cynthia Chaplin
Director
Former Vice-Chair of the Ontario Energy Board

Murray Elston
Director
Former Chair of the Electricity Distribution Panel; former President of the Canadian Nuclear Association; former Ontario Minister of Health

Susanna Han
Director
Chief Financial Officer
LiUNA Local 183

Ronald L. Jamieson
Director and Chair, Audit Committee
Retired from BMO Financial Group, where he was Senior Vice-President, Aboriginal Banking; Director, Nuclear Waste Management Organization and Denendeh Investments Inc.; Member, Order of Canada; Appointee, Order of Ontario

Margaret Kelch
Director and Chair, Human Resources and Governance Committee
Chair of the Conservation Committee, Nature Conservancy of Canada; former Board member of the Electrical Safety Authority and Guelph Hydro Electric Systems Inc.

Bruce Lourie
Director
President of Ivey Foundation; Director of the Consultative Group on Biological Diversity (San Francisco)

William Museler
Director
Former President and Chief Executive Officer of the New York Independent System Operator

Deborah S. Whale
Director
Vice-President, Clovermead Farms; Vice-Chair of Ontario Farm Products Marketing Commission

Carole Workman
Director
Chair of Ottawa Hospital Board of Directors; Board member of Allstate Insurance of Canada; former Director of Hydro Ottawa and several other organizations

STAKEHOLDER ADVISORY COMMITTEE (SAC)

Brian Bentz (Chair)

*President and
Chief Executive
Officer*

PowerStream

REPRESENTING:

Distributors and
Transmitters

Steve Baker

*President
Union Gas Limited*

REPRESENTING:

Related Businesses/
Services

John Beaucage

*Principal
Counsel Public
Affairs Inc.*

REPRESENTING:

Ontario Communities

Darlene Bradley

*Director,
Technical Services
Hydro One
Networks Inc.*

REPRESENTING:

Distributors and
Transmitters

Jack Burkom

*Senior Vice President,
Commercial
Development
Brookfield Energy
Marketing Inc.*

REPRESENTING:

Related Businesses/
Services

David Butters

*President and
Chief Executive
Officer
Association of Power
Producers of Ontario*

REPRESENTING:

Generators

Jared Donald

*President
Synergist Energy*

REPRESENTING:

Generators

Julie Girvan

*Consumers Council
of Canada*

REPRESENTING:

Consumers

Valerie Helbronner

Partner

Torlys LLP -

Infrastructure

and Energy Practice

REPRESENTING:

Generators

Geoff Lupton

Director, Energy

Fleet and Traffic

City of Hamilton

REPRESENTING:

Ontario Communities

Rob Mace

President and

Chief Executive

Officer

Thunder Bay Hydro

Electricity

Distribution Inc.

REPRESENTING:

Distributors and

Transmitters

Mark Schembri

Vice President,

Supermarket

Systems and

Store Maintenance

Loblaw Properties

Limited

REPRESENTING:

Consumers

James Scongack

Vice President,

Corporate Affairs

Bruce Power

REPRESENTING:

Generators

Ersilia Serafini

(Vice Chair)

President

Summerhill

REPRESENTING:

Ontario Communities

Paul Shervill

*Vice President,
Strategic Initiatives*

Rodan Energy

REPRESENTING:

Related Businesses/
Services

Adam White

President

Association of

Major Power

Consumers of Ontario

REPRESENTING:

Consumers

Todd Wilcox

*Chief Operating
Officer*

North Bay Hydro

REPRESENTING:

Distributors and
Transmitters

Terry Young

Vice President,

Conservation and

Corporate Relations

Independent

Electricity

System Operator

REPRESENTING:

IESO

TECHNICAL PANEL (TP)

Chuck Farmer

(Chair)

Director,

Conservation and

Demand Planning

Independent

Electricity System

Operator

Shelly Cunningham

Senior Vice-President,

Engineering Services

PowerStream Inc.

REPRESENTING:

Distributors

David Dent

Manager, Strategic

and Power Markets

Union Gas Limited

REPRESENTING:

Natural Gas

Barbara Ellard

Director, Markets

Independent

Electricity System

Operator

REPRESENTING:

IESO

Paul Huebener

Managing Director

DIF Management

REPRESENTING:

Financial Industry

Brian Kelly

Manager, Market

Affairs

TransCanada

Energy Ltd.

REPRESENTING:

Generators

Robert Lake

REPRESENTING:

Residential

Consumers

Martin Longlade

REPRESENTING:

Industrial Consumers

Luis Marti

Director, Reliability

Studies, Strategy

and Compliance

Hydro One Networks

REPRESENTING:

Transmitters

Peter Rowles

Principal

ICF Marbek

REPRESENTING:

Commercial

Consumers

Yannick Vennes

Deputy Compliance

Officer – Wholesale

Markets,

Legal Affairs

Department

Hydro-Québec

Production

REPRESENTING:

Retailers and

Wholesalers

Bill Wilbur

Director, Generation

and Revenue

Planning

Ontario Power

Generation

REPRESENTING:

Generators

ONTARIO ENERGY**BOARD LIAISON:****David Brown**

Senior Policy Advisor,

Wholesale Power

Policy, Regulatory

Policy Development

Ontario Energy Board

TECHNICAL PANEL**SECRETARIAT:****John Rattray**

Susan Harrison

Independent Electricity System Operator
1600–120 Adelaide Street West
Toronto, ON M5H 1T1

Phone: 905.403.6900
Toll-free: 1.888.448.7777
Email: customer.relations@ieso.ca

ieso.ca

 @IESO_Tweets

 OntarioIESO

 [linkedin.com/company/ieso](https://www.linkedin.com/company/ieso)



2015 ANNUAL REPORT

Financial Statements



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2	Independent Auditors' Report
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Management Report

Management's Responsibility for Financial Reporting

The accompanying financial statements of the Independent Electricity System Operator are the responsibility of management and have been prepared in accordance with Canadian public sector accounting standards. The significant accounting policies followed by the Independent Electricity System Operator are described in the Summary of Significant Accounting Policies contained in Note 2 in the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgement, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods. The financial statements have been prepared within reasonable limits of materiality and in light of information available up to March 9, 2016.

Management maintained a system of internal controls designed to provide reasonable assurance that the assets were safeguarded and that reliable information was available on a timely basis. The system included formal policies and procedures and an organizational structure that provided for the appropriate delegation of authority and segregation of responsibilities.

These financial statements have been examined by KPMG LLP, a firm of independent external auditors appointed by the Board of Directors. The external auditors' responsibility is to express their opinion on whether the financial statements are fairly presented in accordance with generally accepted accounting principles in Canada. The Auditors' Report, which follows, outlines the scope of their examination and their opinion.

INDEPENDENT ELECTRICITY SYSTEM OPERATOR

On behalf of management,



Bruce Campbell
President, Chief Executive Officer
Toronto, Canada
March 9, 2016



Kimberly Marshall
Vice-President, Corporate Services
and Chief Financial Officer
Toronto, Canada
March 9, 2016

Independent Auditors' Report

To the Board of Directors of the Independent Electricity System Operator (IESO)

We have audited the accompanying financial statements of IESO, which comprise the statement of financial position as at December 31, 2015, the statements of operations and accumulated deficit, remeasurement gains and losses, change in net debt and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of IESO as at December 31, 2015, and its results of operations and the changes in its net debt and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants, Licensed Public Accountants

March 9, 2016
Waterloo, Canada

Statement of Financial Position

As at (in thousands of Canadian dollars)

December 31, 2015 December 31, 2014

	\$	\$
FINANCIAL ASSETS		
Cash and cash equivalents	14,715	31,340
Accounts receivable	33,199	23,054
Long-term investments (Note 3)	37,318	33,979
TOTAL FINANCIAL ASSETS	85,232	88,373
LIABILITIES		
Accounts payable and accrued liabilities (Note 4)	48,868	51,163
Accrued interest on debt	315	364
Rebates due to market participants (Note 5)	9,595	–
Debt (Note 6)	90,000	129,000
Accrued pension liability (Note 7)	36,062	36,943
Accrued liability for employee future benefits other than pension (Note 7)	84,501	79,914
TOTAL LIABILITIES	269,341	297,384
NET DEBT	(184,109)	(209,011)
NON-FINANCIAL ASSETS		
Net tangible capital assets (Note 8)	103,716	99,549
Prepaid expenses	6,197	6,170
TOTAL NON-FINANCIAL ASSETS	109,913	105,719
ACCUMULATED SURPLUS/(DEFICIT)		
Accumulated deficit from operations (Note 5)	(81,854)	(109,654)
Accumulated remeasurement gains	7,658	6,362
ACCUMULATED DEFICIT	(74,196)	(103,292)

On behalf of the Board:



Tim O'Neill
Chair
Toronto, Canada



Ron Jamieson
Director
Toronto, Canada

Statement of Operations and Accumulated Deficit

For the year ended December 31 (in thousands of Canadian dollars)

	2015	2015	2014
	Budget \$	Actual \$	Actual \$
IESO CORE OPERATIONS			
System fees	181,200	180,504	160,968
Other revenue (Note 9)	3,000	5,377	6,272
Interest and investment income	1,000	1,430	2,798
Core operation revenues	185,200	187,311	170,038
Compensation and benefits	(105,212)	(104,994)	(115,225)
Professional and consulting	(22,117)	(21,555)	(19,101)
Operating and administration	(33,661)	(34,911)	(34,352)
Core operating expenses	(160,990)	(161,460)	(168,678)
Amortization	(18,700)	(17,933)	(16,583)
Net interest	(1,388)	(1,610)	(832)
Core expenses	(181,078)	(181,003)	(186,093)
IESO-OPA amalgamation expenses	–	–	(10,883)
Core operations annual surplus/(deficit)	4,122	6,308	(26,938)
MARKET SANCTIONS AND PAYMENT ADJUSTMENTS			
Market sanctions and payment adjustments	–	6,021	2,687
Compensation and benefits	(2,984)	(3,094)	(2,554)
Professional and consulting	(1,515)	(1,351)	(1,677)
Operating and administration	(73)	(114)	(132)
Customer education and market enforcement expenses	(4,572)	(4,559)	(4,363)
Market sanctions and payment adjustments annual surplus/(deficit)	(4,572)	1,462	(1,676)
SMART METERING ENTITY			
Smart metering charge	45,207	46,215	45,735
Compensation and benefits	(3,463)	(2,607)	(2,882)
Professional and consulting	(19,242)	(14,902)	(16,169)
Operating and administration	(2,386)	(4,200)	(2,958)
Smart metering operating expenses	(25,091)	(21,709)	(22,009)
Amortization	(3,716)	(3,524)	(4,543)
Net interest	(3,048)	(952)	(1,317)
Smart metering expenses	(31,855)	(26,185)	(27,869)
Smart metering entity annual surplus	13,352	20,030	17,866
ANNUAL SURPLUS/(DEFICIT)	12,902	27,800	(10,748)
ACCUMULATED DEFICIT FROM OPERATIONS, BEGINNING OF PERIOD	(109,654)	(109,654)	(98,906)
ACCUMULATED DEFICIT FROM OPERATIONS, END OF PERIOD	(96,752)	(81,854)	(109,654)

Statement of Remeasurement Gains and Losses

For the year ended December 31 (in thousands of Canadian dollars)

	2015	2014
	Actual \$	Actual \$
ACCUMULATED REMEASUREMENT GAINS, BEGINNING OF PERIOD	6,362	4,144
UNREALIZED GAINS ATTRIBUTABLE TO:		
Foreign exchange – other	515	591
Portfolio investments (Note 3)	1,372	2,622
AMOUNTS RECLASSIFIED TO THE STATEMENT OF OPERATIONS:		
Foreign exchange – other	(591)	(178)
Portfolio investments	–	(817)
NET REMEASUREMENT GAINS FOR THE PERIOD	1,296	2,218
ACCUMULATED REMEASUREMENT GAINS, END OF PERIOD	7,658	6,362

Statement of Change in Net Debt

For the year ended December 31 (in thousands of Canadian dollars)

	2015	2015	2014
	Budget \$	Actual \$	Actual \$
ANNUAL SURPLUS/(DEFICIT)	12,902	27,800	(10,748)
CHANGE IN NON-FINANCIAL ASSETS			
Acquisition of tangible capital assets	(29,395)	(25,624)	(24,575)
Amortization of tangible capital assets	22,416	21,457	21,125
Change in prepaid expenses	–	(27)	(1,356)
TOTAL CHANGE IN NON-FINANCIAL ASSETS	(6,979)	(4,194)	(4,806)
NET REMEASUREMENT GAINS FOR THE PERIOD	1,023	1,296	2,218
CHANGE IN NET DEBT	6,946	24,902	(13,336)
NET DEBT, BEGINNING OF PERIOD	(209,011)	(209,011)	(195,675)
NET DEBT, END OF PERIOD	(202,065)	(184,109)	(209,011)

Statement of Cash Flows

For the year ended December 31 (in thousands of Canadian dollars)

	2015	2014
	\$	\$
OPERATING TRANSACTIONS		
Change in accumulated deficit		
Annual surplus/(deficit)	27,800	(10,748)
	27,800	(10,748)
Changes in non-cash items:		
Amortization	21,457	21,125
Pension expense	11,970	13,777
Other employee future benefits expense	6,901	8,166
Change in fair value of long-term investments	–	(1,100)
	40,328	41,968
Changes in non-cash balances related to operations:		
Change in accounts payable and accrued liabilities	(775)	(3,124)
Change in accounts receivable	(10,145)	1,870
Change in rebates due to market participants	9,595	(25,755)
Change in prepaid expenses	(27)	(1,356)
	(1,352)	(28,365)
Other:		
Contribution to pension fund	(12,851)	(11,973)
Payment of employee future benefits	(2,314)	(2,321)
	(15,165)	(14,294)
Cash provided by/(applied to) operating transactions	51,611	(11,439)
CAPITAL TRANSACTIONS		
Acquisition of tangible capital assets	(25,624)	(24,575)
Change in accounts payable & accrued liabilities	(1,569)	(152)
Cash applied to capital transactions	(27,193)	(24,727)
INVESTING TRANSACTIONS		
Sale/(purchase) of long-term investments	(1,967)	727
Cash provided by/(applied to) investing transactions	(1,967)	727
FINANCING TRANSACTIONS		
Issue/(retire) debt	(39,000)	4,800
Cash provided by/(applied to) financing transactions	(39,000)	4,800
INCREASE IN CASH AND CASH EQUIVALENTS	(16,549)	(30,639)
CASH AND CASH EQUIVALENTS – BEGINNING OF PERIOD	31,340	61,566
Unrealized foreign exchange gains/(losses) for the period	(76)	413
CASH AND CASH EQUIVALENTS – END OF PERIOD	14,715	31,340

Notes to Financial Statements

1. NATURE OF OPERATIONS

a) The Independent Electricity System Operator (IESO) is a not-for-profit, non-taxable, corporation established pursuant to Part II of the *Electricity Act, 1998*. The predecessor Independent Electricity System Operator and the Ontario Power Authority (OPA) were amalgamated by statute effective on January 1, 2015, and continued as the Independent Electricity System Operator. As set out in the *Electricity Act, 1998*, the IESO operates pursuant to a licence granted by the Ontario Energy Board (OEB). The amalgamation was effected pursuant to Bill 14, *Building Opportunity and Securing Our Future Act (Budget Measures), 2014*, which received Royal Assent on July 24, 2014. Schedule 7 of the Bill amended the *Electricity Act, 1998*, by amalgamating the two predecessor corporations and by continuing them as the Independent Electricity System Operator. The transitional provision, dealing with corporate matters, provides, among other things, that the predecessor IESO and OPA cease to exist as entities separate from the amalgamated IESO and all their rights, properties and assets become the rights, properties and assets of the amalgamated IESO, as do all outstanding debts, liabilities and obligations of the predecessor IESO and OPA. Schedule 7 of Bill 14 came into force on January 1, 2015. The objects of the IESO as contained in the *Electricity Act, 1998*, and Ontario Regulation 288/14 are as follows:

- to exercise the powers and perform the duties assigned to it under this Act, the regulations, directions, the market rules and its licence;
- to enter into agreements with transmitters to give it authority to direct the operation of their transmission systems;
- to direct the operation and maintain the reliability of the IESO-controlled grid to promote the purposes of this Act;
- to participate in the development by any standards authority of criteria and standards relating to the reliability of the integrated power system;
- to establish and enforce criteria and standards relating to the reliability of the integrated power system;
- to work with the responsible authorities outside of Ontario to co-ordinate the IESO's activities with the activities of those authorities;
- to operate the IESO-administered markets to promote the purposes of this Act;
- to engage in activities related to contracting for the procurement of electricity supply, electricity capacity and conservation resources;
- to engage in activities related to settlements, payments under a contract entered into under the authority of this Act and payments provided for under this Act or the *Ontario Energy Board Act, 1998*;
- to engage in activities in support of the goal of ensuring adequate, reliable and secure electricity supply and resources in Ontario;
- to forecast electricity demand and the adequacy and reliability of electricity resources for Ontario for the short term, medium term and long term;
- to conduct independent planning for electricity generation, demand management, conservation and transmission;
- to engage in activities to facilitate the diversification of sources of electricity supply by promoting the use of cleaner energy sources and technologies, including alternative energy sources and renewable energy sources;
- to engage in activities in support of system-wide goals for the amount of electricity to be produced from different energy sources;

- to engage in activities that facilitate load management;
- to engage in activities that promote electricity conservation and the efficient use of electricity;
- to assist the Board by facilitating stability in rates for certain types of consumers;
- to collect and make public information relating to the short term, medium term and long term electricity needs of Ontario and the adequacy and reliability of the integrated power system to meet those needs; and
- to engage in such other objects as may be prescribed by the regulations.

b) The IESO was designated the Smart Metering Entity (SME) by Ontario Regulation 393/07 under the *Electricity Act, 1998*, on March 28, 2007. The regulation came into effect on July 26, 2007.

The objects of the Smart Metering Entity, as contained in the *Electricity Act, 1998*, are as follows:

- to plan and implement and, on an ongoing basis, oversee, administer and deliver any part of the smart metering initiative as required by regulation under this or any Act or directive made pursuant to sections 28.3 or 28.4 of the *Ontario Energy Board Act, 1998*, and, if so authorized, to have the exclusive authority to conduct these activities;
- to collect and manage and to facilitate the collection and management of information and data and to store the information and data related to the metering of consumers' consumption or use of electricity in Ontario, including data collected from distributors and, if so authorized, to have the exclusive authority to collect, manage and store the data;
- to establish, to own or lease and to operate one or more databases to facilitate collecting, managing, storing and retrieving smart metering data;
- to provide and promote non-discriminatory access, on appropriate terms and subject to any conditions in its licence relating to the protection of privacy, by distributors, retailers and other persons,
 - i. to the information and data referred to above, and
 - ii. to the telecommunication system that permits the Smart Metering Entity to transfer data about the consumption or use of electricity to and from its databases, including access to its telecommunication equipment, systems and technology and associated equipment, systems and technologies
- to own or to lease and to operate equipment, systems and technology, including telecommunication equipment, systems and technology that permit the Smart Metering Entity to transfer data about the consumption or use of electricity to and from its databases, including owning, leasing or operating such equipment, systems and technology and associated equipment, systems and technologies, directly or indirectly, including through one or more subsidiaries, if the Smart Metering Entity is a corporation;
- to engage in such competitive procurement activities as are necessary to fulfill its objects or business activities;
- to procure, as and when necessary, meters, metering equipment, systems and technology and any associated equipment, systems and technologies on behalf of distributors, as an agent or otherwise, directly or indirectly, including through one or more subsidiaries, if the Smart Metering Entity is a corporation;
- to recover, through just and reasonable rates, the costs and an appropriate return approved by the Ontario Energy Board associated with the conduct of its activities; and
- to undertake any other objects that are prescribed by associated regulation.

c) The IESO is required to submit its proposed expenditures, revenue requirements and fees for the coming year to the OEB for review and approval. The submission may be made only with the approval or deemed approval of the IESO business plan by the Minister of Energy (Minister).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Basis of financial statement preparation

The accompanying financial statements have been prepared on a going concern basis and in accordance with Canadian public sector accounting standards (PSAB) and reflect the following significant accounting policies.

The statements of financial position, operations and accumulated deficit, remeasurement gains and losses, changes in net debt, and cash flows for the year ended December 31, 2015, represent the activities of the IESO since inception on January 1, 2015. The comparative figures represent the pro-forma combined financial position and operations of the former IESO and OPA, as prepared under the accounting policies used in preparing the 2015 financial statements, as if the two entities had always operated as a single entity.

b) Revenue recognition

System fees earned by the IESO are based on approved rates for each megawatt of electricity withdrawn from the IESO-controlled grid (including scheduled exports) and embedded generation. System fees are recognized as revenue at the time the electricity is withdrawn. Rebates are recognized in the year in which the regulatory deferral account, before such rebates, exceeds regulated limits.

For 2015, the system fee for the newly amalgamated IESO was comprised of the combined rate calculations of the respective pre-amalgamation entities. Specifically, the former IESO rate base was calculated on electricity withdrawn from the IESO-controlled grid (including scheduled exports and embedded generation), whereas the former OPA rate base only considered Ontario electricity consumers. The IESO has submitted a rate case to the OEB for 2016 that proposes the use of one, consistent rate, based on electricity withdrawn from the IESO-controlled grid that includes scheduled exports and embedded generation.

These financial statements do not include the financial transactions of market participants within the IESO-administered markets.

Other revenue represents amounts that accrue to the IESO relating to investment income on funds passing through market settlement accounts, as well as application fees. Such revenue is recognized as it is earned.

Interest and investment income represents realized interest income and investment gains or losses on cash, cash equivalents, short-term investments and long-term investments.

Market sanctions represent funds received to offset payments disbursed related to penalties, damages, fines and payment adjustments arising from resolved settlement disputes.

c) Financial instruments

The IESO records cash and cash equivalents, investment portfolio and foreign currency exchange forward contracts at fair value. The cumulative change in fair value of these financial instruments is recorded in accumulated surplus as remeasurement gains and losses and is included in the value of the respective financial instrument shown in the statement of financial position and the statement of remeasurement gains and losses. Upon disposition of the financial instruments, the cumulative remeasurement gains and losses are reclassified to the statement of operations and all other gains and losses associated with the disposition of the financial instrument are recorded in the statement of operations. Transaction costs are charged to operations as incurred.

Cash and cash equivalents comprise cash, term deposits and other short-term, highly rated investments with original maturity dates of less than 90 days.

The IESO records accounts receivable, accounts payable and debt at amortized cost.

d) Tangible capital assets

Tangible capital assets are recorded at cost, which includes all amounts directly attributable to the acquisition, construction, development or betterment of the asset. The IESO capitalizes applicable interest as part of the cost of tangible capital assets.

e) Assets under construction

Assets under construction generally relates to the costs of physical facilities, hardware and software, and includes costs paid to vendors, internal and external labour, consultants and interest related to funds borrowed to finance the project. Costs relating to assets under construction are transferred to tangible capital assets when the asset under construction is deemed to be ready for use.

f) Amortization

The capital cost of tangible capital assets in service is amortized on a straight-line basis over their estimated service lives.

The estimated service lives in years, from the date the assets were acquired, are:

Class	Estimated Average Service Life 2015	Estimated Average Service Life 2014
Facilities	37	37
Market systems and applications	4 to 12	4 to 12
Infrastructure and other assets	4 to 7	4 to 7
Meter data management/repository	10	10

Gains and losses on sales or premature retirements of tangible capital assets are charged to operations.

The estimated service lives of tangible capital assets are subject to periodic review. The effects of changes in the estimated lives are amortized on a prospective basis. The most recent review was completed in fiscal 2015.

g) Pension, other post-employment benefits and compensated absences

The IESO's post-employment benefit programs include pension, group life insurance, health care, long-term disability and workers' compensation benefits.

The IESO accrues obligations under pension and other post-employment benefit (OPEB) plans and the related costs, net of plan assets. Pension and OPEB expenses and obligations are determined annually by independent actuaries using the projected benefit method and management's best estimate of expected return on plan assets, salary escalation, retirement ages of employees, mortality and expected health-care costs. The discount rate used to value liabilities is based on the expected rate of return on plan assets as at the measurement date of September 30.

The expected return on plan assets is based on management's long-term best estimate using a market-related value of plan assets. The market-related value of plan assets is determined using the average value of assets over three years as at the measurement date of September 30.

Pension and OPEB expenses are recorded during the year in which employees render services. Pension and OPEB expenses consist of current service costs, interest expense on liabilities, expected return on plan assets and the cost of plan amendments in the period. Actuarial gains/(losses) arise from, among other things, the difference between the actual rate of return on plan assets for a period and the expected long-term rate of return on plan assets for that period or from changes in actuarial assumptions used to determine the accrued benefit obligations. Actuarial gains/(losses) are amortized over the expected average remaining service life of the employees covered by the plan.

The expected average remaining service life of employees covered by the pension plans is 15 years (2014 – 13 years) and OPEB plans is 14.7 years (2014 – 14 years).

The IESO sick pay benefits accumulate but do not vest. The IESO accrues sick pay benefits based on the expectation of future utilization and records the accrual within accounts payable and accrued liabilities.

h) Foreign currency exchange

Transactions denominated in foreign currencies are translated into Canadian dollars at the rate of exchange prevailing on the date of the transaction. Items on the statement of financial position denominated in foreign currency are translated to Canadian dollars at the rate of exchange as of the financial statements date. The cumulative unrealized foreign currency exchange gains and losses of items continuing to be recognized on the statement of financial position are recorded in accumulated deficit as remeasurement gains and losses and shown in the statement of financial position and the statement of remeasurement gains and losses. Upon settlement of the item denominated in a foreign currency, the cumulative remeasurement gains and losses are reclassified to the statement of operations, and all other gains and losses associated with the disposition of the financial instrument are recorded in the statement of operations.

i) Use of estimates

The preparation of the financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities and the disclosure of contingent assets and liabilities as at the date of the financial statements. The IESO's accounts that involve a greater degree of uncertainty include the carrying values of tangible capital assets, rebates to market participants, accrued pension liability and accrual for employee future benefits other than pensions. Actual results could differ from those estimates.

3. LONG-TERM INVESTMENTS

Long-term investments in a balanced portfolio of pooled funds are valued by the pooled funds manager based on published price quotations and amount to \$37,019 thousand (2014 – \$33,758 thousand). As at December 31, the market value allocation of these long-term investments was 56.0% equity securities and 44.0% debt securities (2014 – 59.7% and 40.3% respectively).

Balanced portfolio of pooled funds

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Opening balance	33,758	31,683
Purchase/(sale) of investments	1,889	(830)
Change in fair value	1,372	2,905
Closing balance	37,019	33,758

In addition to the balanced portfolio of pooled funds, the IESO has a long-term deposit with Canada Revenue Agency in the amount of \$299 thousand (2014 – \$221 thousand) pertaining to the Retirement Compensation Arrangements Trust (Note 6).

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Relating to operations	43,125	43,851
Relating to tangible capital assets	5,743	7,312
	48,868	51,163

5. REBATES DUE TO MARKET PARTICIPANTS AND ACCUMULATED DEFICIT

In 2015, the IESO recognized \$9,595 thousand in rebates due to market participants of system fees (2014 – \$28,786). As at December 31, 2015, rebates due to market participants were \$9,595 thousand (2014 – \$nil).

Historically, the IESO's approved regulatory deferral account balance has been maintained at a maximum of \$10.0 million (\$5.0 million each of the former IESO and OPA for a combined \$10.0 million). The 2015 approved regulatory deferral account balance will be established at the time of the 2016 rate case with the OEB, which is expected to be in the spring of 2016.

Prior to 2014, unrealized gains and losses from portfolio investments and foreign exchange were included in the balance of the regulatory deferral account (life-to-date total \$4,144 thousand). As of January 1, 2014, only realized gains and losses are included in this balance.

As at December 31, the components of the accumulated deficit were as follows:

Accumulated Deficit

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Regulatory deferral account (a)	10,000	7,604
Accumulated market sanctions and payment adjustments (b)	492	(970)
Smart metering entity – accumulated deficit (c)	(40,849)	(60,879)
PSAB transition items (d)	(47,353)	(51,265)
Remeasurement gains/(losses)	3,514	2,218
Accumulated deficit – end of year	(74,196)	(103,292)

a) Regulatory Deferral Account

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Accumulated surplus – beginning of year	7,604	38,792
Revenues (before rebates due to market participants)	196,906	198,824
Rebates due to market participants	(9,595)	(28,786)
Core operation expenses	(181,003)	(186,093)
IESO – OPA amalgamation expenses	–	(10,883)
Recovery of PSAB transition items	(3,912)	(4,250)
Accumulated surplus – end of year	10,000	7,604

b) Accumulated Market Sanctions and Payment Adjustments

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Accumulated surplus – beginning of year	(970)	706
Market sanctions and payment adjustments	6,021	2,687
Customer education and market enforcement expenses	(4,559)	(4,363)
Accumulated surplus/(deficit) – end of year	492	(970)

c) Smart Metering Entity – Accumulated Deficit

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Accumulated deficit – beginning of year	(60,879)	(78,745)
Smart metering charge	46,215	45,735
Smart metering expenses	(26,185)	(27,869)
Accumulated deficit – end of year	(40,849)	(60,879)

d) PSAB Transition Item - Accumulated Deficit

As at December 31 (in thousands of Canadian dollars)	2015	2014
	\$	\$
Accumulated deficit – beginning of year	(51,265)	(55,515)
Recovery of PSAB transition items	3,912	4,250
Accumulated deficit – end of year	(47,353)	(51,265)

Effective January 1, 2011, the IESO adopted Canadian public sector accounting standards with a transition date of January 1, 2010. The adoption of PSAB was accounted for by retroactive application with restatement of prior periods subject to the requirements in Section PS 2125, *First-time Adoption by Government Organizations*. The corresponding change to pension and other-post employment benefits resulted in previously unrecognized actuarial losses and past service costs of \$80,617 thousand at the date of transition being charged to the accumulated deficit.

The IESO includes a portion of the accumulated deficit resulting from the PSAB transition items in the annual proposed expenditures to the OEB for recovery through system fees.

6. DEBT

Note payable to Ontario Electricity Financial Corporation (OEFC)

In April 2014, the IESO entered into a three-year note payable with the OEFC. The note payable is unsecured, bears interest at a fixed rate of 2.046% per annum and is repayable in full on April 30, 2017. Interest accrues daily and is payable in arrears semi-annually in April and October of each year. As at December 31, 2015, the note payable to the OEFC was \$90.0 million (December 31, 2014 – \$90.0 million).

For the year ended December 31, 2015, the interest expense on the note payable was \$1,841 thousand (2014 – \$1,650 thousand).

Credit facility

The IESO has an unsecured credit facility agreement with the OEFC, which will make available to the IESO an amount up to \$95.0 million. Advances are payable at a variable interest rate equal to the Province of Ontario's cost of borrowing for a 30-day term plus 0.50% per annum, with draws, repayments and interest payments due monthly. The credit facility expires April 30, 2017. As at December 31, 2015, no amount was drawn on the credit facility (December 31, 2014 – \$39.0 million).

For the year ended December 31, 2015, the interest expense on the credit facility was \$279 thousand (2014 – \$664 thousand).

Retirement Compensation Arrangements Trust

In July 2013, the IESO established a Retirement Compensation Arrangements (RCA) Trust to provide security for the IESO's obligations under the terms of the supplemental employee retirement plan for its employees. As at December 31, 2015, the IESO has provided the RCA trustee with a bank letter of credit of \$28,408 thousand (2014 – \$23,370 thousand) the trustee can draw on if the IESO is in default under the terms of this plan.

7. POST-EMPLOYMENT BENEFIT PLANS

The IESO provides pension and other employee post-employment benefits, comprising group life insurance, long-term disability and group medical and dental plans, for the benefit of current and retired employees.

Pension plans

The IESO provides a contributory defined benefit, indexed, registered pension plan. In addition to the funded, registered, pension plan, the IESO provides certain non-registered defined benefit pensions through an unfunded, indexed, non-registered plan.

Other employee future benefits

The group life insurance, long-term disability and group medical and dental benefits are provided through unfunded, non-registered defined benefit plans.

Summary of accrued benefit obligations and plan assets

(in thousands of Canadian dollars)	2015 Pension Benefits	2014 Pension Benefits	2015 Other Benefits	2014 Other Benefits
	\$	\$	\$	\$
Accrued benefit obligation	482,994	452,466	83,455	69,427
Fair value of plan assets	475,714	455,229	–	–
Funded status as of measurement date	(7,280)	2,763	(83,455)	(69,427)
Employer contribution/other benefits payments after measurement date	427	207	582	586
Unrecognized actuarial (gain)/loss	(29,209)	(39,913)	(1,628)	(11,073)
Accrued liability recognized in the statement of financial position	(36,062)	(36,943)	(84,501)	(79,914)

Registered pension plan assets

As at the measurement date of September 30, the proportion of the fair value of registered pension plan assets held in each asset class was as follows:

	2015	2014
Canadian equity securities	19.9%	20.6%
Foreign equity securities	41.8%	40.7%
Canadian debt securities	39.0%	37.9%
Cash equivalents	0.6%	1.1%
Forward foreign exchange contracts	(1.3%)	(0.3%)
	100.0%	100.0%

Principal assumptions used to calculate benefit obligations at the end of the year are determined at that time and are as follows:

	2015 Pension Benefits	2014 Pension Benefits	2015 Other Benefits	2014 Other Benefits
Discount rate at the end of the period	6.00%	6.15%	6.00%	6.15%
Rate of compensation increase	3.75%	3.75%	3.75%	3.75%
Rate of indexing	2.25%	2.25%	2.25%	2.25%

The assumed prescription drug inflation was 8.25% for 2015, grading down to an ultimate rate 4.75% per year in 2029. Dental costs are assumed to increase by 4.25% per year.

Benefit costs and plan contributions for pension and other plans are summarized as follows:

(in thousands of Canadian dollars)	2015 Pension Benefits	2014 Pension Benefits	2015 Other Benefits	2014 Other Benefits
	\$	\$	\$	\$
Current service cost (employer)	10,547	7,707	2,857	2,339
Interest cost	28,143	27,787	4,797	5,241
Expected return on plan assets	(26,053)	(23,630)	—	—
Amortization of net actuarial loss	(667)	1,913	(753)	586
Benefit cost	11,970	13,777	6,901	8,166

(in thousands of Canadian dollars)	2015 Pension Benefits	2014 Pension Benefits	2015 Other Benefits	2014 Other Benefits
	\$	\$	\$	\$
Employer contribution/other benefit payments	12,851	11,973	2,314	2,321
Plan participants' contributions	5,162	3,722	—	—
Benefits paid	21,155	20,862	2,314	2,321

The most recent actuarial valuation of the registered pension plan for funding purposes was at January 1, 2014, and the date of the next required valuation is January 1, 2017. In 2015, a cost certificate was filed with Financial Services Commission of Ontario.

Principal assumptions used to calculate benefit costs for the year are determined at the beginning of the period and are as follows:

	2015 Pension Benefits	2014 Pension Benefits	2015 Other Benefits	2014 Other Benefits
Discount rate at the beginning of the period	6.15%	6.25%	6.15%	6.25%
Rate of compensation increase	3.75%	3.75%	3.75%	3.75%
Rate of indexing	2.25%	2.25%	2.25%	2.25%

8. TANGIBLE CAPITAL ASSETS

Net tangible capital assets consist of the following:

Tangible Capital Assets

(in thousands of Canadian dollars)	As at Dec. 31, 2014	Additions	Disposals	As at Dec. 31, 2015
	\$	\$	\$	\$
Facilities	55,818	116	(3,653)	52,281
Market systems and applications	262,840	16,364	(746)	278,458
Infrastructure and other assets	56,910	6,731	(3,461)	60,180
Meter data management/repository	35,434	466	–	35,900
Total cost	411,002	23,677	(7,860)	426,819

Accumulated Amortization

(in thousands of Canadian dollars)	As at Dec. 31, 2014	Amortization Expense	Disposals	As at Dec. 31, 2015
	\$	\$	\$	\$
Facilities	(23,970)	(2,287)	3,653	(22,604)
Market systems and applications	(241,287)	(10,669)	746	(251,210)
Infrastructure and other assets	(45,712)	(4,977)	3,461	(47,228)
Meter data management/repository	(21,805)	(3,524)	–	(25,329)
Total accumulated amortization	(332,774)	(21,457)	7,860	(346,371)

Net Book Value

(in thousands of Canadian dollars)	As at December 31, 2014	As at December 31, 2015
	\$	\$
Facilities	31,848	29,677
Market systems and applications	21,553	27,248
Infrastructure and other assets	11,198	12,952
Meter data management/repository	13,629	10,571
Total net book value	78,228	80,448
Assets under construction	21,321	23,268
Net tangible capital assets	99,549	103,716

In 2015, the impact of adjustments to management's estimates of remaining asset service lives was a decrease in amortization expense of \$653 thousand (2014 – decrease of \$665 thousand).

Interest capitalized to assets under construction during 2015 was \$263 thousand (2014 – \$165 thousand).

9. OTHER REVENUE

In its administration of the IESO-administered markets, the IESO directs the investment of market funds in highly rated, short-term investments throughout the settlement cycle. The IESO is entitled to receive the investment interest and investment gains, net of investment losses earned on funds passing through the real-time market settlement accounts. The IESO is not entitled to the principal on real-time market investments.

The IESO recognized investment income earned in the market settlement accounts of \$3,212 thousand in 2015 (2014 – \$1,724 thousand).

10. RELATED PARTY TRANSACTIONS

The Province of Ontario is a related party as it is the controlling entity of the IESO. The OEFC, OEB, Hydro One and Ontario Power Generation Inc. (OPG) are related parties of the IESO, through the common control of the Province of Ontario. Transactions between these parties and the IESO were as follows:

The IESO holds a note payable and an unsecured credit facility agreement with the OEFC (Note 6). Interest payments made by the IESO in 2015 for the note payable were \$1,841 thousand (2014 – \$1,545 thousand) and for the credit facility were \$328 thousand (2014 – \$671 thousand). As of December 31, 2015, the IESO had an accrued interest payable balance with the OEFC of \$315 thousand (2014 – \$364 thousand).

Under the *Ontario Energy Board Act, 1998*, the IESO incurs registration and license fees. The total of the transactions with the OEB was \$1,671 thousand in 2015 (2014 – \$1,642 thousand).

The IESO performed connection and bulk electric system exception assessments for Hydro One in 2015. In 2015, the IESO invoiced Hydro One \$310 thousand (2014 – \$437 thousand).

The IESO procures short circuit studies and protection impact assessments as part of connection assessments, approvals and meter services on IESO-owned interconnected revenue meters from Hydro One. Additionally, the IESO paid Hydro One for the removal of the microwave tower at the Clarkson location. In 2015, the IESO incurred costs of \$525 thousand (2014 – \$144 thousand) for these services. As of December 31, 2015, the IESO had a net payable balance with Hydro One of \$149 thousand (2014 – \$121 thousand).

The IESO performed connection assessment and approvals for OPG, administered telecommunication services to market participants to connect to the real-time market systems and provides market-related training courses. In 2015, OPG was invoiced \$137 thousand (2014 – \$54 thousand). As of December 31, 2015, the IESO had a net receivable balance with OPG of \$4 thousand (2014 – \$4 thousand).

11. FINANCIAL RISK MANAGEMENT

The IESO is exposed to financial risks in the normal course of its business operations, including market risks resulting from volatilities in equity, debt and foreign currency exchange markets, as well as credit risk and liquidity risk. The nature of the financial risks and the IESO's strategy for managing these risks have not changed significantly from the prior year.

a) Market Risk

Market risk refers to the risk that the fair value or future cash flows of a financial instrument will fluctuate to cause changes in market prices. The IESO is primarily exposed to three types of market risk: currency risk, interest rate risk and equity risk. The IESO monitors its exposure to market risk fluctuations and may use financial instruments to manage these risks as it considers appropriate. The IESO does not use derivative instruments for trading or speculative purposes.

i) Currency Risk

The IESO conducts certain transactions in U.S. dollars, primarily related to vendors' payments, and maintains a U.S. dollar-denominated bank account. From time to time, the IESO may utilize forward purchase contracts to purchase U.S. dollars for delivery at a specified date in the future at a fixed exchange rate. In addition, the IESO utilizes U.S. dollar spot rate purchases in order to satisfy any current accounts. As at December 31, 2015, the IESO did not have any outstanding forward purchase contracts.

ii) Interest Rate Risk

The IESO is exposed to movements or changes in interest rates primarily through its short-term variable rate credit facility, cash equivalents' securities and long-term investments. Long-term investments include investments in a pooled Canadian bond fund. The potential impact to the securities' value had the prevailing interest rates changed by 25 basis points, assuming a parallel shift in the yield curve with all other variables held constant, is estimated at \$0.6 million as at December 31, 2015 (2014 – \$0.5 million).

iii) Equity Risk

The IESO is exposed to changes in equity prices through its long-term investments. Long-term investments include investments in pooled equity funds. A 30% change in the valuation of equities as at December 31, 2015, would have resulted in a change for the year (before the impact of adjustments to the approved regulatory deferral account (Note 5) of approximately \$6.8 million (2014 – \$6.0 million). The fair values of all financial instruments measured at fair value are derived from quoted prices (unadjusted) in active markets for identical assets.

b) Credit Risk

Credit risk refers to the risk that one party to a financial instrument may cause a financial loss for the other party by failing to meet its obligations under the terms of the financial instrument. The IESO is exposed directly to credit risk related to cash equivalents' securities and accounts receivable, and indirectly through its exposure to the long-term investments in a Canadian bond pooled fund. The IESO manages credit risk associated with cash equivalents' securities through an approved management policy that limits investments to investment-grade investments with counterparty-specific limits. The accounts receivable balance as at December 31, 2015, included no material items past due and substantially all of the balance was collected within 30 days from December 31, 2015. The long-term Canadian bond pooled fund is comprised of primarily investment-grade securities.

c) Liquidity Risk

Liquidity risk refers to the risk that the IESO will encounter financial difficulty in meeting obligations associated with its financial liabilities when due. The IESO manages liquidity risk by forecasting cash flows to identify cash flows and financing requirements. Cash flows from operations, short-term investments, long-term investments and maintaining appropriate credit facilities help to reduce liquidity risk. The IESO's long-term investments are normally able to be redeemed within three business days; however, the investment manager of the pooled funds has the authority to require a redemption in-kind rather than cash and has the ability to suspend redemptions if deemed necessary.

12. COMMITMENTS

Operating commitments

The obligations of the IESO with respect to non-cancellable operating leases over the next five years are as follows:

As at December 31 (thousands of Canadian dollars)

	\$
2016	5,616
2017	5,288
2018	4,793
2019	3,724
2020	3,051

The above figures include lease payments up to July 2017 which have also been included in the 2014 IESO-OPA amalgamation expenses (\$1,700 thousand). As of December 31, 2015 this balance is \$1,120 thousand.

13. CONTINGENCIES AND GUARANTEES

Contingencies

The IESO is subject to various claims, legal actions and investigations that arise in the normal course of business. While the final outcome of such matters cannot be predicted with certainty, management believes that the resolution of such claims, actions and investigations will not have a material impact on the IESO's financial position or results of operations.

Guarantees

The IESO enters into contracts with suppliers of electricity as part of its normal business operations. In some cases, these contracts require the IESO to support obligations with these entities. In 2012, the IESO entered into a letter of credit amounting to \$1,349 thousand in support of a contracted obligation. As at December 31, 2015, no amounts have been drawn on the balance.

Executive Compensation at the IESO

Program Objectives

The IESO compensation program for executives was designed to attract, retain and motivate the calibre of executives required to support the achievement of the IESO's statutory mandate, business objectives and corporate vision. Accordingly, the compensation philosophy and programs were built on the following objectives:

- To focus executives on meeting the IESO's business objectives;
- To attract qualified and talented staff needed to carry out the IESO's mandate;
- To be able to retain valued staff;
- To have the flexibility to reward results and demonstrated competencies, and;
- To have compensation levels that are responsible and defensible to stakeholders and customers.

The philosophy underlying these objectives is that total compensation for executives should be sufficient, but not overly sufficient, to attract and retain the skills and competencies necessary to carry out the IESO's mandate.

Program Governance

The IESO Board establishes the compensation objectives for the following year's program. They delegate the responsibility to thoroughly review the compensation objectives, policies and programs to the Human Resources and Governance Committee (HRGC) of the Board, which make recommendations to the full Board for approval.

The Board is composed of 10 independent, external Directors, appointed by the Minister of Energy, with broad experience in the electricity industry and public sector organizations, plus the President and Chief Executive Officer. Their experience includes many years of dealing with human resource matters including the setting and implementation of compensation policies and programs.

In carrying out their mandate, the Board members have access to management's analysis and recommendations as well as those of expert consultants in the compensation field. These programs are reviewed annually with regard to business needs, program objectives and design, industry compensation trends, internal compensation relativities and external market relativities.

The Board also assesses risks associated with the establishment and implementation of compensation policies and programs. Annually the Board presides over and approves the IESO's Business Plan. An important component of this process is consideration of, and the implementation of, mitigating actions associated with enterprise risk management. This latter overarching process includes the assessment of all significant risks to the IESO, including risks associated with its compensation policies and programs.

In addition to the formal governance and oversight structure in place for compensation matters, the IESO discloses compensation levels annually for staff earning \$100,000 or more as part of its public sector salary disclosure. For the IESO, a further level of public review and assurance is provided through a statutorily required annual review of the IESO's expenditures, revenue requirements and fees. Information related to compensation matters, including executive/management compensation and market relativities, is subject to Ontario Energy Board review. A range of small and large consumers, assisted by their legal and professional advisors, are represented in these public proceedings.

Market Comparisons

The IESO reviews the competitiveness of the executive compensation levels in relation to a peer group of Canadian organizations and general industry companies every other year at a minimum. The objective is to compare IESO executive compensation levels to those in the marketplace, particularly in relation to the median of the market.

Prior to the amalgamation of the IESO with the OPA, the Ministry of Energy had retained the Hay Group, a global management consulting firm, to evaluate and market price the CEO position for the new organization. Following Mr. Campbell's appointment to the CEO position on January 1, 2015, the decision was made to adopt a similar approach to evaluate and market price all other executive roles using the Hay point system.

As part of this process, the comparator group was redefined and is now comprised of 13 public sector and 11 private sector organizations, with the comparator data weighted on a 50/50 public/private sector basis. The comparator group represents a range of industries, core business activities and roles that are similar to the IESO: electricity, energy, asset management, financial services, infrastructure procurement, engineering and large-scale, complex IT functions.

The following 24 organizations were used as executive comparators within the analysis:

Public (13)	Private (11)
1. Business Development Bank of Canada	1. Capgemini Canada
2. CPP Investment Board	2. Enbridge
3. Enersource Hydro Mississauga	3. Fortis Inc.
4. Horizon Utilities Corporation	4. Manulife Financial
5. Hydro Ottawa	5. Navtech Systems Support Inc.
6. Metrolinx	6. Newfoundland Power Inc.
7. NB Power Holding Corporation	7. Rogers Communications
8. Ontario Teachers' Pension Plan Board	8. Siemens Canada Limited
9. PowerStream	9. Sun Life Financial Canada
10. SaskEnergy Incorporated	10. Suncor Energy
11. Toronto Hydro-Electric System Limited	11. Telus Communications Inc.
12. Veridian Corporation	
13. Workplace Safety and Insurance Board	

The job evaluation was independently conducted by the Hay Group using its point system and the following executive positions were covered by this review:

- President & CEO;
- VP Corporate Services & CFO;
- VP Market & Resource Development;
- VP Market & System Operations & COO;
- VP Conservation & Corporate Relations;
- VP Information and Technology Services and CIO;
- VP Planning, Law & Aboriginal Relations.

The Hay Group evaluated the Vice-President positions based on the job documents and additional information gathered from the CEO. Based on the evaluation points, a new salary structure was developed. The executive positions were then mapped into the new structure based upon their evaluated points.

Using the market information from the above peer group, the mid-point of the range of points for each executive salary grade was determined as the market price point for comparison purposes.

The mid-points of the new salary ranges were defined as the total direct cash compensation (annual base salaries plus annual short-term and long-term target incentive awards) of the hybrid market's price point at the 50th percentile for each salary grade.

The minimums and maximums of each salary range were calculated using typical salary range spreads at executive levels.

Program Description

The IESO program includes fixed and variable compensation, core and flex benefit plans, and pension provisions. IESO Human Resources staff participate in and review results from various compensation surveys and monitor internal compensation relativities and economic trends, such as gross domestic product trends, inflation and unemployment rates, which impact compensation. Based on this data and the IESO business priorities, Human Resources staff develop recommendations on compensation programs. External specialized compensation, benefit and pension consultants are utilized to ensure accurate, representative market compensation data is obtained, that current industry compensation trends are being utilized, as well as to provide insight and recommend adjustments to current programs.

Program Description – Fixed Compensation

Within the IESO salary ranges, individuals are assessed relative to an established competency model. This model consists of behavioural competencies such as strategic agility, building effective teams, command skills, sizing up people, political savvy and managing vision and purpose. Assessments are based upon demonstrated competency. Each individual is awarded a fixed compensation level within his or her band based upon his or her assessed competency.

Program Description – Variable Compensation

In order to promote a results orientation in the executive team, the variable pay plan forms part of the total compensation of executives. The IESO Board annually establishes a robust set of performance measures, which are evaluated each year.

The IESO Board assesses the corporate performance results and the CEO's individual performance results. Under the plan, having assessed the results against target, the Board has the ability to use some discretion in determining the final performance rating.

The variable compensation awards for the CEO and Vice-Presidents are capped at 10% of fixed compensation. The plan provides for awards below the capped amount depending on the performance results achieved. The 2015 annual award was paid on December 31, 2015.

Program Description – Group Benefits

The group benefit plan provides a core level of health and dental benefits, life insurance, disability coverage and vacation, which can be adjusted by individual executives through a flexible component within the plan. The flexible element provides executives the option of adjusting their benefits to meet their individual/family needs, including vacation above core amounts, levels of life insurance, health coverage and other components.

Program Description – Pension Plan

A defined benefit pension plan provides annual retirement income calculated as 2% of pensionable earnings during the highest paid 60 consecutive months of service multiplied by years of service (36 months for the pension earned prior to January 1, 2017, by the former IESO executives), to a maximum of 35 years. The pension formula is integrated with the Canada Pension Plan (CPP) to provide a level income stream before and after age 65, when the IESO pension is reduced to reflect benefits from CPP. The plan also has early retirement provisions as well as commuted value, pension deferral and reciprocal transfer options.

The plan provides a maximum benefit of 70% of highest paid, pre-retirement pensionable earnings. As the Canadian Revenue Agency limits the amount of pension payable from a registered plan, the IESO has a secured supplemental employee retirement plan to provide required pension income to meet the commitments of the plan above that payable from the registered plan.

The plan also provides several options including member's life only or joint and survivor pensions, as well as pre-retirement death benefits, to provide benefits to surviving spouses or beneficiaries.

Performance Measures & Impact on Compensation

The IESO annually establishes corporate performance measures relating to its business priorities during the business planning process. These are approved, monitored and assessed by the IESO Board of Directors each year. Individual performance measures supporting one or more corporate performance measures are also developed for each executive. As outlined above, the corporate results achieved each year impact on each executive's variable pay.

For 2015, the Board assessed the corporate results and determined that the IESO met all expectations. In addition to the corporate measures, each executive also had an individual set of measures and targets for the year, which aligned with the corporate performance objectives and IESO's business priorities, and these were similarly assessed. The Board assessed the results of the CEO's performance and the CEO assessed the performance of the Vice-Presidents, which were also reviewed with the Board.

Other Considerations

Compensation decisions may at times be impacted by market factors – such as the recruitment of an executive with specialized skills/competencies or possessing unique talents within the industry. To this end, individual incumbent arrangements are sometimes established relating to terms of employment and the possibility of future termination.

The CEO has an employment agreement that outlines terms and conditions for a 30-month period of employment ending on June 30, 2017, with a potential renewal at least six months prior to the end of the term. The agreement also provides up to 24 months of severance for termination without cause.

Compensation Restraints

The IESO executive compensation has been significantly impacted by the compensation restraint legislation in Ontario since 2010. *The Broader Public Sector Accountability Act* (BPSAA) imposes a general freeze on designated executives' salary, variable pay, benefits and perquisites subject to very limited exceptions.

Following the amalgamation of the two former organizations (IESO and OPA) on January 1, 2015, the total 2015 variable performance pay amount awarded to all employees and office holders became the cap for total variable performance pay to be paid out in future years. In other words, the total performance pay paid to all employees and office holders at the IESO in any subsequent year cannot be greater than the amount paid in 2015, as long as the BPSAA remains in effect.

Alignment of the Executive Compensation Plan with the Structure Established for the new CEO

With the appointment on January 1, 2015, of Mr. Campbell as the CEO of the merged organization, the IESO aligned the compensation plan for its Vice-Presidents with the structure established for the new CEO. Accordingly, in both cases, the variable pay component was capped at 10% of fixed compensation with no deferral. In order to align individual pay with the new salary structure, two executives received salary adjustments.

The figures reported as 2015 “Salary Paid” in the 2015 Public Sector Salary Disclosure for the executives include the 2015 earned variable compensation that was paid on December 31, 2015.

Executive Compensation Statements

The table below details the annual compensation for the year ended December 31, 2015, for the executives listed.

2015 Summary Compensation Table

Name & Position	Salary	Variable Pay ¹	Other Annual Compensation ²	Total Cash Compensation ³
Bruce Campbell President & CEO	\$545,953	\$53,636	\$22,315	\$621,904
Kimberly Marshall VP Corporate Services & CFO	\$268,425	\$25,772	\$13,817	\$308,014
JoAnne Butler VP Market & Resource Development	\$353,044	\$32,977	\$26	\$386,047
Kim Warren VP Market & System Operations & COO	\$326,248	\$30,965	\$11,098	\$368,311
Terence Young VP Conservation & Corporate Relations	\$313,790	\$30,090	\$21,832	\$365,712

1. 2015 earned variable compensation was paid in December 2015

2. Represents remaining flex credits paid out at year end as taxable income

3. These amounts will be reported as “Salary Paid” under the annual Public Sector Salary Disclosure (PSSD)

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The Corporation of the City of Kenora Council Resolution



Resolution No. 11

Moved by _____

Seconded by _____

June 14, 2016

Whereas the province implemented a ban on door-to-door sales for electricity and natural gas contracts by passing the Strengthening Consumer Protection and Electricity System Oversight Act, 2015; and

Whereas Ontarians over the last twelve months continue to experience unsolicited, aggressive and misleading sales tactics at their door from companies seeking to sell home energy products, despite this provincial legislation; and

Whereas the door to door agents acting on behalf of these companies misrepresent their purpose and/or identity, often posing as utility inspectors and government agents needing to gain access to the homes of Ontarians; and

Whereas people across Ontario, and in particular vulnerable City of Kenora senior citizen residents, have been targeted by these door to door misrepresentations and misleading sales tactics;

Now Therefore Be It Resolved That the Council of the City of Kenora urges the Provincial Government to ban all door-to-door sales in the home services sector (more specifically the sale or lease of HVAC equipment, water heaters, water filtration systems and other related home energy products and services by door-to-door sales agents) as soon as possible; and further

That a copy of this resolution be sent to all municipalities in Ontario asking for support by passing a similar resolution and forwarding to their MPPs.

Defeated ____ Carried ☒

Mayor

or A/Mayor

Recorded Vote	AYE	NAY	Dec. of Interest	Absent
Councillor Goss				
Councillor McMillan				
Councillor Reynard				
Councillor Roussin				
Councillor Smith				
Councillor Wasacase				
Mayor Canfield				

DISTRIBUTION: _____

The Corporation of the City of Kenora Council Resolution



Resolution No. 21

Moved by Ryan

Seconded by [Signature]

June 14, 2016

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Whereas in the 2016 Ontario Budget, the government of Ontario has suspended current intake of applications to the Rural Economic Development Program and has indicated that it plans to integrate the program into the Jobs and Prosperity Fund; and


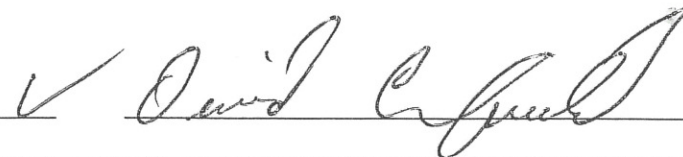
Whereas the Jobs and Prosperity Fund is narrowly focused and is restricted to private sector organizations and industry partners, which prevents access to funding for rural municipalities and others who formerly benefitted from the Rural Economic Development Program. The emphasis on large projects that meet either of minimum \$5 million or \$10 million in eligible project costs thresholds, will significantly restrict benefits from this fund; and

Whereas in contrast, the Rural Economic Development Program supported a number of capacity building projects including but not limited "Business Retention and Expansion" and "Downtown Revitalization" projects and Economic Development Strategic Planning projects for small rural municipalities who were looking to improve their local economy; and

Whereas because the Jobs and Prosperity Fund is not specifically designated for rural areas, that that funds from this program will likely favour more urban areas of the province;

Now Therefore be it Resolved that the Council of the City of Kenora asks the Province of Ontario to reconsider the suspension and the integration of the Rural Economic Development Program into the Jobs and Prosperity Fund with the view to ensuring that the Rural Economic Development Program stays as an intricate funding program of the Province that will support capacity building and foster economic growth in rural municipalities in Ontario; and further

That this resolution be circulated to all municipalities in Ontario requesting that they endorse and support this resolution and communicate their support to the Premier and the Minister of Agriculture, Food and Rural Affairs.

Defeated \_\_\_\_ Carried ✓ Mayor  
or A/Mayor

| Recorded Vote       | AYE | NAY | Dec. of Interest | Absent |
|---------------------|-----|-----|------------------|--------|
| Councillor Goss     |     |     |                  |        |
| Councillor McMillan |     |     |                  |        |
| Councillor Reynard  |     |     |                  |        |
| Councillor Roussin  |     |     |                  |        |
| Councillor Smith    |     |     |                  |        |
| Councillor Wasacase |     |     |                  |        |
| Mayor Canfield      |     |     |                  |        |

DISTRIBUTION: \_\_\_\_\_

\_\_\_\_\_



## CULTURAL ROUNDTABLE

### Minutes of June 14, 2016

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The Cultural Roundtable held its regular meeting on Tuesday June 14, 2016 at the Launch It Office. Roundtable members in attendance were Mayor George Bridge, Councillor Mary Lou Colwell, Councillor Jean Anderson, Chair Andrew Gowan, Gordon Duff and Brooke McLean. Members of staff present were Economic Development Manager Belinda Wick-Graham and Economic Development Assistant Taylor Pridham. Guests in attendance were Community Youth Resiliency Worker Gabriella Leopoli and Health Promotion Specialist with Wellington-Dufferin-Guelph Public Health Leslie Binnington. Regrets were received from Peggy Raftis, Megan Raftis, Caitlin Hall, Willa Wick and John Cox.

Belinda Wick Graham welcomed everyone and opened the meeting at 6:05 p.m.

The Committee reviewed the previous meeting minutes.

#### **Motion**

**Moved By: Mayor George Bridge**

**Seconded By: Brooke McLean**

**THAT The Cultural Roundtable approve the minutes of the April 25, 2016 meeting.**

**CARRIED**

The Committee and guests commenced the meeting with introductions. Gabriella Leopoli discussed Youth Action Council and what it entails. She expressed that it is a youth-driven, grassroots initiative made up of local youth volunteers, aged 14-24. Members of a youth Action Council have an opportunity to create change in their community and make a difference in the issues that affect youth. Leopoli expressed that it is an opportunity for youth to have their voice heard surrounding issues, get to plan events and activities, meet other individuals, learn teamwork, skill-building, networking as well as training through workshops. She also noted that there are many community benefits.

Leslie Binnington added that the next step in forming a Youth Action Council is to recruit an adult ally for Minto to help facilitate everything as well as provide guidance and support to youth. Binnington noted that the role would be more of a partnership role to help make joint decisions and give the youth voices within the community. She noted it would take approximately 10 hours per month with planning and attending meetings. Binnington also noted that as for the budget, it can be as low as \$1000.00 up to \$5000.00, with opportunities for the youth to do fundraising as well. Councillor Colwell noted that an adult around the age of 35 years old would be a prime candidate for the role in regards to being able to connect and relate with youth. Wick-Graham mentioned that the Recreation and Economic Development Departments would be joining together on this initiative and seeking further support and involvement from the Minto Upper Deck. The Committee agreed that a target time for October start would be best and that in the mean time there would be several meetings leading up to it. The Committee also agreed that the Launch it Office could be a

CULTURAL ROUNDTABLE  
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good space for the Youth Action Council with Wick-Graham adding that the back room could be a designated youth space.

**Motion**

**Moved By: Mary Lou Colwell**

**Seconded By: Jean Anderson**

**THAT The Cultural Roundtable approve moving forward with the formation of a Youth Action Council.**

**CARRIED**

Wick-Graham informed the Committee that she had been in contact with Norwell Principal Paul Richard about the Flipping the Iceberg initiative. She noted that Richard had suggested pairing with the Norwell Link Crew and 100 students in the Fall of 2017 for a day-long session at the Norgan Theatre. The session would be targeting students ranging from Grade 8 to Grade 9. Wick-Graham noted that the potential cost of a full day session from 9:30 a.m. to 3:00 p.m. that would cost approximately \$7500.00, with Norwell potentially offering \$1000.00 towards the event. She mentioned that approaching the Optimist or Rotary Clubs would be helpful to look into donations or a small fee could be charged to students in attendance. Wick-Graham will follow up to see if we could get a lower rate from Mr. Smith.

Wick-Graham reviewed the Palmerston Railway Heritage Museum Information Meeting minutes from May 10, 2016 and May 24, 2016. She noted that in the second meeting, a Steering Committee had been formed. Wick-Graham reported that the Committee would be meeting at the museum the following day in the morning of Wednesday June 15, 2016 to go through items. She also reported that a flat screen tv, mannequins and a model train will be delivered the following week for the museum that would also be used at the International Plowing Match and Rural Expo. The minutes of these meetings are attached as Schedule "A".

Wick-Graham reviewed the Local Heritage Markers Committee minutes from May 18, 2016 and June 1, 2016. She shared that Mark Mackenzie had been appointed as Chair of the Committee. Wick-Graham reviewed that the Committee had discussed including storyboard markers for certain buildings meeting significance requirements determined by the Committee. She also noted that the Old Post was looking into getting a plaque and unveiling it at the Harriston Street Party on August 13, 2016. Minutes for these meetings are attached as Schedule "B".

Wick-Graham provided the Committee with a Volunteer Seminars Series Update, mentioning that there has been two sessions so far: the first being in Mount Forest and the second being in Harriston at the Library. Wick-Graham informed the Committee that Reva Cooper

**CULTURAL ROUNDTABLE**  
**Minutes of June 14, 2016**

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had provided electronic copies for future use and that the next session would take place in October in Mount Forest, and in November in Harriston.

Wick-Graham informed the Committee that there were three new grant applications for the Cultural Enhancement Grant and the Community Event Development Grant. Wick-Graham reviewed the first application from the Palmerston Railways Heritage Museum, which was asking for \$1000.00 to put towards timing equipment needed for handcar races.

**Motion**

**Moved By: Mayor George Bridge**

**Seconded By: Brooke McLean**

**THAT The Cultural Roundtable approve the \$1000.00 Cultural Event Development Grant for the Palmerston Railway Heritage Museum.**

**CARRIED**

Wick-Graham reviewed the second grant application from the Harriston Kinsmen who were asking for \$500.00 towards purchasing local, live music entertainment for the Harriston Street Party on August 13, 2016.

**Motion**

**Moved By: Mary Lou Colwell**

**Seconded By: Jean Anderson**

**THAT The Cultural Roundtable approve the \$500.00 Cultural Enhancement Grant for the Harriston Kinsmen.**

**CARRIED**

Wick-Graham reviewed the third grant application from the Great Lakes Truck Show held in Clifford, asking for \$500.00 to book a live country band for the event.

**Motion**

**Moved By: Mayor George Bridge**

**Seconded By: Andrew Gowan**

**THAT The Cultural Roundtable approve the \$500.00 Cultural Enhancement Grant for the Great Lakes Truck Show.**

**CARRIED**

Wick-Graham noted that all of the groups who receive grants have agreed to promote that the Cultural Roundtable sponsored the event or product. Andrew Gowan mentioned that it would be a good idea to lend the groups the Cultural Roundtable banner at the time of the event for more exposure. The Committee agreed with the recommendation.

Gordon Duff informed the Committee that he would like to continue with Culture Days; however it would take a sabbatical for 2016 because of the International Plowing Match and

CULTURAL ROUNDTABLE  
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Rural Expo in September. He informed that there is a student arts show exhibit taking place at the Minto Arts Gallery as well as the Historical Society has a new display out for July and August.

Brooke McLean reported that there were 200 kids in for Teen Day at the Library and that the Summer Reading Club would be kicking off shortly. McLean also noted that the IPM would be borrowing Hot Spots given to the library through a pilot project through Wellington County and that Wellington County is the only rural community in America taking part in this pilot.

Councillor Colwell reminded the Committee that the annual Minto Chamber of Commerce BBQ would be taking place on August 4, 2016 and John Cox's cabin outside of Harriston.

Andrew Gowan updated the Committee about four videos being made at OSIM Interactive for the Come Home to Minto Campaign. The four videos are: Wightman Telecom, North-Wellington Co-op, The Old Post, and a video combining TG Minto and MSW Plastics.

Wick-Graham shared that the WOWSA event for the screening of the documentary Dream, Girl was well-attended at the Norgan Theatre on Thursday June 9, 2016. There were over 84 people in attendance, with 30 women from Guelph who bussed in for the screening.

Adjournment at 7:20 p.m.

Next Meeting:  
October 24, 2016  
6:00 p.m.  
Launch It Office

Taylor Pridham  
Economic Development Assistant

Minutes of May 10, 2016  
Palmerston Railway Heritage Museum Information Meeting  
Palmerston Library Community Room 6:30 p.m.

Present: Mayor George Bridge, Councillor Mary Lou Colwell, Chad Martin (via Skype), Tyler Prins, Delanie Toner, Bob McEachern, Susan Welsh, Lou Logan, Reg Dineen, Curly Wright, Shirley Wright, Peyton O'Brien, Wayne Martin, Heather Watterworth, Andrew Gowan, Mark Robinson, Recreation Facilities Manager Al Carr & Manager of Economic Development Belinda Wick-Graham.

Mayor George Bridge opened the meeting at 6:34 pm and welcomed those in attendance. Roundtable introductions were made.

Mayor Bridge explained that the Palmerston Railway Heritage Museum is a treasure within Palmerston and the Town of Minto. The Town of Minto has invested a lot of money into the Museum and Park. Mayor Bridge thanked Bob McEachern, the Palmerston Lions and the many other volunteers who have put time, money and energy into the rehabilitation of the Museum and Park.

Mayor Bridge explained that the Wellington County Museum & Archives has hired a Community Outreach person that has been tasked with assisting heritage groups within the County. As a result Mayor Bridge reached out to Janice Hindley, Administrator with the Wellington County Museum & Archives. Ms. Hindley came up to the Palmerston Railway Museum on March 29, 2016 and met with Bob McEachern and Mayor Bridge to discuss future plans for the station, outbuildings and park. A detailed report was prepared by Ms. Hindley and distributed to those in attendance. A copy of the report is attached as "Schedule A"

Wick-Graham reported that in May 2015 a group of economic development professionals taking part in the University of Waterloo Economic Developers Association of Canada accreditation course visited the Palmerston Railway Heritage Museum and provided a report back on their first impressions and suggestions for moving forward. A copy of this presentation is attached as "Schedule B".

Mayor Bridge highlighted that a Steering Committee of six people would be formed to move the plan forward. This Committee would be a sub-committee of the Town of Minto Cultural Roundtable. This Committee would be responsible for developing a terms of reference and establishing an operational structure and action plan. The Steering Committee will also be looking at a bus trip to other railway museums.

Bob McEachern expressed concern that items have been given to the museum and people trusted him to keep the items in the community. He was concerned that a lot of people might be upset if the items are stored in Elora. Mayor Bridge noted that the County Museum and Archives staff can assist us with cataloging the items and store them in a proper air controlled facility. That the Railway Museum would still own them and we would be able to circulate items into and out of the Railway Museum to keep the displays new and interesting. Chad Martin highlighted that moving forward the Railway Museum should have a Collections Management Policy as well as a Donor Form. Ms. Hindley has already supplied us with a Donor Form that could be used. Delanie Toner asked if the items could be stored upstairs and those in attendance



Minutes of May 10, 2016  
Palmerston Railway Heritage Museum Information Meeting  
Palmerston Library Community Room 6:30 p.m.

wondered if the Library shelving that was used downtown for the temporary location could be moved over to the Museum. Chad offered to assist with designing a layout and storage options.

Andrew Gowan suggested that our collections could be put out on loan to other museums and act as a rolling museum, which would spread the word about Palmerston's Railway history and Museum. Andrew believes that our goal with the Museum should be to attract tourists to the community.

Bob McEachern thought a model railway display would be a great addition to attract people.

Mayor Bridge highlighted that culture and recreation grants would be coming forward and we need to be prepared to apply for them. He also believes we can host a variety of events and programs at the Museum that would also raise money for the Museum.

Everyone in attendance agreed that we have a short amount of time before the plowing match to get the museum into shape and action needs to happen immediately. Mayor Bridge and Council will be appointing the Steering Committee at the May 17, 2016 Council meeting.

Adjournment at 7:35 pm

Steering Committee Meeting: May 24, 2016 at 6:30 pm at the Palmerston Library Community Room

Belinda Wick-Graham  
Manager of Economic Development

Minutes of May 10, 2016  
Palmerston Railway Heritage Museum Information Meeting  
Palmerston Library Community Room 6:30 p.m.

Schedule A

PALMERSON RAILWAY STATION REPORT

On March 29, 2016, staff from the Wellington County Museum and Archives were invited to tour the railway station and meet with Warden George Bridge and Bob McEachern to discuss future plans for the station, outbuildings, and the park. WCMA staff was asked for their advice and assistance to move forward and meet the objectives for the station as set by the Town.

In our opinion, the station, boxcars, crew building and surrounding park are wonderful treasures that hold unlimited potential in terms of cultural tourism and recreation for not only the Town but for the County. The railway station houses a tremendous collection of archival material (paper, photographs, microfilm, books) and artifacts (objects) not only related to the railway but to a wide variety of subjects connected to Palmerston's history, as well as Minto's and the County's history. We believe that to develop the station, its outbuildings and boxcars to their full potential would be a three to five year process. The WCMA is available to **assist** with advice, expertise, sharing resources, designing space and programmes, and letters of support for grant applications that the Town may submit.

This report contains staff suggestions based on our visit to the Palmerston Railway Museum.

**Stage 1: 2016: Objective**

- Open the three main rooms (ladies' waiting room, main waiting room, telegraph room) as an operating museum showcasing Palmerston and Wellington County railway history circa 1920s(date has not been determined yet) for September 2016 so that tours from the IPM can come through and experience the heritage site.

**Issues to be addressed in Stage 1**

- **Clear the space in the main waiting room of all items** including the five large display cases; the vertical and lateral file cases; framed art and prints on the walls; gift shop items; the large artifact on the floor; the slanted oak desk from the post office; tables and chairs; etc. Everything needs to be cleared out and stored and then selected items will be returned based on the design plan.
- Prepare a visual design of the interpretive areas showing where the stove, chairs, benches, trunks, suitcase, display cases, baggage carts, etc. would be placed for best traffic flow. It is critical that the interpretive plan be focused and clearly defined.
- TV monitors featuring looped DVDs are an excellent way to show scanned images of photos, documents, movies, artifacts strictly relating to the railway.
- Sounds of the train whistle and the conductors calling out "all aboard" or other announcements can be set with a motion sensor.
- Obtain quotes to replicate the bench in the main waiting room and the bench seating in the ladies' waiting room.
- Electric baseboard heaters in waiting rooms should at least be painted out in a colour that blends into the walls.

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Palmerston Library Community Room 6:30 p.m.

- Remove the window blinds from the waiting rooms.
- Source mannequins and clothing
- Create a dedicated gift shop area.
- Consolidate all research material into the research/genealogy room.
- Identify from inventory which relevant artifacts will be displayed. It is important that non-railway material is cleared out of the rooms and that the focus is kept very narrow.
- **Clear out the space in the telegraph room** including the removal of the “modern” table and chairs. Develop a visual design for the space and determine which artifacts are relevant to that room and will be displayed based on what that room is interpreting ie. telegraph office, ticket sales.
- Inventory artifacts from the three rooms that will be on display.

**Stage 2: 2017/2018: Objectives**

Objective 1: Develop a dedicated research room in the existing computer room

Issues to be addressed:

- **Clear the space** of all unused, obsolete equipment.
- Inventory, store and possibly transfer archival material to the WCMA with copies provided to Minto for the research room.
- Digitize relevant collections, starting with railway history material, with the goal of making the railway collection available online. Collections on other subjects should not take priority until the railway collection has been digitized first.
- Determine the purpose and scope of the research room. Will it contain or provide access to railway history, Minto history, property history, genealogy? The design of the room will come from the stated purpose and scope.
- Temperature and humidity controls required if original archival material is stored in this room ( ie. newspapers, books, photographs, microfilm, etc.)
- Prepare a visual design for the space based on the purpose and scope. Appropriate shelving, work tables and chairs need to be sourced.

Objective 2: Determine Operating Framework

Issues to be addressed:

- Determine whether or not the Railway Station will operate seasonally (ie. May through October like the WCMA's Barn); the weekly hours of operation or will it be weekend only, and admission (ie. admission by donation and set fees for special events/programmes?)
- Funding sources
- Staffing levels/Governance ie. committee
- Partnerships
- Collection policy and procedures for donations

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Palmerston Railway Heritage Museum Information Meeting  
Palmerston Library Community Room 6:30 p.m.

- Consider a Business Plan

Objective 3: Develop public and school programming

Issues to be addressed:

- Which schools are attending now and what is provided to them?
- Develop curriculum based school programmes for elementary and high schools
- Set admission fee for school programmes
- The railway station and park hold tremendous potential for family/public programmes. Special Railway weekends/festival, scavenger hunts, morse code demonstrations, handcar races, guest speakers, costumed interpreters for special days, hands-on activities, music, downtown walking tours, etc. Consider what other area railway museums provide and adapt great ideas to the Palmerston site (Doon Heritage Village, Markham, St.Thomas, etc.)

Objective 4: Develop the Cook Car, Box Car and Crew Station into public sites with exhibits and activities connected to those offered at the Main Station

Issues to be addressed:

- Clear the Crew Station space of all items, and store or transfer non-railway artifacts and material.
- Inventory railway artifacts and material into the collection database.
- Determine a visual plan for the space.
- Select relevant artifacts for display based on the interpretive purpose of the space.
- Determine how the Box Car and Cook Car will be used.
- Accessibility into the Cars.

Thank you for the opportunity to tour the Palmerston Railway Museum and Park, and we look forward to assisting you with this project.



Janice Hindley  
Administrator, Wellington Place, Museum and Archives

Minutes of May 10, 2016  
Palmerston Railway Heritage Museum Information Meeting  
Palmerston Library Community Room 6:30 p.m.

Schedule B

Minutes of May 24, 2016  
Palmerston Railway Heritage Museum Notes  
Palmerston Library Community Room 6:30 p.m.

Present: Mayor/Chair George Bridge, Councillor Mary Lou Colwell, Chad Martin, Delanie Toner, Bob McEachern, Susan Welsh, Wayne Martin, Manager of Economic Development Belinda Wick-Graham, and Economic Development Assistant Taylor Pridham.

Regrets were received from Andrew Gowan and Recreation Facilities Manager Al Carr.

Mayor George Bridge opened the meeting at 6:30 p.m. and welcomed those in attendance.

Those in attendance reviewed the previous meeting notes.

The Palmerston Railway Heritage Steering Committee members will be appointed by by-law at the June 7, 2016 Council Meeting. Members will include: Mayor Bridge, Councillor Mary Lou Colwell, Chair of the Cultural Roundtable Andrew Gowan and Members of the Public Susan Welsh, Bob McEachern, Chad Martin and Wayne Martin.

Mayor Bridge explained that a Terms of Reference for the Steering Committee has been drafted by Wick-Graham. Wick-Graham reviewed the Terms of Reference with the Committee. A copy of the Terms of Reference is attached as Schedule "A". It was agreed that this Terms of Reference would cover 2016-2018 and could be reviewed annually for changes.

Those in attendance reviewed the Palmerston Railway Heritage Museum Steering Committee Action Plan for 2016 attached as Schedule B.

Wick-Graham reported that Phil Dietrich the Museum Technician with the County of Wellington would be coming to the Museum Wednesday May 25, 2016 to take pictures and measure for a 3D Model of the Museum space.

The group briefly discussed storage and shelving. Wick-Graham explained that Solutions has shelving. Unfortunately this shelving contains practical board and is therefore not suitable for our storage needs at the Museum. Wick-Graham was directed to follow up with Al Carr about the OPP shelving and to have Al follow up with Kash about the shelving that the Library left in his building.

Bob McEachern reported that Carr would be supplying a recreation staff person to assist with providing handcar rides. The plan was originally for Thursdays and Fridays but everyone agreed that it would get used more Fridays and Saturdays when the Market is taking place.

Wick-Graham highlighted that Ms. Hindley suggested that those interested should make a visit to Doon Heritage Village to see the Railway Station there and get ideas for how it is staged. Those interested in participating in a visit are asked to notify Wick-Graham so that she can arrange transportation and a date.

Bob McEachern reported that the Museum is open June 1 – August 27 Wednesday – Sunday from 9:00 am – 5:00 pm



Minutes of May 24, 2016  
Palmerston Railway Heritage Museum Notes  
Palmerston Library Community Room 6:30 p.m.

Delaine Toner presented the Summer Plan for the Museum which included a Photo Contest in June, Circa by Live History July 26th (theatre company specializes in bringing local history to life), Handcar Races on August 13, History Book, Genealogy Research, Kids Activities, and School Visit.

Wayne Martin highlighted that the Museum, Norgan and Library provide three great venues for school and public programming.

Bob McEachern noted that next year will be 150 years of Railway Heritage in Wellington County and the opportunity of connecting rails, trails and stations.

Wick-Graham stated that she would let those in attendance know about a date, time and place for the next meeting after speaking to Janice Hindley at the County Museum & Archives.

Adjournment at 8:00 pm

Taylor Pridham  
Economic Development Assistant

Schedule A

# Palmerston Railway Heritage Museum



## Palmerston Railway Heritage Museum Steering Committee Terms of Reference

### 1.0 GOAL

The Palmerston Railway Heritage Museum Steering Committee provides direction and key decision-making on the on-going development of the Palmerston Railway Heritage Museum.

### 2.0 PRINCIPLES

Principles that guide the work of the Palmerston Railway Heritage Museum Steering Committee include:

- Inclusive engagement – engaging citizens in ways that cross boundaries and builds shared understanding and empathy.
- Valuing grassroots – celebrating the energy and capacity of the community at the grassroots level.
- Emergence and purpose – balancing a commitment to dialogue that generates new understandings and builds relationships, with advancing concrete plans and actions.
- Asset Based Approach - appreciating and mobilizing individual and community talents, skills and assets (rather than focusing on problems and needs).

### 3.0 MANDATE

The mandate of the Palmerston Railway Heritage Museum Steering Committee is to give guidance and input related to development of the Palmerston Railway Heritage Museum.

Initial objectives of the Steering Committee include:

- Open the three main rooms (ladies' waiting room, main waiting room, telegraph room) as an operating museum showcasing Palmerston and Wellington County railway history circa 1940s for September 2016 so that tours from the IPM can come through and experience the heritage site.
- Develop a dedicated research room in the existing computer room (2017)
- Determine an operating framework (2017)
- Determine public and school programming (2017)
- Develop the Cook Car, Box Car and Crew Station into public sites with exhibits and activities connected to those offered at the Main Station. (2018)

#### **4.0 MEMBERSHIP AND RESPONSIBILITIES**

The Palmerston Railway Heritage Museum Steering Committee shall consist of 8 members appointed by Resolution of Council. This membership shall be comprised of:

- Mayor
- One member of Council
- Chair of the Cultural Roundtable
- Four members of the public

##### **Staff Resources:**

- Manager of Economic Development
- Economic Development Assistant
- Tourism & Culture Assistant (Summer Student)
- Manager of Facilities or designated Recreation Staff
- Railway Museum Staff

- 4.1** Members shall be appointed for the term of Council.
- 4.2** Mayor will act as Chair of the Palmerston Railway Heritage Museum Steering Committee until the end of 2016. In 2017, the Palmerston Railway Heritage Museum Steering Committee will elect a Chair from the publicly appointed membership at the first meeting every year. The role of the Chair is to; facilitate the agenda discussion, maintain order, act as official spokesperson.
- 4.3** All members will be expected to devote some time between meetings to work on matters before the Committee.
- 4.4** In the absence of the Chair, the Palmerston Railway Heritage Museum Steering Committee will select an interim Chair for the meeting.

#### **5.0 REPORTING**

- 5.1** The Palmerston Railway Heritage Museum Steering Committee is a Sub-Committee of the Minto Cultural Roundtable, which is a Community of Council. The Palmerston Railway Heritage Museum Steering Committee is established by Municipal Council in accordance with these adopted Terms of Reference. Committee members are bound by these Terms of Reference, and are responsible to Municipal Council.
- 5.2** The Palmerston Railway Heritage Museum Steering Committee reports to the Minto Cultural Roundtable, under the signature of the Chair or designate. The Minto Cultural Roundtable reports and communications will be directed to Council through the Town Clerk.
- 5.3** As part of its ongoing reporting requirements, the Palmerston Railway Heritage Museum Steering Committee shall prepare an annual Status Report and Work Plan,

Minutes of May 24, 2016  
Palmerston Railway Heritage Museum Notes  
Palmerston Library Community Room 6:30 p.m.

which shall be submitted to Council in January of each year. The report shall, among other things:

- a. Summarize the activities and achievements of the Palmerston Railway Heritage Museum Steering Committee over the previous year.
- b. Describe ongoing activities and issues and identify new priorities/concerns.
- c. Outline the Committee's primary projects for the upcoming year, including all anticipated budgetary needs.

- 5.4** When appearing before Town Council on behalf or as a representative of the Committee, Committee members shall present the Committee's official position on a particular matter. However, where a Committee member appears before Council and clearly indicates that they are appearing on behalf of another organization or as a citizen at large and not in their capacity as a member of the Committee, they may present a position which is their personal position or is the position of that organization they represent.

**6.0 FINANCING**

- 6.1** Financial support for the Committee will be reviewed annually as part of the Municipality's regular budget preparation process. Additional, special project funding requests may also be submitted by the Committee from time to time for consideration by Council.
- 6.2** Committee members will receive no remuneration for their involvement in Committee activities.

**7.0 CONFLICT OF INTEREST**

- 7.1** Committee members, who are not Municipal Councillors, are not bound by the Municipal Conflict of Interest Act. Committee members have an obligation to disclose any issues of pecuniary interests or if they are personally affected by a matter before the Committee where there may be a perceived interest in the matter under consideration by the Committee. Members shall declare the interest at the beginning of the meeting and shall not discuss or vote on the particular matter.

**8.0 STAFF LIAISON AND SUPPORT SERVICES**

- 8.1** Administrative support to be provided by the Town will include: the coordination of Palmerston Railway Heritage Museum Steering Committee related communications and correspondence; recording minutes, preparing agendas, reports and speaking points, research and data collection. Additional support is to be requested by the Committee and not provided by staff until approved by Council.
- 8.2** The Palmerston Railway Heritage Museum Steering Committee budget will be administered by the Town Treasurer as a line item within the Minto Cultural Roundtable Budget.

Minutes of May 24, 2016  
Palmerston Railway Heritage Museum Notes  
Palmerston Library Community Room 6:30 p.m.

**9.0 MEETINGS**

- 9.1** The Committee shall normally meet once every month, or at the call of the Chair with adequate notice to be given to all members. The meetings will generally take place at the Palmerston Railway Heritage Museum or Palmerston Library. All Committee meetings are public.
- 9.2** The Committee may, from time to time, invite resource persons to attend a meeting.
- 9.3** The Committee may establish Sub-Committees for various topics, issues or proposals as required. Such Sub-Committees may include non-Roundtable members, with the approval of the Chair, provided the Sub-Committee is chaired by a Roundtable member. Sub-Committees shall report to the Cultural Roundtable through the Sub-Committee chair.
- 9.4** Quorum will be 50% + 1 of appointed members of the public (i.e. 12 appointed members; quorum = 7).
- 9.5** On matters requiring votes, the Committee shall strive for consensus, and shall normally only communicate the consensus or majority position to Council. On matters where there is a significant lack of Committee consensus, minority positions may also be reported to Council, at the discretion of the Chair. The Chair generally does not vote, unless deemed necessary to break a tie.

**10.0 AGENDAS AND MINUTES**

- 10.1** An agenda for the upcoming Palmerston Railway Heritage Museum Steering Committee meeting will be prepared by Staff for approval by the Chair and e-mailed and/or mailed to Roundtable members within one week in advance of their meeting.
- 10.2** Formal minutes of the Palmerston Railway Heritage Museum Steering Committee meeting will be prepared by Staff and e-mailed and/or mailed to Roundtable members two weeks following their meeting. These minutes will be considered draft until adopted by the Palmerston Railway Heritage Museum Steering Committee at their next meeting.
- 10.3** Once adopted by the Palmerston Railway Heritage Museum Steering Committee, minutes will be posted on the Town website.

**11.0 AMENDMENTS**

- 11.1** The Palmerston Railway Heritage Museum Steering Committee may wish to review the Terms of Reference from time to time and make recommendations to Council regarding amendments.
- 11.2** Amendments to the Terms of Reference can only be made by Council.

Minutes of May 24, 2016  
Palmerston Railway Heritage Museum Notes  
Palmerston Library Community Room 6:30 p.m.

Schedule B  
PALMERSTON RAILWAY HERITAGE MUSEUM STEERING COMMITTEE ACTION PLAN



## LOCAL HERITAGE MARKERS COMMITTEE

MAY 18, 2016

Page 1 of 2

The Local Heritage Committee held its meeting on Wednesday May 18, 2016 in the Town of Minto Council Chambers. Committee members present for the meeting were Marc Mackenzie representing the Harriston Heritage Association, June Macdonald representing the Minto Heritage Association, Meghan Raftis on behalf of the Cultural Roundtable, and Bob McEachern representing the Palmerston Railway Heritage Museum. Members of staff present at the meeting were Business and Economic Development Manager Belinda Wick-Graham and Economic Development Assistant Taylor Pridham.

Business and Economic Development Manager Wick-Graham stated that the goal was to assemble something to present to the Cultural Roundtable at their upcoming meeting on June 14, 2016. She mentioned how house plaques have blossomed in Minto but financially there needs to be more help to do more.

Wick-Graham provided the committee with a package highlighting how by developing a local heritage program, it would help with applications and consent forms. She proceeded to read through the package which highlighted topics such as: local markers, planning the project, researching the topic, selecting a location, writing the text, credit lines, manufacturing and installation, as well as unveiling the marker. She also noted that Macdonald and Mackenzie would be valuable assets in terms of gathering research regarding the history of building.

Wick-Graham noted that text and credit lines would appear on the Treasures of Minto website, as many already do. She then made the committee aware of an application form that Marc drafted based on the previous application with some modifications. The committee compared Mackenzie's application to the Heritage Toronto Plaques and Markers Program. Committee members all agreed that the following be included in the application: plaque location, anniversaries and celebrations, outside access to public, and a 250 word paper explaining the subject matter. The committee agreed that a draft of the 150 words of proposed plaque text would not be needed. Mackenzie shared that he believes cast aluminum would be the cheapest and best value.

The committee then read through the Heritage Toronto Plaques and Markers Program package. Committee members all agreed that it could be a joint venture between the owner of a house or historical site, and the Cultural Roundtable. The committee then agreed that they would go on a case by case basis when it came to deciding the difference between something that is significant and something that is historical. Rafts mentioned that within the Heritage Toronto Plaques and Markers Program package, it was noted that celebrations and anniversaries of building are taken into account.

## LOCAL HERITAGE MARKERS COMMITTEE

MAY 18, 2016

Page 2 of 2

The committee discussed including a town logo on future plaques and all were in favour. Wick-Graham noted that they could tie it into the Treasures of Minto website and that she would discuss this idea with the Town of Minto's designer. She also raised a concern that the price of the plaques could sound very steep to individuals and that they should look into other options. Wick-Graham mentioned that if plaques cost \$750, homeowners could cover \$500 then the committee could cover the other \$250. Mackenzie said that he would research pricing that could potentially be more cost effective. He also mentioned that he would like the plaques to show consistency across the towns within Minto. Raftis mentioned that the committee should still contribute in topping up the funding even if there is a third party involved in order to manage some control over the consistency of the plaques. All committee members agreed with this motion. Wick-Graham also noted that this committee would serve as a sub-committee of the Cultural Roundtable and would be responsible for meeting up to review forms as the experts. Macdonald stated that she would like to see council discuss how they feel about the importance of heritage and that they would show their support.

Wick-Graham wrapped up the meeting with committees in agreement to meet to review applications as they come in. She noted that she would draft a terms of referenced for what the committee will look like and what it will strive to accomplish. She also noted that a budget request and a draft of an application should be done by June 14<sup>th</sup> for the next Cultural Roundtable meeting. Mackenzie reminded the committee that he would look into plaque pricing.

Wick-Graham wrapped up the meeting listing that the committee would discuss funding, prices and how much the committee would be willing to pay for the plaques the following weekend.

Next Meeting:  
Wednesday June 1<sup>st</sup>, 2016  
4:00 pm  
Council Chambers

Taylor Pridham  
Economic Development Assistant

## LOCAL HERITAGE MARKERS COMMITTEE

JUNE 1, 2016

Page 1 of 2

The Local Heritage Committee held its meeting on Wednesday June 1, 2016 in the Town of Minto Council Chambers. Committee members present for the meeting were Mark Mackenzie representing the Harriston Heritage Association, June Macdonald representing the Minto Heritage Association and Megan Raftis on behalf of the Cultural Roundtable. Members of staff present at the meeting were Business and Economic Development Manager Belinda Wick-Graham and Economic Development Assistant Taylor Pridham. Regrets were received from Bonnie Whitehead and Bob McEachern.

The Committee reviewed and approved the previous meeting minutes from May 18, 2016.

Belinda Wick-Graham reviewed the Terms of Reference package and noted the additions and changes that were made from suggestions from the previous meeting. The Committee was in agreement in appointing Mark Mackenzie as Chair of the Committee moving forward.

Wick-Graham shared that all of the information from the previous meetings would be shared with the Cultural Roundtable on June 14, 2016, including reporting and financing. The Committee approved the Terms of Reference draft.

Wick-Graham also reviewed the draft application package which had been assembled based on a combination of the Toronto Heritage Plaques and Markers Program as well as a draft written up by Mark Mackenzie. The Committee approved making adjustments to the draft application package to just have Heritage Plaques included.

Wick-Graham suggested that planning walking tours or creating brochures for the plaques would be a beneficial method to promote the plaques and the Local Heritage Markers Committee. June Macdonald suggested going in a direction of telling a story with pictures with the plaques as it would be more interactive rather than just aluminum. The Committee agreed that they would like to look further into this idea. Wick-Graham noted that she would contact a designer from the company that created the plaques on the downtown bridge in Harriston.

Macdonald noted that 40 years as the deadline for plaque application would be too young, and suggested for an event to have at least occurred in the past 75 years. The Committee agreed with this and decided to make revisions as needed. The Committee also agreed to reference the Historical Societies for their help with research for the plaques.

Wick-Graham informed the Committee that she would revise the draft report and budget to send to review at the Cultural Roundtable meeting on Tuesday June 14, 2016. The Committee also discussed that certain plaques should be more formal than other. Wick-

## LOCAL HERITAGE MARKERS COMMITTEE

JUNE 1, 2016

Page 2 of 2

Graham noted that she would check with the Cultural Roundtable about options of having two different streams: one sign landmark plaque and a storyboard type of plaque for places and events that are not as significant. Wick-Graham also mentioned that she would pitch the ideas discussed in meeting to Council on June 21, 2016.

Next Meeting:

Wednesday June 22<sup>nd</sup>, 2016

4:00 pm

Council Chambers

Taylor Pridham  
Economic Development Assistant

Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

Present: Mayor George Bridge, CAO/Clerk Bill White, Councillor Jean Anderson, Councillor Mary Lou Colwell, Councillor Ron Elliott, Chair John Mock, Alison Armstrong, Economic Development Manager Belinda Wick-Graham, Treasurer Gordon Duff, Harold DeVries, Gerry Horst, and Hope Reidt.

Regrets were received from Kirk Brownell, Jonathan Zettler and Kelly Schafer.

Wick-Graham opened the meeting at 3:05 p.m.

The Committee reviewed the previous meeting minutes.

**MOTION:**

**Moved by: Harold DeVries and Seconded by: Ron Elliott**

**That the Economic Development and Planning Committee approve the minutes of the May 12, 2016 meeting.**

**CARRIED**

Hawks Nest

Wick-Graham informed the Committee that she had tickets for the Hawks Nest event that would be taking place on Tuesday June 21, 2016 in Kincardine at 7:00 p.m.

Downtown Revitalization Update

Wick-Graham reviewed the Harriston Downtown Revitalization Committee minutes from June 6, 2016 which are attached as Schedule "A".

Bill White updated the Committee on the construction taking place on Elora Street in Harriston.

Wick-Graham shared that the Harriston Legion had purchased new awnings and signage which the Harriston Downtown Revitalization Committee had reviewed and were in full support of. The Committee decided to match 50% of the funds, being \$2,492.50.

**RECOMMENDATION:**

**Moved by: Harold DeVries and Seconded by: Ron Elliott**

**THAT:**

**The Town of Minto approves Façade Application H14 for \$2,492.50 and Signage Application H12 for \$190 for the Harriston Legion Branch 296 .**

**CARRIED**

Business Retention & Expansion 2016

The Committee reviewed the 2015 Town of Minto Business Retention & Expansion results and began the development of Action Plans for 2016-2018. The discussion results are attached as Schedule "B". It was very apparent when reviewing the data that many of the strengths, weaknesses and opportunities align well with the 2014-2016 Action Plan.

Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

Adjournment at 4:50 pm

Next Meeting: October 13, 2016 at 3:00 pm at Town of Minto Council Chambers  
(unless necessary)

Taylor Pridham  
Economic Development Assistant



Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

**Schedule "A"**  
**Harriston Downtown Revitalization Minutes**

The Harriston Downtown Revitalization Committee held its regular meeting on Tuesday June 6th, 2016 at LaunchIt Minto. Committee members present for the meeting were, Cheryl Bell, Lisa Leslie, Ken Rogers, Tony Tsotros, John Mock, Geoff Gunson, Lisa Leslie, and Randy Martin. Members of staff present were Business and Economic Development Manager Belinda Wick-Graham and Economic Development Assistant Taylor Pridham. Regrets were received from Krista Fisk.

The Committee reviewed the previous meeting minutes. Belinda Wick-Graham noted that summer student Nicole Haveman would be selling IPM bows the following day, Wednesday June 7<sup>th</sup>, 2016/ Small bows would be sold for \$12.00 and large bows would be sold for \$22.00. Wick-Graham notified the Committee that the bows would be delivered to businesses in time for the July long weekend. Wick-Graham also updated the Committee on Pitch It!, noting that 4 people submitted their final business plans. There were 3 presentations and the winner will be announced at the first Council meeting in July.

Wick-Graham notified the Committee that she would be talking to Michael Hendricks about placing interlocking brick in the proposed new Public Space at the Old Post, as well as pricing to do so.

Wick-Graham updated the Committee on the Street Party to take place on Saturday August 13th, 2016. Taylor Pridham reviewed details regarding events and activities during the day for the party. Wick-Graham reviewed details for the street dance at night and noted that there was a \$3,500.00 budget for the event. Lisa Leslie mentioned that she would discuss donations and fencing with the Harriston Kinsmen at the next meeting. Ken Rogers mentioned that he would like to have an open house for his theatre the day of the Street Party with a 1:00 PM showing of Roger Rabbit. Rogers also informed the Committee that he has been doing many renovations to his building, along with a new ceiling and projector for his proposed 'Harriston Film Society'. Rogers mentioned that he would like to play historical/old film but not compete with the Norgan, as well as start a movie club and rent the theatre out to the public. Rogers also mentioned that he had been in touch with Steve Godfrey about booking the theatre for concerts or rehearsal space.

Wick-Graham notified the Committee that the downtown construction has been steadily progressing. She asked the Committee if there were any suggestions for construction promotions or events for the summer. Geoff Gunson noted that a large sign notifying traffic that the downtown is still open would be beneficial. Wick-Graham suggested that radio advertisements targeting the downtown could be beneficial on Thursday or Friday afternoons when people are driving through town. The Committee agreed that affordable marketing through websites, social media and newspapers would be beneficial options. The Committee decided against having another summer Ladies' Night.

Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

Wick-Graham informed the Committee that there were no further updates on the construction of the roundabout taking place on the south end of Harriston.

Lisa Leslie mentioned that she would ask Dave Anderson about a new mural on the side of his building.

Wick-Graham updated the Committee that there would be no shuttle buses transporting individuals from the IPM to the downtown. Randy Martin asked about Steve Wylie's building and whether or not there was a new tenant. Wick-Graham informed the Committee that there would be a country store opening with clothes, footwear, home décor and pet products. She noted that the store owner was planning on opening by the end of June. Wick-Graham also notified the Committee that Lakeridge Heating and Cooling's building is now a Renew property.

Wick-Graham noted that Foodland would be taking over the Harriston L&M and doing major renovations. She also noted that the majority of staff would be staying and that the renovations would be starting on June 18th, 2016.

Wick-Graham mentioned that she would send the Resident Survey results to the Committee by the next meeting. She also mentioned that Hair Therapy and Pink Me Up would be having their official Grand Opening on Friday June 10th, 2016 at 10:00am. Wick-Graham closed the meeting stating that the Committee would discuss construction, the Old Post and the Street Party at the next meeting.

Next Meeting will be:  
Monday, July 11<sup>th</sup>, 2016  
6:00 pm  
LaunchIt Minto

Taylor Pridham  
Economic Development Assistant

Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

**Schedule “B”**

**Town of Minto  
2016 Business Retention & Expansion  
Data Review**

**Strengths**

|                                              |                                               |                               |
|----------------------------------------------|-----------------------------------------------|-------------------------------|
| Quality of Life                              | Good place to do business                     | Small Town Pride              |
| Active Mayor and leadership of Council/Staff | Infrastructure                                | Programs                      |
| Medical Services                             | Support from municipality (open for business) | Access                        |
| Partnerships                                 | Growing Population                            | Launch It programs            |
| Culture/Recreation                           | Affordability (commercial and residential)    | Economic Development          |
| Location                                     | Support from locals                           | Support from other businesses |

**Issues/Challenges**

|                                 |                                                                            |                                           |
|---------------------------------|----------------------------------------------------------------------------|-------------------------------------------|
| Public Transit                  | Workforce                                                                  | Public Parking                            |
| Selection of Residential lands  | Hours of Business Operations                                               | Rentable Space/Vacant                     |
| Accessibility                   | Location to larger centres                                                 | Size of Population                        |
| Rural Internet                  | Low Income                                                                 | Hydro Stability                           |
| People shopping outside of town | Mismatch of target market or not target market<br>25-44 vs. 55+ population | Used/Old vs. New Businesses (Investments) |
| Youth Out-Migration             |                                                                            |                                           |

**Opportunities**

|                         |
|-------------------------|
| Workforce               |
| Marketing/Promotion     |
| Downtown Revitalization |
| LaunchIt Minto          |

|                                              |                                                               |                                                                                                                            |
|----------------------------------------------|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Residential Developer Partnership/Promotions | Relationships/partnerships with Agencies (subsidized housing) | Continued support for quality of life/place initiatives to attract “creative class”<br>- Volunteers<br>- Welcome Newcomers |
| Continued support of LaunchIt                | Public Transit (Uber)                                         | Assisting Businesses/builders to                                                                                           |

Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

|  |  |                                                                                                      |
|--|--|------------------------------------------------------------------------------------------------------|
|  |  | access funding<br>(Angels, bonds, etc.)<br>Match.com Investors<br>Information night<br>Investor fair |
|--|--|------------------------------------------------------------------------------------------------------|

**Interesting Comparisons to Previous Survey Results**

| <b>What is your general impression of this community as a place to do business?</b>                                                                              |                                              |                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------------------------------------------|
| <b>2008</b><br>73% Good/Excellent                                                                                                                                | <b>2013</b><br>87% Good/Excellent            | <b>2015</b><br>85.1% Good/Excellent                                    |
| <b>In the past 3 years has your attitude about doing business in this community changed?</b><br>36% Yes, more positive<br>9% Yes, more negative<br>56% No Change |                                              | 35.6% Yes, more positive<br>6.7% Yes, more negative<br>57.8% No change |
| <b>How would you rate the following factors of doing business in this community?</b><br><b>Support from municipality:</b>                                        |                                              |                                                                        |
| <b>2008</b><br>64% Good/Excellent                                                                                                                                | <b>2013</b><br>77% Good/Excellent            | <b>2015</b><br>80.9% Good/Excellent                                    |
| <b>How would you rate the following factors of doing business in this community?</b><br><b>Support from other businesses:</b>                                    |                                              |                                                                        |
| <b>2008</b><br>77% Good/Excellent                                                                                                                                | <b>2013</b><br>62% Good/Excellent            | <b>2015</b><br>80.9%                                                   |
| <b>From the perspective of your business, rate the level of satisfaction with the Workforce Planning Board</b>                                                   |                                              |                                                                        |
| <b>2008</b><br>82% No Contact                                                                                                                                    | <b>2013</b><br>51% Not Applicable/Don't Know | <b>2015</b><br>74.5% No Response                                       |
| <b>From the perspective of your business, rate the level of satisfaction with the Community Futures Development Corporation</b>                                  |                                              |                                                                        |
| <b>2008</b><br>88% No Contact                                                                                                                                    | <b>2013</b><br>60% Not Applicable/Don't Know | <b>2015</b><br>83% No response                                         |
| <b>From the perspective of your business, rate the level of satisfaction with the Business Enterprise Centre</b>                                                 |                                              |                                                                        |
| <b>2008</b><br>90% No Contact                                                                                                                                    | <b>2013</b><br>67% Not Applicable/Don't Know | <b>2015</b><br>80.9% No response                                       |

Minutes of June 9, 2016  
ECONOMIC DEVELOPMENT & PLANNING COMMITTEE  
Town of Minto Administration Office 3:00 p.m.

| Rate your level of satisfaction with Recreational & Cultural Facilities                                                |                                                                                         |                                                                                              |
|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| <b>2008</b><br>57% Very Satisfied/Somewhat Satisfied                                                                   | <b>2013</b><br>84% Good/Excellent                                                       | <b>2015</b><br>76.6% Good/Excellent Rec facilities<br>51% Good/Excellent Cultural Facilities |
| Rate your level of satisfaction with Street/Road Repair                                                                |                                                                                         |                                                                                              |
| <b>2008</b><br>64% Very Satisfied/Somewhat Satisfied                                                                   | <b>2013</b><br>76% Good/Excellent                                                       | <b>2015</b><br>70.3% Good/Excellent                                                          |
| Rate your level of satisfaction with Snow Removal                                                                      |                                                                                         |                                                                                              |
| <b>2008</b><br>75% Very Satisfied/Somewhat Satisfied                                                                   | <b>2013</b><br>64% Good/Excellent                                                       | <b>2015</b><br>74.5% Good/Excellent                                                          |
| During the past 3 years has the number of people you employ in this business increased, decreased, or stayed the same? |                                                                                         |                                                                                              |
| <b>2008</b><br>Increased 32% (132 employees)<br>Decreased 15% (16 employees)<br>Same 53%                               | <b>2013</b><br>Increased 52% (286 employees)<br>Decreased 5% (11 employees)<br>Same 43% | <b>2015</b><br>Increased 94.3% (66 employees)<br>Decreased 5.7% (4)                          |
| Do you have difficulty hiring?                                                                                         |                                                                                         |                                                                                              |
| <b>2008</b><br>Yes 62%                                                                                                 | <b>2013</b><br>Yes 44%                                                                  | <b>2015</b><br>Yes 36.4%                                                                     |

LaunchIt Minto  
Minutes of June 14, 2016  
Page 1 of 2

The LaunchIt Minto Board held a meeting on Tuesday June 14, 2016 at LaunchIt Minto. Board Members present for the meeting were Chair Glen Hall, Mayor George Bridge, Councilor Mary-Lou Colwell, and Manager of Economic Development Belinda Wick-Graham.

Members of staff present; Business Development Coordinator, Somer Gerber.

Regrets were received from Hope Reidt, Justin McIntosh, Irmgard Kuersten-Kirkorian Ryan Koeslag, Bernice Weber, and John Mock

**Please NOTE the LaunchIt Board did not have Quorum**

Chair Glen Hall opened the meeting at 4:01p.m

Hall opened the meeting with a proposal to the LaunchIt Board to host or co-host an event entitled Live2Lead with John Maxwell taking place on October 7, 2016. Live2Lead is a half-day, leader development experience designed to equip attendees with new perspectives, practical tools and key takeaways. Learning from world-class leadership experts, attendees are to be prepared to implement a new action plan, and start leading when you get back to the office with renewed passion and commitment. It was suggested that the Minto Chamber of Commerce along with other organizations may be interested in sponsoring this event to be hosted at the Norgan Theatre if approved. Gerber will be sending out a Doodle Poll to check availability of the Board to get together and vote on the event.

The Board reviewed the LaunchIt financials noting that the Minto Chamber needed to be invoiced for their contribution toward LaunchIt in the amount of \$12,000.

Wick-Graham mentioned the continued need to share with potential businesses that LaunchIt has affordable office space available with flexible terms.

Gerber told the Board about the two new occasional rental tenants. Shelley Fisk, Owner of Posh will be renting Office #1 between 2 & 3 evenings per month at a rate of \$50 per use along with Christine Newman, Registered Massage Therapist who is at LaunchIt every other Friday.

Hall discussed the BFP (Business Flight Program) with the Board stating that several businesses have expressed interest in enrolling in the program starting in September. The Board set a goal to have 10 BFP's by September.



LaunchIt Minto  
Minutes of June 14, 2016  
Page 2 of 2

Gerber shared with the Board her interview on 88.7 The River – Wellington North Today discussing LaunchIt services. The River has been very active in promoting LaunchIt coming events at no cost.

Wick-Graham told the Board that a new business has been approved in the Renew program. Amanda Newton of T & J Photography is currently exploring locations and will be informed of LaunchIt services and space.

The meeting adjourned at 5:04 p.m.

The next LaunchIt Minto meeting is Tuesday, September 13, 2016 4:00 p.m. at LaunchIt Minto.

Note: The Board will be meeting to hear and vote on Live2Learn Event – Date TBD

Somer Gerber, Business Development Coordinator

**Minutes of Parks & Recreation Advisory Committee Meeting**  
**Meeting Date: Monday, June 27, 2016**  
**Meeting Location: Rotary Clifford Pavilion**

**Present:** Councillor Ron Elliott, Councillor Dave Turton,  
Bill Raynard, Dorothy Grotenhuis  
**Staff Present:** Allan Carr, Recreation Facilities Manager  
Matthew Lubbers, Recreation Services Manager  
Grace Wilson, Recreation and Facilities Assistant  
**Regrets:** Ryan Fisk, Geoff Gunson, Bob McEachern

Councillor Elliott called the meeting to order at 5:00pm.

Review of May 30, 2016 Minutes:  
P.R.A.C. minutes from May 30, 2016 minutes were reviewed.

**MOTION:**  
Moved by: Councillor Dave Turton and Seconded by: Bill Raynard  
**THAT:**  
The P.R.A.C. minutes of May 30, 2016 be approved as circulated.  
CARRIED

Council Follow-Up:  
Council approved the minutes of the May 30, 2016 P.R.A.C meeting.

Services Manager's Reports:  
*Norgan Theatre*

At the last Norgan Theatre Board meeting on May, 30 2016, Dave Wilson appeared as a delegation to give the board an update on his research of George Norgan. Dave Wilson now has enough information to write a book on Norgan for the 70<sup>th</sup> anniversary in August 2017. Recreation Services Manager Lubbers reported that attendance for weekend showings has been down the last few weeks but the board is hopeful with a few summer blockbusters that numbers will rise. During the three week shut down at the end of summer the Board will also look at installing new seats to better suit those with accessibility needs in the community.

*Program Progress Report*

Recreation Services Manager Lubbers reported that summer programs are healthy. Grassroots soccer in Clifford has 80 kids registered, hometown ball has enough interest that two t-ball teams were created and junior level has one team. Pickleball at the Harriston Curling Club has enough interest for four courts, Adventure Camp has had an overwhelming amount of registrations, shuffleboard has strong attendance and session 1 of swimming lessons is about to wrap up at both pools.

Facilities Manager's Report:  
*All Facilities*

Facilities Manager Allan Carr reported that he will be working with Recreation and Facilities Assistant Grace Wilson on the website in preparation for the launch of the online facilities calendar in the fall of 2016. Wilson has also scheduled advertisements for the newspaper to run during the month of July regarding the leasing of arena concessions.

## Minutes of Parks & Recreation Advisory Committee Meeting

Meeting Date: Monday, June 27, 2016

Meeting Location: Rotary Clifford Pavilion

### *Palmerston*

In Palmerston, LED lighting has been installed along the path in Heritage Park, the fountain at the CNRA Park has been repaired and is up and running, new wood chips have been spread around all the playgrounds and the Palmerston trail system has had the majority of trees cut back and the grass is cut on a regular basis. Vandalism occurred at Heritage Park; the siding was pulled off the washrooms, which have now been replaced, and the backgammon table was destroyed but will not be replaced.

The computerized system that enables all the features of the splash pad to oscillate has broken down and the repair would be quite costly. Facilities Manager Carr is working with Palmerston facilities staff to ensure the splash pad can run constantly from 8:00am-8:00pm. Carr is also working with an electrician to ensure running all of the features all day will not overwhelm the pump.

Facilities Manager Carr also reported that he is working closely with volunteers and staff at the Palmerston Railway Heritage Museum to organize all information and displays. Carr has also hired a student to assist with the handcars and activities in Heritage Park. Summer renovations continue at the arena with new toilets and counter tops installed and ball hockey lines painted on the floor. A new water softener was installed for the auditorium.

Palmerston has been busy with walking groups, playgroups, pavilion rentals, ball tournaments, meetings, Party in the Park, Splash Bash, the Hospital Gala, a blood donor clinic, a wedding and 91Run. Palmerston is contention to be awarded the Peewee Boys Softball National Tournament in 2017.

### *Harriston*

The Harriston pavilion has been painted and the trailer park area has been leveled and seeded. New wood chips were put in at the pool playground and at the Medical Centre playground. Floors in the outside washrooms at the Harriston ball diamond have been painted and the volunteers painted the lobby area at the Minto Dance Academy. The paperwork for the Canada 150 Grant has been completed and submitted with a focus on upgrades to the Harriston Pool.

Harriston facilities and parks have been busy with card parties, weekly fitness programs, meetings, playgroups, reunions, a chicken BBQ, firefighter's breakfast, garden festival, plant sale and ball diamond rentals.

### *Clifford*

A new light has been installed in Rotary Park for the annual Truck Show and all playgrounds have received new wood chips. The water line at the Clifford Community Garden has been repaired and is ready for use. Clifford Arena had new downspouts installed; ball hockey lines painted on the arena floor and a site at the arena is being prepared for the instillation of an electric car charging station.

Clifford parks are busy with soccer and baseball. The facilities have been booked for regular meetings, a seminar, card parties, church gatherings, a reunion and a community yard sale.

**Minutes of Parks & Recreation Advisory Committee Meeting**

**Meeting Date: Monday, June 27, 2016**

**Meeting Location: Rotary Clifford Pavilion**

The Clifford Recreation Association (CRA) reported that Clifford Minor Hockey would be folding this year. The CRA still will try and run tournaments under the Minto Minor Hockey name with proceeds going to Minto Minor Hockey. The Clifford Homecoming Committee has been approved for a grant for the event in August 2017 and preparations are well underway.

*Annual Facility Donation List*

Recreation Services Manager Matthew Lubbers presented P.R.A.C. with a list of facility users who request a donation for their facility use on an annual basis. The current donation policy states that any facility donation worth \$500.00 or greater is to be reviewed by P.R.A.C. who in turn makes a recommendation to Council. There are two annual weekend events that have been approved annually, the Palmerston & District Hospital Foundation's Starlight Gala and the Jeff Davie Memorial 3-Pitch Tournament. These foundations take the proceeds they raise and put them back into the community. There are also two ongoing programs run at Town facilities throughout the year in Harriston and Palmerston; in motion walking groups and the Ontario Early Years playgroups. These ongoing programs are free and open to all. They are postponed if Recreation staff has the opportunity to rent the space used to paying customers. Lubbers has requested that these users and their events be added to a pre-approved list, and forego applying for a donation annually. P.R.A.C will retain the right to review the list at any time and recommend additions or deletions from it to Council.

**RECOMMENDATION:**

Moved by: Dorothy Grotenhuis Seconded by: Bill Raynard

THAT:

The Council of the Town of Minto creates a pre-approved facility credit list, with the inaugural groups and events being the Jeff Davie Foundation's 3-Pitch Tournament, Palmerston & District Hospital Foundation's Starlight Gala, In Motion Walking Groups and the Ontario Early Years Playgroups.

*CARRIED*

**MOTION:**

Moved by: Councillor Ron Elliott

THAT:

P.R.A.C. adjourn at 6:20 p.m.

The next meeting is Monday, September 26<sup>th</sup> at the Palmerston Lions Clubhouse.

Grace Wilson  
Recreation and Facilities Assistant  
Parks & Recreation Advisory Committee



## TOWN OF MINTO

DATE: June 29, 2016  
REPORT TO: Mayor and Council  
FROM: Annilene McRobb, Deputy Clerk  
SUBJECT: Sale of Lots, Ann Street, Clifford

### STRATEGIC PLAN:

Ensure growth and development in Clifford, Palmerston and Harriston makes cost effective and efficient use of municipal services, and development in rural and urban areas is well planned, reflects community interests, is attractive in design and layout, and is consistent with applicable County and Provincial Policies.

### BACKGROUND

A report was provided to Council at the June 7<sup>th</sup> Council Meeting and Council passed the following Motion:

#### **MOTION: COW 2016-147**

**THAT Council receives the May 20, 2016 report from the Deputy Clerk regarding the Sale of Lands, Ann Street, Clifford, that Lots 294-315 inclusive be declared surplus to the needs of the Town of Minto, and that By-laws authorizing the Mayor and CAO/Clerk to execute all documents necessary to close transactions for which final offers have been received be considered upon completing of the required notice for the conditional agreements of purchase and sale.**

Declaring the lots surplus and giving notice of the Town's intention to consider a by-law to authorize the sale of certain lands is required under the disposition of property by-law. It is recommended Council pass individual by-laws for each agreement of purchase and sale.

### COMMENTS

The following map shows lots with offers meeting the Town's purchase price of \$22,500/lot.



The offers all contain conditions that prohibit resale of the lots until a home is constructed, require a building permit to be taken out for a home within six months of closing the transaction and completion of a house within 18 months of closing. The Town retains a conditional “buy back” clause similar to industrial lots. As a result some purchasers have staggered closing dates for different lots.

Staff ordered the reference plan of survey to be completed mid-July which will allow some lots to close in August so building permits could be available this year. Once these purchase and sale agreements close there will be 2 serviced lots left in Block B. Blocks C and D contain 10 more lots that are currently un-serviced. Council passed a resolution last meeting not to consider offers on these lots until they are serviced.

**FINANCIAL CONSIDERATIONS:**

Once all 24 serviceable lots are sold \$540,000 will be recovered toward purchasing the lands (to settle a lawsuit) and servicing necessary for development.

**RECOMMENDATION:**

THAT Council receives the June 29, 2016 report from the Deputy Clerk regarding the Sale of Lands, Ann Street, Clifford and that By-laws authorizing the Mayor and CAO/Clerk to execute all documents necessary to close transactions for which final offers have been received be considered in open session.

Annilene McRobb, CMO, Deputy Clerk





## TOWN OF MINTO

**DATE:** June 29, 2016  
**REPORT TO:** Mayor and Council  
**FROM:** Bill White, CAO/Clerk  
**SUBJECT:** Legal Services Agreement, Duncan Linton

---

### **STRATEGIC PLAN:**

5.7 Adopt and maintain fair and transparent procurement policies and by-laws to ensure the Town receives competitive pricing on tenders and proposals, and that local business has equal opportunity to submit bids.

### **BACKGROUND**

In 2012 after a comprehensive request for quotation, Council passed a by-law May 15, authorizing a legal services agreement with the firm of White Duncan Linton. The agreement expires May 15, 2017. The attached renewal request from the firm proposes a five year extension to the agreement with the following changes:

- Change firm name to Duncan Linton (White departed for another position)
- Designated Council now includes Patrick Kraemer; additional legal counsel added to replace those that have left the firm.
- Hourly rate increases from \$225 hour to \$235 per hour for Category 1 work (real estate and other more common legal services)
- Hourly rate for category 2 work fluctuates between \$235 and \$335 per hour depending on legal experience (Ontario Municipal Board Hearings and other Judicial bodies)

The following general terms remain in the agreement:

1. Legal services non-exclusive; Town gives notice if other law firms retained.
2. Main staff contact is the Chief Administrative Officer/Clerk.
3. Free educational session provided annually for updates and trends in municipal and planning law and outlines of amendments to legislation and regulations.
4. Town receives firm's Municipal Law eBulletin if published
5. For each file where legal services are requested, the firm will obtain instructions from Minto. Oral instructions on significant matters will be confirmed in writing.
6. Legal work assigned to the most appropriate lawyer for the issue, staff familiarity, experience, responsibility etc. Junior lawyers with lower hourly rates, under the supervision of senior counsel, will be used as appropriate.
7. Every request for legal advice reviewed within one business day and answered within a time frame acceptable to the parties.
8. Disbursements paid for long distance, postage, travel, copies, government filing and search charges etc. Town administrative resources can be used to reduce disbursement costs as appropriate.
9. Term of five (5) years, termination with 90 days written notice.
10. Save harmless and indemnity clauses by the firm for the Town and its agents apply.
11. All materials provided by Minto to the firm will be returned at contract expiration including confidential information.
12. Rules of Professional Conduct established by the Law Society of Upper Canada apply.
13. The Retention of Legal Counsel Policy forms part of the agreement.

**COMMENTS:**

Overall staff has found the services of Duncan Linton to be excellent. The Town did experience a backlog of real estate transactions for a few months, but that was corrected. Patrick Kraemer is the main legal counsel on most matters, and staff has found him very professional and thorough. He assigns work to junior counsel where appropriate and has been available for educational sessions from time to time as provided for in the agreement, including the 2015 Council orientation session. Where there have been any issues with time allocation, Patrick has been very willing to reach reasonable solutions.

**FINANCIAL CONSIDERATIONS:**

The Town had 33 land transactions in the last four years which represent 77% of all legal fees paid. In years previous real estate transactions were 13% of all legal fees paid. With Duncan Linton the Town spends about \$10,000 annually in fees for non-real estate matters, which is half of annual legal fees paid to previous counsel for such matters (reviewing agreements, court or OMB hearings, tax matters and similar).

**RECOMMENDATION**

That Council receives the report from the CAO/Clerk dated June 29, 2016 regarding Legal Services Agreement, Duncan Linton, and that a by-law is considered in regular session authorizing the Mayor and Clerk to sign a five year extension to the retainer agreement subject to the terms and conditions outlined.

Bill White, C.A.O. Clerk

# DUNCAN, LINTON LLP

## LAWYERS

IRWIN A. DUNCAN+ • J. DAVID LINTON+ • DAVID M. STEELE  
MICHAEL A. VAN BODEGOM • PATRICK J. KRAEMER • DANIEL W. VEINOT  
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June 20, 2016

File No. 0039905

Bill White  
The Corporation of the Town of Minto  
5941 Highway #89  
R.R. #1  
Harriston ON N0G 1Z0

VIA EMAIL ([bwhite@town.minto.on.ca](mailto:bwhite@town.minto.on.ca))

Dear Mr. White:

**Re: Retainer for Legal Services**

Minto and White, Duncan, Linton LLP, now Duncan, Linton LLP, entered into a retainer agreement for legal services on May 10, 2012 (the "Retainer Agreement"), such retainer being for a term of 5 years, expiring May 9, 2017.

We advise that Duncan, Linton LLP agrees to be retained for a further five year period from May 10, 2017 to May 9, 2022 on the same terms and conditions as the 2012 retainer subject to the following changes:

1. White, Duncan, Linton LLP shall be Duncan, Linton LLP;
2. WDL shall be DL;
3. at paragraph 3 "William H. White – Designated Counsel" shall be removed; Peter A. Hertz – Designated Counsel shall remain; and Patrick J. Kraemer shall be indicated as Designated Counsel;
4. at paragraph 3 adding the following lawyers: Thomas E. Sanderson and Jeramie J.A. Gallichan;
5. at Schedule B the hourly rate for all lawyers for category 1 work shall be at a rate of \$235/hour; and
6. At Schedule B the hourly rates for all category 2 work shall be:

| Years of Experience of Lawyer<br>Performing Services | Proposed Hourly Rate |
|------------------------------------------------------|----------------------|
| Up to 5 years                                        | \$235                |
| 6-12 years                                           | \$285                |
| 13-20 years                                          | \$310                |
| Over 20 years                                        | \$335                |

Please indicate the Town's agreement to the above amendments to the Retainer Agreement by signing below.

The Corporation of the Town of Minto agrees to the above noted amendments to the Retainer Agreement.

Dated \_\_\_\_\_, 2016.

**The Corporation of the Town of  
Minto**

Per: \_\_\_\_\_

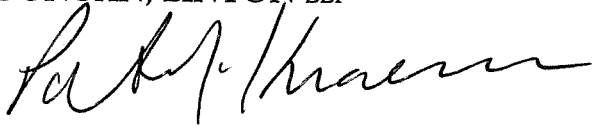
George A. Bridge  
Mayor

Per: \_\_\_\_\_

Bill White  
CAO/Clerk

We have the authority to bind the  
Corporation of the Town of Minto

Yours very truly,  
DUNCAN, LINTON LLP



Patrick J. Kraemer  
PJK/lk

|                                           |                                   |
|-------------------------------------------|-----------------------------------|
| Section: <b>Administration</b>            | Policy Number: <b>1.31</b>        |
| Policy: <b>Retention of Legal Counsel</b> | Effective Date: <b>05/15/2012</b> |
| Date Last Revised:                        | Current Revision Date:            |



**Policy  
Town of Minto  
Retention of Legal Counsel**

**Policy Statement:**

Senior staff from time to time shall request legal counsel secured by contract to provide advice or act for the Town of Minto with respect to specified legislative responsibilities of the Town.

**Purpose:**

To set out the authority and process for the obtaining legal advice from contracted counsel.

**Actions:**

1. The Clerk's Department shall manage the contract for the Town's approved legal counsel.
2. Senior Staff members may, with the approval of the Chief Administrative Officer/Clerk or Mayor, seek advice from legal counsel as per the contract on file with the Clerk's Department. Members of Council requesting a legal opinion shall do so by resolution of Council except in special or unique situations in which case the CAO/Clerk and Mayor and/or Deputy Mayor shall be consulted.
3. Staff will provide the Clerk's Department with a copy of all opinions received from legal counsel whether provided in written or electronic format.
4. If a verbal opinion is given, legal counsel will provide written confirmation of the opinion.
5. The Clerk's Department will review the opinion and forward a copy to Council if the opinion is required for Council deliberations. Legal opinions involving the following shall be considered by Council in closed session:
  - a) litigation, potential litigation, matters before the Ontario Municipal Board or other tribunal
  - b) advice subject to solicitor client privilege
 Legal opinions sent to Council should be accompanied by a report explaining circumstances surrounding the legal opinion.
6. Invoices for legal services shall be submitted directly to the Treasury and shall be signed off by the CAO/Clerk's Department and the Senior Manager who requested the service.
7. Prior to seeking legal advice the Senior Manager shall research the requirements of any relevant legislation or Act so as to gain a generally familiar with the matter at hand so as to ensure conversations with legal counsel are effective and efficient. The following section summarizes generally when legal advice might be sought on certain matters:

|                                           |                                   |
|-------------------------------------------|-----------------------------------|
| Section: <b>Administration</b>            | Policy Number: <b>1.31</b>        |
| Policy: <b>Retention of Legal Counsel</b> | Effective Date: <b>05/15/2012</b> |
| Date Last Revised:                        | Current Revision Date:            |

- a) Assistance interpreting the Municipal Act, Municipal Freedom of Information Act, Municipal Conflict of Interest Act, Ontario Municipal Board Act, Municipal Affairs Act, Line Fences, Drainage Act and similar legislation.
- b) Advice and assistance regarding the Environmental Protection Act, environmental Assessment Act, Building Code Act, Fire Prevention and Protection Act, and Planning Act as it pertains to Committee of Adjustment, the subdivision of land, and site plan approval in concert with review and advice from the County of Wellington Planning Department. With respect to legislation respecting contaminated sites, legal advice should be considered in along with advice from registered professional consulting engineers.
- c) Review and commenting on draft contracts, leases and agreements that pertain to the procurement of goods, use and/or sale of municipal lands, employment, consulting and similar. On complicated matters where there are no standard form agreements that apply, legal counsel shall be obtained prior to any agreement being presented to Council for approval. Where an agreement is to be registered on title, legal counsel shall be consulted in reviewing less complicated and standard form agreements prior to registration, and shall be requested to register the agreement and report back to the Clerk.
- d) Assistance where deemed necessary in prosecuting Town regulatory by-laws, the Building Code Act and similar, including representing the Town at tribunals and hearings where legal counsel has been appointed to represent the Town by resolution of Council.
- e) Real estate transactions, road closures, easements, title searches, municipal taxation, drafting of by-laws where necessary, issues of liability

**Responsibility:**

Chief Administrative Officer/Clerk, Mayor and/or Deputy Mayor, Senior Managers, Clerk's Department, Legal Counsel under contract.



**TOWN OF MINTO**

**DATE:** June 30, 2016  
**REPORT TO:** Mayor and Council  
**FROM:** Bill White, CAO/Clerk  
**SUBJECT:** Bait Fishing By-law

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**STRATEGIC PLAN:**

9.13 Implement short form wording and streamline by-law enforcement practices where possible to efficiently allocate resources to minor offences, and continue enforcing by-laws based on complaints keeping in mind available resources.

**BACKGROUND**

Mark MacKenzie attended a Council meeting in the fall of 2014 regarding implementation of the bait fishing by-law. At the February 3, 2015 Council meeting the following resolution was passed:

**MOTION: COW-038-15**

**THAT Council receives the C.A.O. Clerk's report dated January 26<sup>th</sup>, 2015 regarding the Town's Bait Fishing By-law and that Council direct staff to repeal and rewrite the By-law with the assistance of the Town Solicitor, and that Mark MacKenzie is notified.**

In discussion with the Town Solicitor, staff is concerned that even if re-written according to concerns previously expressed it does little to address concerns as they exist. The attached letter was provided by legal counsel as an update to this matter.

There have been very few calls to the Town about this issue. As was discovered in 2014 when last investigated there is only one licensed bait fishing company in this area. The Ministry of Natural Resources will enforce its licensing rules when contacted. Staff has directed any concerns to the Ministry when they come up.

**COMMENTS:**

As this is a Provincial matter, the Town by-law creates a situation where landowners expect the municipality to stop illegal bait fishing when the best course of action is to call Provincial Conservation Officers. Town staff does not have powers of seizure as the Province in this case. Violations of Provincial conservation and licensing laws can result in equipment being seized in addition to fines and other remedies when enforced by the Province. At best Town staff could only direct the public to cease the activity on Town lands.

**FINANCIAL CONSIDERATIONS:**

Repealing the by-law will require removal of old signs and allows by-law enforcement efforts to be more efficiently deployed.

**RECOMMENDATION:**

**THAT Council receives the CAO Clerk's report dated June 30, 2016 and the Town Solicitor's June 20, 2016 letter dated, and that By-law 04-72 be repealed.**

Bill White, C.A.O. Clerk

# DUNCAN, LINTON LLP

## LAWYERS

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June 20, 2016

File No. 0039218

Bill White  
The Corporation of the Town of Minto  
5941 Highway #89  
R.R. #1  
Harriston ON N0G 1Z0

VIA EMAIL ([bwhite@town.minto.on.ca](mailto:bwhite@town.minto.on.ca))

Dear Mr. White:

**Re: The Corporation of the Town of Minto (the "Town")  
Bait-Fishing By-law Review**

The Town asked us to review the current Baitfishing By-law and provide advice on revising such by-law.

Further to our consideration of the statutes, regulations, and jurisprudence on baitfishing regulation as well as discussions with the Ministry of Natural Resources, we can advise that it will be very difficult for the Town to effectively enforce and create a valid and enforceable baitfishing by-law. The *Fish and Wildlife Conservation Act*, 1997, S.O. 1997, c. 41 as amended and related regulations is comprehensive Provincial legislation that effectively regulates the licensing and enforcement of baitfishing through the Ministry of Natural Resources. It is unlikely that the Town will be able to effectively enforce baitfishing anywhere other than their own properties, for example, rivers and streams that may traverse Town parkland or baitfishing that may occur at the location of a road and bridge crossing a river or stream. Even in the instance of individuals using unopened road allowances to access streams and rivers are unlikely to be prohibited by the Town as such individuals would simply need to move upstream off of Town owned property to actively baitfish.


The Ministry of Natural Resources has indicated their willingness to cooperate with the Town in regard to illegal baitfishing, including a willingness to charge and prosecute against individuals baitfishing without a license. The Ministry of Natural Resources has advised that

there was only one license issued within the geographic boundary of the Town for baitfishing in 2015.

Notwithstanding the above, we are able to re-draft the Town's baitfishing by-law for enforcement on Town owned lands. Please provide your instructions as to whether or not you require us to complete our drafting of the by-law.

Yours very truly,

**DUNCAN, LINTON LLP**



Patrick J. Kraemer  
PJK/lk

## THE CORPORATION OF THE TOWN OF MINTO

### BY-LAW NUMBER 04 - 72

Being a by-law to implement certain provisions of the Trespass to Property Act and prohibit commercial bait-fishing on Town of Minto property and entry for that purpose.

#### WHEREAS:

1. Section 2 of the Municipal Act, 2001, S.O. 2001, c. 25 as amended (hereinafter called "the Act") provides that municipalities are created by the Province of Ontario to be responsible and accountable governments with respect to matters within their jurisdiction and that each municipality is given powers and duties under the Act and many other Acts for purposes which include, among other things, managing the public assets of the municipality.
2. Under Section 8 of the Act a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under the Act or under any other Act, and Section 9 of the Act provides that Section 8 shall be interpreted broadly so as to confer broad authority on municipalities to enable them to govern their affairs as they consider appropriate and to enhance their ability to respond to municipal issues.
3. Under Section 24 of the Act "bridge" means a public bridge forming part of a highway or on, over, or across which a highway passes, and Section 28 of the Act provides that a municipality has jurisdiction or joint jurisdiction as the case may be, over all highways over which it had jurisdiction or joint jurisdiction on December 31, 2002, all highways established by by-law of the municipality on or after January 1, 2003 and all highways transferred to the municipality under the Act, the Public Transportation and Highway Improvement Act or any other Act, and provides further that except as otherwise provided in the Act or under Section 8 of the Public Transportation and Highway Improvement Act, a local municipality has jurisdiction over all road allowances located in the municipality that were made by the Crown surveyors and all road allowances, highways, streets and lanes shown on a registered plan of subdivision.
4. Under Section 11 of the Act The Corporation of the Town of Minto may pass by-laws within the "culture, parks, recreation and heritage" sphere of jurisdiction and subsection 9 (3) of the Act provides that a by-law under Section 11 respecting a matter may regulate or prohibit respecting the matter.
5. Section 10 of the Fish and Wildlife Conservation Act, S.O. 1997, c. 41, provides that a person shall not enter premises in contravention of the Trespass to Property Act for the purpose of fishing or enter premises in contravention of the Trespass to Property Act in possession of a fishing rod or other fishing device, or engage in fishing in contravention of the Trespass to Property Act.
6. Ontario Regulation 664/98 made pursuant to the Fish and Wildlife Conservation Act, 1997 provides that "bait-fish" has the same meaning as in the Ontario Fishery Regulations and that (subsection 31.3 (1)) except under the authority of a commercial bait license that authorizes the holder to take, buy or sell bait-fish a person shall not take bait-fish for commercial purposes; but a commercial bait license does not provide the holder with authority to trespass on property contrary to the provisions of the Trespass to Property Act.
7. Subsection 2 (1) of the Trespass to Property Act, R.S.O. 1990, c.T.21 provides that every person who is not acting under a right or authority conferred by law and who without the express permission of the occupier, the proof of which rests upon the defendant, enters on premises when entry is prohibited under that Act or engages in an activity on premises when the activity is prohibited under that Act or does not leave the premises immediately after he or she is directed to do so by the occupier of the premises or a person authorized by the occupier, is guilty of an offence and on conviction is liable to a fine of not more than \$2,000.00.

**TOWN OF MINTO BY-LAW NO. 04-72**



Page 2 of 2

8. Under subsection 3 (1) of the Trespass to Property Act entry on premises may be prohibited by notice to that effect and subsection 4 (2) provides that where notice is given that a particular activity is prohibited, that activity and entry for the purpose of that activity are prohibited.
9. Under Section 5 of the Trespass to Property Act a notice under that Act may be given, orally or in writing, or by means of signs posted so that a sign is clearly visible in daylight under normal conditions from the approach to each ordinary point of access to the premises to which it applies, or by means of a marking system.

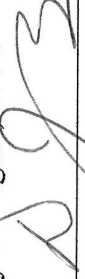

NOW THEREFORE the Council of The Corporation of the Town of Minto enacts as follows:

10. In this by-law "bait-fish" and "for the purpose of taking bait-fish for commercial purposes" have the same meaning as in the said Regulation 664/98.
11. This by-law applies to and covers all lands owned by The Corporation of the Town of Minto and without limiting the generality of this provision, including the full width of all highways owned by the Corporation, and the word "lands" herein includes any stream, river, lake or other body of water thereon.
12. The Corporation of the Town of Minto may give notice pursuant to the Trespass to Property Act that the activity of taking bait-fish for commercial purposes on lands covered by this by-law is prohibited.
13. The Corporation of the Town of Minto may give notice pursuant to the Trespass to Property Act that the activity on the lands covered by this by-law of preparing for or facilitating the activity of taking bait-fish for commercial purposes on the lands covered by this by-law or on any other lands is prohibited.
14. Upon the giving of notice as provided for in paragraphs 3 and 4 above or either of them, entry on the lands covered by this by-law for the activities described in paragraphs 3 and 4 above, or either of them, is prohibited.

READ a first and second time this 18<sup>th</sup> day of August, 2004.

  
\_\_\_\_\_  
Mayor - David Burns  
  
\_\_\_\_\_  
Clerk - Barbara L. Wilson

READ a third time and finally passed this 18<sup>th</sup> day of August, 2004.

  
\_\_\_\_\_  
Mayor - David Burns  
  
\_\_\_\_\_  
Clerk - Barbara L. Wilson



**TOWN OF MINTO**

**DATE:** June 29, 2016  
**REPORT TO:** Mayor and Council  
**FROM:** Gordon Duff, Treasurer  
**SUBJECT:** Approval of Accounts

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**STRATEGIC PLAN:**

Fiscal Responsibility/Financial Strategies - strategies support the goal of being a fiscally responsible municipality.

**BACKGROUND**

The following is a summary of accounts by Department paid for June 29, 2016:

|                      |               |
|----------------------|---------------|
| Administration       | \$ 288,081.90 |
| People & Property    |               |
| Health & Safety      |               |
| Health Services      |               |
| Building             |               |
| Economic Development | 23,671.45     |
| Incubator            | 1,826.09      |
| Tourism              | 700.23        |
| Fire                 | 33,362.73     |
| Drains               |               |
| Roads                | 730,391.41    |
| Cemetery             |               |
| Streetlights         | 3,346.60      |
| Waste Water          | 21,698.19     |
| Water                | 8,460.59      |
| Minto in Bloom       | 1,499.46      |
| Recreation           | 29,604.32     |
| Clifford             | 11,024.43     |
| Harriston            | 35,435.86     |
| Palmerston           | 17,615.23     |
| Norgan               | 6,895.60      |

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\$ 1,213,614.09



**COMMENTS:**

The above information is provided to provide an update on monthly spending by Department as public information. Council also receives three budget update reports per year outlining the status of budget to actual for the capital plan and operating budgets.

Council receives by email a detailed summary of accounts including personal information about identifiable individuals that is protected under the Municipal Freedom of Information Act. The auditor supports Council approving the accounts in this fashion.

**FINANCIAL CONSIDERATIONS:**

Council's approval of the accounts increases transparency by disclosing monthly spending by Department.

**RECOMMENDATION:**

THAT Council of the Town of Minto receives the Treasurer's report dated June 29, 2016, regarding Approval of Accounts, and approves the Town of Minto accounts by Department for May and June 2016.

Gordon Duff, Treasurer

**TOWN OF MINTO****DATE:** June 28<sup>th</sup>, 2016**REPORT TO:** Mayor Bridge and Members of Council**FROM:** Gordon Duff, Treasurer and Janet Klemp, Tax Collector**SUBJECT:** Minutes of Settlement and Assessment Adjustments

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**STRATEGIC PLAN:**

Manage Town finances in a transparent and fiscally responsible manner using a wide variety of accepted methods such as maintaining healthy reserves, investing conservatively, sensible user fees, property tax control, and responsible borrowing.

**BACKGROUND:**

Under Section 40 (20) of the Assessment Act, The Town of Minto is required to amend the assessment roll with regard to decisions made by the Assessment Review Board (ARB) under actions brought to the Board under the following circumstances:

- their current value assessment is too high;
- updated structure data which changed their assessment;
- their property classification is incorrect; or
- if a property has more than one property class, the portion that is attributable to each class is incorrect.

The Town is also required to approve adjustments made as Advisory Notices of Adjustment (ANAs) under Sections 19.1 (5) and (7) of the Assessment Act and as Post Roll Amended Notices (PRANs) under Section 32 (1.1) of the Assessment Act. These ANAs and PRANs will result in decreased tax levies due to changes in assessments. The effects of these changes may affect the phase-in amounts of these assessments.

Requests for Reconsideration occur when a taxpayer asks the Municipal Property Assessment Corporation (MPAC) to review an assessment. If successful, Minutes of Settlement are issued to the Town the appropriate adjustments are made after Council approval.

**COMMENTS:**

Attached is a listing of adjustments from the above mentioned sources which have been received in our office. These assessment changes deal with a province wide Gravel Pit Appeal and an approval in Conservation Land Program.

**FINANCIAL CONSIDERATIONS:**

The Town of Minto bears the cost of its share of these tax reductions, while the portions relating to the County of Wellington and the related School Boards are charged back to these bodies.

**RECOMMENDATION:**

THAT Council receives the July 2016 report from the Treasurer and Tax Collector regarding Assessment Adjustments and that these adjustments be approved.

Respectfully submitted by,

Reviewed by,

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Janet Klemp, AMCT  
Tax Collector

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Gordon R. Duff, CGA  
Treasurer

# TOWN OF MINTO

## Minutes of Settlement

July 2016

| Roll Number        | Assessment Change                                                                                           | Effective Date           |          |          |              |         |          |
|--------------------|-------------------------------------------------------------------------------------------------------------|--------------------------|----------|----------|--------------|---------|----------|
|                    |                                                                                                             |                          | General  | County   | School Board | Capping | Total    |
|                    |                                                                                                             |                          |          |          |              |         |          |
| 2341 000 003 09700 | IT of 792,654 decreased to 677,300<br>Province wide Gravel Pit Appeal                                       | Jan 1 - Dec 31,<br>2009  | 1,584.16 | 2,064.55 | 2,471.71     |         | 6,120.42 |
| 2341 000 003 09700 | IT of 810,203 decreased to 677,300<br>Province wide Gravel Pit Appeal                                       | Jan 1 - Dec 31,<br>2010  | 1,784.15 | 2,297.66 | 2,568.01     |         | 6,649.82 |
| 2341 000 003 09700 | IT of 827,751 decreased to 677,300<br>Province wide Gravel Pit Appeal                                       | Jan 01 - Dec 31,<br>2011 | 1,984.05 | 2,522.76 | 2,644.86     |         | 7,151.67 |
| 2341 000 003 09700 | IT of 845,300 decreased to 677,300<br>Province wide Gravel Pit Appeal                                       | Jan 1 - Dec 31,<br>2012  | 2,202.65 | 2,721.26 | 2,671.20     |         | 7,595.11 |
| 2341 000 003 09700 | IT of 666,100 decreased to 570,736<br>RT of 378,280 decreased to 328,121<br>Province wide Gravel Pit Appeal | Jan 1 - Dec 31,<br>2013  | 1,563.57 | 1,879.30 | 1,622.63     |         | 5,065.50 |
| 2341 000 003 09700 | IT of 666,100 decreased to 570,736<br>RT of 575,634 decreased to 475,316<br>Province wide Gravel Pit Appeal | Jan 1 - Dec 31,<br>2014  | 1,813.84 | 2,175.78 | 1,691.33     |         | 5,680.95 |
| 2341 000 003 09700 | IT of 666,100 decreased to 570,736<br>RT of 786,235 decreased to 635,758<br>Province wide Gravel Pit Appeal | Jan 1 - Dec 31,<br>2015  | 2,098.52 | 2,461.97 | 1,752.50     |         | 6,312.99 |
| 2341 000 003 00900 | IT of 13,700 decreased to 10,343<br>RT of 213,373 decreased to 201,212<br>Province wide Gravel Pit Appeal   | Jan 1 - Dec 31,<br>2013  | 112.43   | 135.13   | 79.16        |         | 326.72   |
| 2341 000 003 00900 | IT of 13,700 decreased to 10,343<br>RT of 467,872 decreased to 443,551<br>Province wide Gravel Pit Appeal   | Jan 1 - Dec 31,<br>2014  | 177.09   | 212.43   | 101.74       |         | 491.26   |

# TOWN OF MINTO

## Minutes of Settlement

July 2016

| Roll Number        | Assessment Change                                                                                                                | Effective Date          |              |              |              |         |              |
|--------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|---------|--------------|
|                    |                                                                                                                                  |                         | General      | County       | School Board | Capping | Total        |
|                    |                                                                                                                                  |                         |              |              |              |         |              |
| 2341 000 003 00900 | IT of 13,700 decreased to 10,343<br>RT of 628,958 decreased to 592,475<br>Province wide Gravel Pit Appeal                        | Jan 1 - Dec 31,<br>2015 | 246.39       | 289.06       | 122.50       |         | 657.95       |
| 2341 000 003 10050 | RT of 169,000 decreased to 56,400<br>Exempt increased to 109,479 Approved<br>into the Conservation Land Tax Incentive<br>Program | Jan 1 - Dec 31,<br>2015 | 622.89       | 730.77       | 219.57       |         | 1,573.23     |
|                    |                                                                                                                                  |                         |              |              |              |         |              |
|                    | Total Rebates                                                                                                                    |                         | \$ 14,189.74 | \$ 17,490.67 | \$ 15,945.21 | \$ -    | \$ 47,625.62 |

IT = Industrial Occupied

RT = Residential

**The Corporation of the Town of Minto  
By-law Number 2016-51**

**To Temporarily Close Roads in Harriston  
on August 13 and 14, 2016 for a Community Event**

**WHEREAS** Section 11 (3) of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended, provides that a lower-tier municipality may pass by-laws, respecting matters within the sphere of jurisdiction of highways, including parking and traffic on highways;

**AND WHEREAS** pursuant to the said *Municipal Act*, Section 8 (1) and 9 provide that the powers of a municipality under this or any other Act shall be interpreted broadly so as to confer broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the municipality's ability to respond to municipal issues and has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**AND WHEREAS** pursuant to the said *Municipal Act*, Section 35 authorizes municipalities to pass by-laws removing or restricting the common law right of passage by the public over a highway;

**AND WHEREAS** the Council of the Town of Minto has been delegated the authority to temporarily close a Highway and County Road;

**AND WHEREAS** the Council of The Town of Minto deems it advisable to temporarily close certain streets within the municipality to restrict unauthorized traffic in order to facilitate the Harriston Street Party and Dance event on August 13<sup>th</sup> and 14<sup>th</sup>, 2016

**NOW THEREFORE** the Council of the Town of Minto hereby enacts as follows:

1. That the following road be temporarily closed to traffic from 7:00 a.m. Saturday August 13<sup>th</sup> until 1:00 a.m. on Sunday August 14, 2016:
  - (a) Elora Street South between Mill Street and Arthur Street
  - (b) Maitland Street from Elora to Queen
2. This By-law shall come into force and effect on the date of its final passing.

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016.

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Mayor George A. Bridge

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Bill White C.A.O. Clerk



The Corporation of the Town of Minto  
By-law Number 2016-52

To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to Allan and Rosalee Williamson

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** Allan and Rosalee Williamson has entered into a separate Agreement of Purchase and sale for each separate property herein described as Part Lots 316, 319, 320 and 321 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law to Allan and Rosalee Williamson for a price of \$22,500 per lot is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing transactions on phased closing dates as outlined in the separate agreements of purchase and sale for the said Part Lots 316, 319, 320 and 321 Clifford Plan or as may be agreed to mutually between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk

**Schedule "A"**  
**2016-52**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being compromised of:

Part Lots 316, 319, 320 and 318 PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 66 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement

The Corporation of the Town of Minto  
By-law Number 2016-53

To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to Christine Welsh

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** Christine Welsh has entered into an Agreement of Purchase and sale for lands herein described as Part Lot 298 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law to Christine Welsh for a total price of \$22,500 is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing the transaction pursuant to the agreement of purchase and sale for Part Lot 298 between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk

**Schedule "A"**  
**2016-53**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being compromised of:

Part Lot 298 PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 66 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement

The Corporation of the Town of Minto  
By-law Number 2016-54

To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to Jason Cummings

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** Jason Cummings has entered into an Agreement of Purchase and sale for lands herein described as Part Lot 315 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law to Jason Cummings for a total price of \$22,500.00 is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing the transaction for Part Lot 315 as outlined in the agreement of purchase and sale between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk

**Schedule "A"**  
**2016-54**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being compromised of:

Part Lot 315 PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 66 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement (Schedule A)

The Corporation of the Town of Minto  
By-law Number 2016-55

To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to John Mitchell

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** John Mitchell has entered into an Agreement of Purchase and sale for lands herein described as Part Lots 296 and 297 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law to John Mitchell for a total price of \$22,500 per lot is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing transactions on phased closing dates as set out in the agreement of purchase and sale between the parties or as may be agreed to mutually between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk



**Schedule "A"**  
**2016-55**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being comprised of:

Part Lots 296 and 297 PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 132 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement

**The Corporation of the Town of Minto  
By-law Number 2016-56**

**To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to Matthew and Jennifer Benson**

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** Matthew and Jennifer Benson has entered into an Agreement of Purchase and sale for lands herein described as Part Lots 317 and 318 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law to Matthew and Jennifer Benson for a total price of \$22,500 per lot is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing transactions on phased closing dates as set out in the agreement of purchase and sale between the parties or as may be agreed to mutually between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk

**Schedule "A"**  
**2016-56**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being compromised of:

Part Lots 317 and 318 PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 132 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement

The Corporation of the Town of Minto  
By-law Number 2016-57

To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to Logan Reidt

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** Logan Reidt has entered into an Agreement of Purchase and sale for lands herein described as Part Lot 311 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law Logan Reidt for a total price of \$22,500 is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing transactions on phased closing dates as set out in the agreement of purchase and sale between the parties or as may be agreed to mutually between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk

**Schedule "A"**  
**2016-57**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being compromised of:

Part Lot 311 PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 66 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement

The Corporation of the Town of Minto  
By-law Number 2016-58

To Authorize the Sale of certain Town owned Lands  
in Clifford fronting on Ann Street to Jeff Reidt

**WHEREAS** the Corporation of the Town of Minto (the “Town”) has, pursuant to Sections 8, 9, 10, 11 and 270 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “Act”), the authority to dispose of municipally owned property;

**AND WHEREAS** subsection 23.1(1) of the Act authorizes the Town to delegate its powers and duties under the Act to a person or body;

**AND WHEREAS** the Town is the owner of lands that are described in Schedule “A” to this By-law (the “Subject Property”);

**AND WHEREAS** the Town has complied with its disposition of property By-law 08- 03 respecting the conveyance of municipal property;

**AND WHEREAS** Jeff Reidt has entered into an Agreement of Purchase and sale for lands herein described as Part Lot 312 Clifford Plan Town of Minto,

**AND WHEREAS** the Purchaser and the Town propose to phase the closing of the various parcels on dates to be mutually agreed upon by the Parties;

**NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWN OF MINTO ENACTS AS FOLLOWS:**

1. That the sale of lands described in Schedule “A” to this By-law Jeff Reidt for a total price of \$22,500 is hereby authorized.
2. That the Mayor and C.A.O. Clerk are hereby authorized to execute any and all documents in regard to completing transactions on phased closing dates as set out in the agreement of purchase and sale between the parties or as may be agreed to mutually between the parties.
3. The lands subject to this Agreement described in Schedule “A” shall form part of this By-law.”

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016

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George A. Bridge, Mayor

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Bill White C.A.O. Clerk

**Schedule "A"**  
**2016-58**  
**Description of Subject Lands**

ALL AND SINGULAR that certain parcel or tract of land and premises situated, lying and being in the Town of Minto in the County of Wellington, being compromised of:

Part Lot 312, PL Village of Clifford, Town of Minto, County of Wellington, Province of Ontario which is the front 66 by 130 feet of land on Ann Street subject to a reference plan being prepared as required by the agreement



The Corporation of the Town of Minto  
By-law No. 2016-59

To confirm actions of the Council of the  
Corporation of the Town of Minto  
Respecting a meeting held July 5, 2016

**WHEREAS** the Council of the Town of Minto met on July 5, 2016 and such proceedings were conducted in accordance with the Town's approved Procedural By-law.

**NOW THEREFORE** the Council of the Corporation of the Town of Minto hereby enacts as follows:

1. That the actions of the Council at its Committee of the Whole/Council meeting held on July 5, 2016 in respect to each report, motion, resolution or other action passed and taken by the Council at its meeting, is hereby adopted, ratified and confirmed, as if each resolution or other action was adopted, ratified and confirmed by its separate By-law.
2. That the Mayor and the proper officers of the Corporation are hereby authorized and directed to do all things necessary to give effect to the said action, or obtain approvals, where required, and, except where otherwise provided, the Mayor and the C.A.O. Clerk are hereby directed to execute all documents necessary in that behalf and to affix the Corporate Seal of the Town to all such documents.
3. This By-law shall come into force and takes effect on the date of its final passing.

Read a first, second, third time and passed in open Council this 5<sup>th</sup> day of July, 2016.

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Mayor George A. Bridge

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C.A.O. Clerk Bill White