



Council Meeting Minutes
Wednesday, September 5, 2012
3:00 p.m.
Council Chambers, Town Hall

Mayor M. Morrison
D. Beffort
N. deBoer (Arrived at 3:15 p.m. - OMB)
P. Foley
G. McClure
R. Mezzapelli (Absent – Personal Business)
R. Paterak
A. Thompson
R. Whitehead

Director of Public Works: C. Campbell
Council/Committee Co-ordinator: B. Karrandjas
Director/Chief Financial Officer/Deputy CAO: R. Kaufman
Director of Administration/Town Clerk: K. Landry
Treasurer: F. Wong

Other Staff Present Specific Items Only

Manager of Recreation: B. Cooper
Manager of Engineering: J. Hasselbacher
Manager of Corporate Communications: B. Lee
Director of Human Resources: J. Porter
Director of Parks & Recreation: K. Scott
Senior Manager, Capital Projects & Property Management: R. Trudeau
Manager of Purchasing and Risk Management: A. Valentino

1. **CALL TO ORDER**

Mayor Morrison called the meeting to order at 3:06 p.m.

2. **APPROVAL OF AGENDA**

Moved by P. Foley - Seconded by G. McClure

2012-479

That the agenda for the September 5, 2012 Regular Council Meeting, be approved.

Carried.

3. **DISCLOSURE OF PECUNIARY INTEREST** – None stated.

4. **COUNCIL WORKSHOP**

Moved by D. Beffort - Seconded by R. Paterak

2012-480

That Council convene into Council Workshop.

Carried.

1. Sports Hall of Fame

Beth Cooper, Manager of Recreation presented the following information:

Benefits of a Sports Hall of Fame (SHOF)

- To honour the history of sport
- To identify and recognize those persons and teams who have made outstanding contributions and achievements in the development and advancement of sport in the community
- Collect, preserve, research, exhibit and promote all those objects, images and histories which are deemed significant to the development of sport

Research Completed

15 municipalities benchmarked including:

- Barrie
- Orangeville

- Cambridge
- London
- Collingwood
- Peterborough
- Guelph
- Burlington
- Halton Hills
- Kingston
- North Bay
- Niagara Falls
- Sault Ste. Marie
- Whitby
- Brampton

What Might a Sports Hall of Fame Look Like?

- Outline Committee/Governance of Hall of Fame
- Develop the Selection of Inductees/Recognition
- Identify the best location for the home of the Sports Hall of Fame
- Establish the design of the Sports Hall of Fame
- Develop an annual operating budget

Committee/Governance of Sports Hall of Fame

- Establish the governance of the Sports Hall of Fame: not-for-profit, 100% volunteer-based or a Committee of Council
- Develop the Committee structure, the number of members required, create roles and responsibilities for members
- Create a constitution
- Ensure members represent a variety of sports

Selection of Inductees/Recognition

- Identify categories for induction: athlete/builder/team/veteran
- Establish number of inductees per year
- Develop criteria and eligibility for each category of inductees
- Develop a process for nominations, candidate evaluation and selection
- Determine the recognition event – induction dinner, ceremony? Will the inductees receive a copy of their Sports Hall of Fame biography or plaque?

Location and Design

- Identify the best option for location
- Ensure it is in a high foot traffic area and there is sufficient space to grow
- Options to consider for design: lobby wall space, trophy cases, framed picture and biography versus plaque on wall

Budget

- Establish an annual operating budget ensuring sustainability (marketing, regular maintenance, awards/pins/inductee keepers, recognition ceremony, staff resources)
- Identify funding sources: 100% sponsorship versus Town of Caledon funded
- Identify resources required: staff versus volunteers

Next Steps

- Community sports group engagement – to gather thoughts and interest in a Sports Hall of Fame and a Sports Council
- Report to Council – outlining results of the sports group engagement process

2. Risk Management

Amedeo Valentino, Manager of Purchasing & Risk Management presented the following information:

Definitions

Risk

The uncertainty about an outcome - can be either negative or positive

Risk Management

The process of identifying and taking actions to improve performance as well as taking action to avoid or reduce the chances of something going wrong

Community Based Strategic Plan

Goal 2: Complete our Community of Communities

Facilitate development of a safe, beautiful, connected and vibrant community of communities based on sound planning principles

Goal 6: Provide Strong Governance and Community Engagement

Commitment to sound, transparent municipal governance and open communication

How Does Risk Management Impact Council

- Council sets the goals and objectives for the corporation
- Decisions made by Council may have risk implications to the corporation and residents
- It is imperative to identify, assess and create a plan for risks prior to making final decisions and utilize staff as resources

Risk Types

- Strategic Risks
- Operational Risks

Four Types of Loss Exposures

- Property loss
- Liability loss
- Personnel loss
- Net income loss

Corporate Risk Management Program Goals

- Keep the program design simple
- Establish administrative procedures
- Improve the effectiveness and efficiency of processes
- Involve employees
- Communicate

Risk Management Techniques

- Avoidance
- Acceptance
- Loss prevention
- Loss reduction/Loss containment
- Transfer
- Separation
- Duplication
- Diversification

Risk Financing

- Retention of risk, or
- Transfer to another party
 - Insurance coverage
 - Hold-harmless (indemnity) agreements
 - Hedging

Risk Management Process

- Identifying loss exposures
- Analyzing loss exposures
- Reviewing feasibility of risk management techniques
- Selecting the appropriate technique
- Implement the technique
- Monitor results and continuous improvement

Success Factors

- Information gathering
- Establish clear objectives
- Obtain Buy in and Budget for risk management
- Plan Plan Plan and Plan
- Execute learn and make changes
- Communicate results
- Move from project to process

3. Bridges

Craig Campbell, Director of Public Works presented the following information:

Purpose of Workshop

Provide advice about Issues Pertaining to Structures

- Aging infrastructure, much of which built during the same era
- Upgrading structures will maintain a good and safe transportation system while improving the environment

Define a Clear Vision for Caledon's Structures

- Consistent with Caledon's Community Based Strategic Plan and Public Works Strategic Plan
- Provide Council with options and strategies that will work toward improved management of structures while maintaining a good transportation system and enhancing the environment

Provide a Future Focused Strategy

- 10 year structures capital plan within the confines of the 10 year financial capital plan
- Creation of Transportation Management Plan to reduce inventory and return local roads to local use

Vision for Caledon's Structures

"To provide safe and efficient crossings of roads and watercourses while respecting the environment and assuring interconnectivity of the Communities"

Structures Inventory

Bridges

- Inventory – 59 Bridges including Trailway Bridges
- Replacement Value - \$93,000,000
- Average Age = 55 years, 10 structures over 75 years (average life expectancy 50-75 years)

Culverts

- Inventory – 74 culverts > 3.0m span
- Replacement value = \$37,000,000
- Average Age = 51 years (average life expectancy 50-75 years)

Total Inventory

- 133 structures with a replacement value = \$130,000,000

Map of Structural Urgent Needs (as per CW 3.4)

A comparison of Bridge Condition Indexes of 113 Municipalities was displayed

Challenges and Opportunities

Challenges Facing Caledon's Structures

- Many structures over 50 years old and due for replacement – improve environment and use more efficient life cycle designs

- Many of the older structures do not meet current standards and increase liability exposure – bring structures up to modern code with improved safety
- Environmentally sensitive areas – enhance environment
- Current 10 year needs = \$27M – reduce inventory and design criteria
- Industry experts recommend an expenditure \$2.3M/year, current 10 year capital plan provides \$1M/year – reduce inventory and utilize more appropriate designs
- Industry inflationary rates typically run much higher than inflationary indexes – more appropriate designs that reduce costs

Achievements

Recent Achievements by Council for Bridges and Culverts

- 1999 resolution to spend on average \$600K/year 10 year actual = \$560,000
- Recent construction funding average \$1,000,000/year up from \$560,000/year
- Recent Environment Assessment and engineering fund approximately \$150,000/year
- 2010-2012 structures funding by \$50,000 per year (zero to \$150,000)
- Council lobbied Conservation Authorities to streamline process to save costs (more work needs to be done to have a more fruitful partnership with Conservation Authorities)
- Contributions towards the Tax Funded Capital Reserve Fund to address emergencies and costly future capital projects

Strategic Actions

Proposed Strategic Actions

- Create a Transportation Management Plan that poses to manage “Cut Through/Commuter Traffic”. Traffic management will include a process to review strategic structure closures as an action to eliminate or reduce “Cut Through Traffic” to save costs and return roads back to the local residents
- Create an affordable long term bridge replacement and rehabilitation plan that maintains the transportation system and enhances the environment
- Advocate for grants and stimulus funds and apply when available
- Have structures projects that are “shelf ready” if additional grant programs become available
- Continue using best practices and explore latest proven cost saving technologies
- Foster good working relationships with Conservation Authorities, work toward reducing costs by expediting approvals and reducing engineering costs through policy changes

Transportation Management Plan

Transportation Management Plan Priorities

- Retain essential transportation connections, interconnectivity principles and assist in Emergency Services’ response times
- Eliminate or reduce “Cut Through Traffic”, and redirect to arterial roads (close non essential structures to manipulate traffic)
- Return local roads back to the residents
- Promote alternative passive and active transportation uses
- Use traffic control devices that are conducive to local road uses, i.e. speed limits and lane widths
- Ensure efficient and safe traffic movement while providing adequate routes for EMS service delivery

Conclusions

- Funding of \$1M/yr. in 10 yr Financial Plan is problematic but with increased attention and funding to structures, it will assure the preservation of a good transportation system, improve the environment and assist in EMS delivery
- Gap between funding level and actual needs is large and cannot be addressed in short term, especially considering all other infrastructure needs. Opportunity to reduce inventory and design criteria
- Unplanned closures of structures may occur in the near future but provides opportunity to do things better
- Provincial and Federal assistance for municipalities, like Caledon, to address structures is essential otherwise the transportation system in this province will be in jeopardy. Caledon and other municipalities must lobby for financial assistance. OGRA is currently advocating for financial assistance

- Conservation Authorities need to play a partnering role in finding solutions to reducing costs of obtaining approvals with the outcome of improving the environment
- Closing non-essential structures and using new technologies will reduce overall costs but the funding gap is still anticipated to be significant and will require long term approaches and commitment

Next Steps and Suggestions

- Suggest Council support the creation of a Transportation Management Plan in 2013. This plan will include the review of terminating local roads as through roads by strategic closure of Structures and other methods of manipulating traffic patterns
- Continue with mandated biennial inspections to assure public safety
- Staff to review and change current Request for Engineering Proposals to encourage the use of new and innovative technologies with more appropriate design criteria
- Public Works & Finance to review structures management plan in the context of the 10 Year Capital Plan, including the option of borrowing, provided proof of savings
- Create, at a minimum, 3 shelf ready projects in anticipation of grants and stimulus fund programs
- Staff and Council continue to work with Conservation Authorities to reduce costs by reducing unnecessary processes and engineering expenses but maintaining the outcome of enhancing the environment
- Continue to increase funding of the Preventative Maintenance Program until the target funding of \$200,000/yr is reached (2013)

Public Works Vision

"The Public Works Department will be a recognized leader in the delivery of public services through diligent management of the Town's infrastructure, by-laws, and through assuring the compliant construction of new buildings within our jurisdiction."

NOTE: Council requested that a working group consisting of representation from Council, Conservation Authorities and staff be established to develop a strategy to address infrastructure needs as it relates to transportation that considers active transportation.

Moved by R. Paterak – Seconded by P. Foley

2012-481

That Council rise out of Council Workshop.

Carried.

5. **PUBLIC QUESTION PERIOD** – no one in attendance came forward

6. **BY-LAWS**

Moved by R. Paterak – Seconded by A. Thompson

2012-482

That the following by-law be taken as read three times and finally passed in open council:

2012-106 To confirm the proceedings of the Council for The Corporation of the Town of Caledon at its Council Meeting held on the 5th day of September, 2012.

Carried.

7. **ADJOURNMENT**

On verbal motion moved by Councillor Beffort and seconded by Councillor Thompson, Council adjourned at 5:34 p.m.


Marilyn Morrison, Mayor



Karen Landry, Clerk