

October 15, 2025

Planning and Development
Town of Caledon
6311 Old Church Road
Caledon, ON, L7C 1J6

ATTN: **Harsh Padhya, RPP, MCIP, CAHP**
Senior Planner, Development and Design

Sandra Sharpe, Q.Med, CMM III
Indigenous Engagement Advisor

RE: **Indigenous Consultation Memo**
12506 and 12698 Heart Lake Road
OPA/ZBA Application – PRE 2025-0095

Armstrong Planning and Project Management (“Armstrong”) is please to submit this Indigenous Consultation Memo in response to the requirements of the PARC checklist related to PRE 2025-0095. Planning applications for a local Official Plan Amendment and Zoning By-law Amendment are being prepared on behalf of Tribal Partners Canada Inc, and its management arm TDMSI (“Client”), for the properties municipally known as 12506 and 12698 Heart Lake Road in the Town of Caledon (“site”) to permit an industrial development consisting of potential warehousing, distribution, and logistics uses. Our Client intends to undertake meaningful engagement with Indigenous communities as they are prescribed in the Town of Caledon’s “Expectations for Indigenous Engagement for Proponent Led Development”. The Town’s Engagement document has been attached to this memo.

Engagement is planned to commence in Q4 of 2025, following official submission of the OPA/ZBA Application. This engagement will consist of communications with all relevant Indigenous Nations individually, and will provide project details, as well as offers to meet to introduce the project. All engagement will be logged and provided to the Town throughout the development application process.

We trust the above engagement plan satisfies the Indigenous Engagement Summary requirements of the PARC checklist related to PRE 2025-0095. We look forward to continued engagement and dialog throughout the application process.

Please contact the undersigned should you have any further questions or comments related to this memo.

Sincerely,



Davin McCully, RPP

Manager, Planning & Project Management

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TOWN OF CALEDON PROPONENT LED DEVELOPMENT INDIGENOUS ENGAGEMENT GUIDELINES

The Town of Caledon has reconciliation goals developed to establish and maintain mutually respectful relationships with Indigenous communities. The Town has expectations for Indigenous Engagement on Development Application projects that meet the criteria outlined below. Within the Application process, you will notice requirements for proof of engagement with Indigenous Nations.

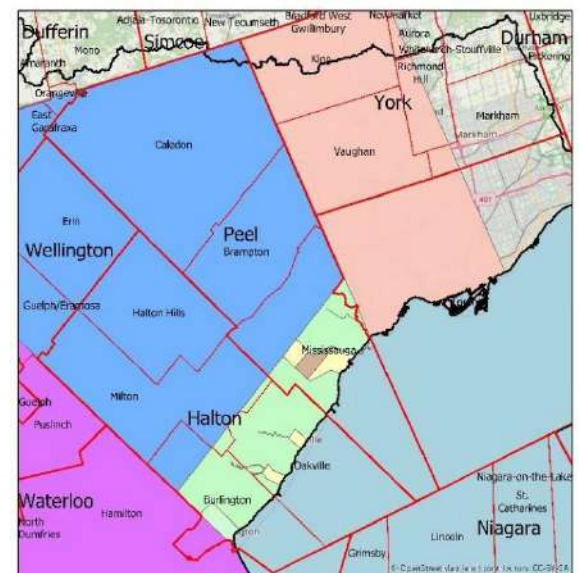
The Town of Caledon is part of the Treaty Lands and Territory of the Mississaugas of the Credit First Nation, the traditional Territory of the Huron-Wendat, the Haudenosaunee, and the Anishinabek of the Williams Treaties. Caledon honours and respects Indigenous heritage, traditional knowledge and the long-lasting history of the land. In addition, Caledon strives to protect the land, water, plants and animals that have inhabited this land for generations and those generations yet to come. As part of Caledon's commitment to meaningful Indigenous engagement, we encourage proponents of development applications to follow these suggested best practices for Indigenous engagement on projects in Caledon.

WHY INDIGENOUS ENGAGEMENT IS IMPORTANT

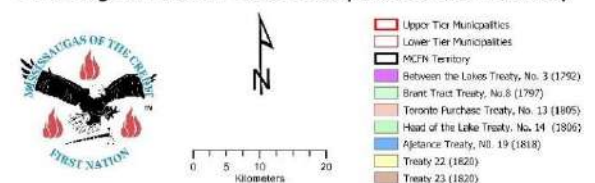
Indigenous engagement is important as it promotes respectful and inclusive practices when working on projects that may impact Indigenous lands, treaty rights, resources, or communities. By involving Indigenous Peoples in the decision-making process, proponents can align their projects with Indigenous perspectives, cultural values, and sustainable development goals. Meaningful engagement fosters collaboration, mitigates conflicts, and achieves mutually beneficial outcomes for all parties involved. This approach recognizes Indigenous rights, interests, and knowledge leading to stronger relationships and sustainable project outcomes.

WHOM TO ENGAGE

The Crown has a legal Duty to Consult Indigenous Nations and representative organizations and can delegate procedural aspects of consultation to proponents. The first step to meaningful engagement and building good relations is to contact the



Peel Region within MCFN Treaty Lands and Territory



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the following Indigenous Nations and representative organizations to introduce yourself and the project.

- [Mississaugas of the Credit First Nation](#)
- [Six Nations of the Grand River](#)
- [Huron-Wendat Nation](#)
- Haudenosaunee Confederacy of Chiefs as represented by the [Haudenosaunee Development Institute](#)
- [Métis Nation of Ontario \(Region 8\)](#)

WHEN TO ENGAGE

As per the Provincial Policy Statement (PPS), issued under the authority of the *Planning Act*, the Town of Caledon requires engagement on certain Development Applications.

The following is a list of applications that the Town may require applicants to complete Indigenous Engagement, separate from any required Archaeological Assessment:

- Official Plan Amendments
- Zoning Bylaw Amendments
- Draft Plans of Subdivision/Condominium
- Site Plans
- Amendment, Full Stream

In addition, developers must undertake meaningful Indigenous engagement to fulfill any other relevant permit and approval processes under applicable Canadian laws, policies, and regulations.

HOW TO ENGAGE: BEST PRACTICES

Establish Engagement Expectations

- Engage with Indigenous Nations early to understand their expectations and build relationships.
- Seek feedback from Nations throughout the project's phases.
- Maintain regular communication and update contact lists.



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Confidentiality

- Communicate with each Indigenous Nation individually, unless the Nation indicates otherwise.
- Do not share the views of one Nation about a project with another Nation, or in a public report, without prior consent.
- Share meeting summary notes with participants and advise if they will inform or be added to a public report.

Consistency

- Be consistent with engagement messaging. For example, identify a project by the same name in all communications.
- Use consistent formatting (or a template) for project documents to make information easily accessible and recognizable for Indigenous Nations.

Inclusiveness and Consideration

- Provide Indigenous Nations reasonable time to respond to requests, and to review and validate draft meeting summaries, such as 5 - 8 business days for meeting invites and 2 - 4 weeks for reviewing draft reports.
- Understand that it is common to have follow-up discussions using various methods of communication after initial engagements. Remember that this does not mean the project is more or less important to the Indigenous Nation involved.
- Where possible, maintain a single point of contact from your organization for communications with an Indigenous Nation regarding a specific project.
- Learn about important events for Indigenous Nations, such as celebrations, ceremonies or traditional hunting times that may affect the timing and priority of the Nation for engagement. It is important to avoid reaching out during significant dates like National Indigenous Peoples Day or Truth and Reconciliation Day
- Provide key information that is directed to Nations as a courtesy, especially if the information is provided to the public.

INITIAL OUTREACH

DO:

- ✓ Copy appropriate Nation and Project Staff.
- ✓ Provide key Project details, such as
 - Project name,
 - Project location (with a map),



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- A summary of project details, and
- Anticipated impacts of Project.
- ✓ Offer a meeting to introduce the Project.
- ✓ Provide contact information for further information.
- ✓ Follow-up.
- ✓ Provide attachments in an accessible file format, such as PDF.

DON'T:

- ✗ Address all correspondence to Chief and Council.
- ✗ Identify the project by a different name in different communications.

MEETINGS

DO

- ✓ Plan enough time for the meeting.
- ✓ Share an agenda and slide deck in advance of the meeting for the Nation's review.
- ✓ Prepare internally before the meeting.
- ✓ Turn on videos or have a profile picture if cameras are turned off.
- ✓ Begin with a round of introductions and give Indigenous Nations the opportunity to introduce themselves first at the beginning of the meeting.
- ✓ Allow Indigenous Nations to choose whether meetings are conducted in person or online, and to determine the location for in-person meetings.
- ✓ Build in time for health breaks.
- ✓ If the meeting is held in-person, consider bringing physical copies of the presentation.
- ✓ Consider financially supporting the costs of participation.

DON'T

- ✗ Assume meeting participants are familiar with the project and the history leading up to the project.
- ✗ Wait until the end of the meeting for questions.
- ✗ Promise what is not realistic.

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ENGAGEMENT TRACKING

It is important to keep track of engagement activities with Indigenous Nations and representative organizations and maintain a record of all communication, such as:

- When, where, with whom, and how the engagement occurred,
- The shared issues and interests, and how they were addressed, and
- Follow-up actions or commitments resulting from the communication.

For more information and guidance on Indigenous Engagement, please contact: Sandra Sharpe, Indigenous Engagement Advisor sandra.sharpe@caledon.ca and/or visit our official website at [Town of Caledon: Indigenous Relations, A Path to Reconciliation](#)

For planning related questions, contact the Planning and Development Department at 905-584-2272 ext. 7338.

Acknowledgment:

I/We understands the Town of Caledon's expectations for indigenous consultation and engagement on proponent-led projects and is committed to aligning our approach with the Town's protocols.

We understand that we will lead Indigenous consultation and engagement for our development project, and that we can access the Town's Indigenous Engagement Advisor at any time during the project to get advice to support a positive, timely outcome for all parties.

We will keep a log of all Indigenous consultation and engagement actions for each project and retain it for the duration of any project, at minimum. We will make the log available to the Town of Caledon for any purpose, including but not limited to review, publication, evaluation, reporting, and legislative compliance.

Signature of Proponent: _____

On behalf of: _____

Date: _____



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