

**Townships of Head Clara & Maria**

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**From:** "Christine Hattin" <chattin@town.bancroft.on.ca>  
**To:** <undisclosed-recipients:>  
**Sent:** Wednesday, February 08, 2012 2:18 PM  
**Attach:** Resolution 2012.pdf  
**Subject:** Request for Support  
February 3, 2012

To All Municipal Councils:

We are fully aware that global warming and climate change is and will increasingly affecting municipal communities and their resources. As we plan for the future in an attempt to meet the challenges and demands ahead we look to senior levels of government to take all proactive actions to protect us against global warming and climate change.

I am forwarding to you a recent resolution of the Corporation of the Town of Bancroft and request that you support this resolution and notify your Federal Member of your support.

Thank you for your consideration to this request.

Hazel Lambe

Town of Bancroft  
24 Flint Ave, P.O. Box 790  
Bancroft, ON K0L 1C0  
[www.town.bancroft.on.ca](http://www.town.bancroft.on.ca)

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THE CORPORATION OF THE TOWN OF BANCROFT

RESOLUTION NO -2012

DATE: January 10, 2012

MOVED BY: 

SECONDED BY: 

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**WHEREAS** Canada is no longer participating in the Kyoto Accord,

**AND WHEREAS** Canada is the World's 7<sup>th</sup> largest polluter,

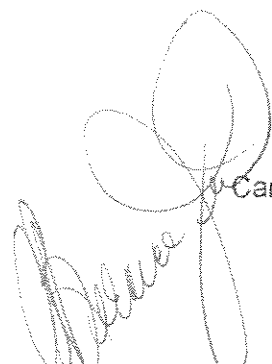
**AND WHEREAS** Canada for the fifth year running, won the Climate Action Network International's Fossil of the Year Award,

**AND WHEREAS** climate change is most likely to affect our municipal infrastructure and budget negatively;

**AND WHEREAS** numerous agencies including the Federation of Canadian Municipalities, NRCan and the Association of Municipalities of Ontario, all recommend that municipalities plan for climate change and consider how it will affect them;

**NOW THEREFORE BE IT RESOLVED** that the Council of the Corporation of the Town of Bancroft, as recommended by "Sustainable Bancroft", hereby urge the Government of Canada to take a leadership role in combatting global warming and climate change.

**AND FURTHER** that this resolution be circulated to all agencies and associations that are representative of municipalities for their support.

 Carried  
Bernice Jenkins, Mayor

January 27, 2012

To Council and Staff:

At the meeting of December 2, 2011, the Clerk informed us of the Ombudsman investigation, I stated that I had not seen any closed session minutes. I since then questioned the other members of council, and no one recalls approving or even seeing any closed minutes. I researched this matter further and based on the fact that no one has ever seen or signed the minutes, whatever has been given to the Ombudsman, is merely someone's notes. I am submitting this letter so there is no mistake that I have again alerted council to this fact.

The Clerk has the responsibility to record the various substantive procedural items that were discussed at a closed meeting.

The requirements to keep a meeting record should be interpreted in a manner that is consistent with the intent of the open meeting provisions, which are directed at enhancing the openness, transparency and accountability of municipal government. While extraneous notes and comments not germane to the actual proceedings of a committee should be excluded, the minutes should reflect what actually transpired, including the general nature of the subjects discussed.

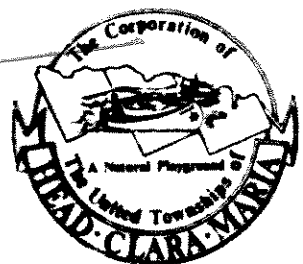
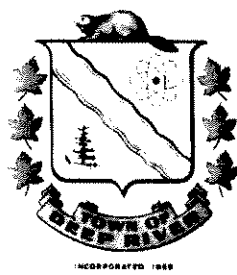
Ideally, a meeting record of a closed meeting should include reference to:

- where the meeting took place
- when the meeting started and adjourned
- who chaired the meeting
- who was in attendance, with specific reference to the Clerk, or other designated official responsible for recording the meeting
- whether any participants left or arrived while the meeting was in progress and if so what time this occurred
- a detailed description of the substantive and procedural matters discussed, including reference to any specific documents considered
- any motions, including who introduced the motion and seconders; and
- all votes taken and all directions given.

Due to the fact that I had declared a conflict of interest on certain closed meetings perhaps the minutes were approved in my absence. I am concerned that proper protocol has not been followed, and in the interest of accountability and transparency, wish to bring this matter forward.

Reeve Tammy-Lea Stewart

RECEIVED  
FEB 06 2012



**THE TRI-COUNCILS OF THE TOWNS OF DEEP RIVER and LAURENTIAN HILLS  
and THE UNITED TOWNSHIPS OF HEAD CLARA & MARIA**

25 January, 2012

Hon. Robert Chiarelli, M.P.P.,  
Minister of Transportation, Ontario  
3<sup>rd</sup> floor, Ferguson Block,  
77 Wellesley Street West,  
Toronto, Ontario,  
M7A 1Z8

Minister:

We write to you, as the heads of our three municipal Councils, concerning the classification of Highway No 17 through our three municipalities. As you are no doubt aware Highway No 17 is part of the TransCanada Highway, that ribbon of asphalt that links Newfoundland with British Columbia. We know that Highway 401 from Windsor to Montreal is one of, if not, the busiest highway in Canada and it and all the major highways in the large metropolitan areas must be maintained to the highest standards. But those highways alone are not the only concerns for public safety.

Our concern is that Provincial Policy has decided that as we do not have more that 10,000 vehicles per day on Highway 17, once you get out of the 417 corridor and west of the Petawawa Plains is the fact that the highway is downgraded to a *class two highway*. This Minister is simply not acceptable for the safe transportation of people and goods through our portion of the TransCanada Highway. The demarcation line between the Class 1 and Class 2 is visible. So much so, that one might wonder if one has entered a time warp line. The state of winter maintenance is deplorable to say the least in the class two area. The standard between the two classifications also has a major impact on all passing lanes west from Landry Crossing. Centre line bare simply does not work.

We are not asking that the class 1 areas be reduced. They must be maintained and expanded. But those areas of the Province that never will have 10,000 vehicles per day are the areas where there are very few if any routes where traffic can be diverted. Adjacent to the 400 series highways and major metropolitan areas are numerous County/Regional/Lower Tier roads that can and are used for diverting traffic. When the next town is 30km away, either in front or behind a traffic tie-up, everything comes to a halt. In fact from Pembroke to North Bay there is no other route that provides a by-pass for any accident or other mishap on that portion of Highway 17 except to reroute vehicles south on Highway

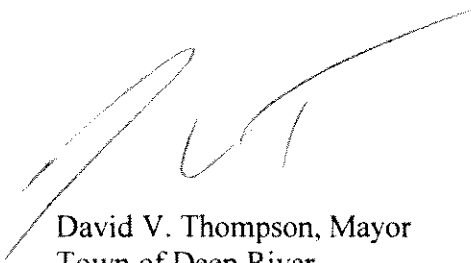
41 to Highway 60 then through Algonquin Park to Huntsville then north to North Bay. If this type of rerouting, requiring a 200 +/- km detour, was required in or near the large metropolitan areas the hue and cry would be deafening.

All of this being said, we also want it abundantly and clearly understood that the condition of the Highway is not the fault of the company contracted to plough or salt the highway. Nor is the fault of the Supervisors from M.T.O. They, both Ministry staff and Contractor staff are doing what they have been hired to do. It is the Policy Decision that is wrong and that Policy must be changed. We know that there has been much said on the local radio in this area that there is only one classification on the highway and that is class one. Those quotes etc are wrong. The Ministry has confirmed that traffic volume dictates classification. And our area west of the Landry Crossing on Highway 17 is a "class 2 Highway". We respectfully submit to you that, unless the winter maintenance standards in our jurisdiction are brought up to the standards enjoyed by our neighbours to the east, and in the more populated areas, more and more people will be hurt and/or killed in accidents along Highway 17 during the winter months. That is simply unacceptable to our municipalities and even more so to the families of those killed or injured.

While we have signed this letter to you Minister, our neighbours in the Town of Petawawa and the City of Pembroke also share our concerns with the state of Highway 17 west of Landry Crossing. The Chalk River Laboratories of Atomic Energy Canada Limited alone employ over 3,000 people the majority of them driving that highway everyday to work, east of the Landry Crossing into the village of Chalk River to the Laboratories. This says nothing of the large group of military that drive from Deep River and Laurentian Hills to C.F.B. Petawawa.

We look forward to your positive response for the safety of the traveling and commercial traffic in all of Ontario.

Yours faithfully,



David V. Thompson, Mayor  
Town of Deep River



Richard G. Rabishaw, Mayor  
Town of Laurentian Hills

Tammy L. Stewart, Reeve  
Townships of Head Clara & Maria

cc; please see attached page

mail: c/o 34465 Highway No. 17, Point Alexander, R. R. # 1, Deep River, Ontario, K0J 1P0  
e-mail: c/o [cao@town.laurentianhills.on.ca](mailto:cao@town.laurentianhills.on.ca)

cc: Hon. Dalton McGuinty, M.P.P.  
Premier of Ontario  
Hon. Kathleen Wynne, M.P.P.  
Minister of Municipal Affairs and Housing  
Mr. John Yakabuski, M.P.P.  
Renfrew Nipissing Pembroke

Lt. Col., Christopher Moyle, Base Commander,  
Canadian Forces Base Petawawa  
Mr. Pat Quinn, Manager, Community Relations,  
C.R.L. Atomic Energy Canada Limited

Mr. Robert Sweet, Mayor  
Town of Petawawa and Warden of Renfrew County  
Mr. Edward Jacyno, Mayor  
City of Pembroke

Mr. Douglas Ryan, Maintenance Supervisor,  
Ministry of Transportation, North Bay, Ontario  
Mr. Gordon Rennie, Regional Issues Advisor,  
Ministry of Transportation, North Bay, Ontario

**Townships of Head Clara & Maria**

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**From:** "Wayne T. Kirby" <cao@laurentianhills.ca>  
**To:** "Michelle Larose" <MLarose@deepriver.ca>; "Townships of Head Clara & Maria" <twpshcm@xplornet.com>  
**Sent:** Thursday, February 09, 2012 10:19 AM  
**Subject:** Re: Councillor Training

Hi Melinda

I echo Michelle's comments. L. H. Councillors also took the training courses after the election in 2010

Wayne

----- Original Message -----

**From:** Michelle Larose  
**To:** Townships of Head Clara & Maria ; Wayne T. Kirby  
**Sent:** Thursday, February 09, 2012 9:56 AM  
**Subject:** RE: Councillor Training

Melinda,

All of our Councillors received the council training following the inaugural meeting in December of 2010 as well as receiving a session in house that I delivered. Our two new Councillors recently went to North Bay to take the councillor training as well. Unfortunately we don't have a requirement for the training at this time.

There may be an opportunity for your new council member or current members to attend one of these sessions as I believe there were a number of them scheduled in the new year. The facilitators were Fred Dean and Nigel Bellchamber. Excellent course and they tell it like it is. I've also had Fred do an in-house session when I was working for another municipality so there is that option as well.

Hope this helps.

Regards,  
Michelle

Michelle Larose  
CAO/Clerk  
Town of Deep River  
P.O. Box 400  
100 Deep River Road  
Deep River, Ontario  
K0J 1P0

Telephone: 613-584-2000 Ext. 126  
Fax: 613-584-3237  
email: mlarose@deepriver.ca

This is a confidential email communication from the office of Michelle Larose, CAO/Clerk, Corporation of the Town of Deep River. This message is intended only for the use of the individual or entity to which it is addressed, and may contain information that is privileged, confidential and exempt from disclosure

under applicable law. If the reader of this message is not the intended recipient, or the employee or agent responsible for delivering the message to the intended recipient, you are hereby notified that any dissemination, distribution or copying of this communication is strictly prohibited. If you have received this communication in error, please notify our office immediately by email. Thank You.

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**From:** Townships of Head Clara & Maria [mailto:twpshcm@xplornet.com]

**Sent:** February 9, 2012 7:42 AM

**To:** Michelle Larose; Wayne T. Kirby

**Subject:** Councillor Training

Good morning

I have been directed by my Council to contact each of you to determine if you feel that there is an opportunity for combined Councillor training in the near future.

As you know, we will have a new Council member soon. When discussing the training for this individual it was determined that a number of our existing council members would also appreciate a "refresher" course in municipal government and their roles and responsibilities.

It was then thought that having a presenter come to our location instead of sending a number of people elsewhere, and especially combined with neighbouring municipalities, might be more cost effective.

Please let me know if there is any interest at your convenience.

Sincerely

Melinda Reith

Municipal Clerk & Senior Administrative Officer

United Townships of Head, Clara & Maria

15 Township Hall Road, Stonecliffe, ON, K0J 2K0

phone 613-586-2526 fax 613-586-2596 [www.townshipsofheadclaramaria.ca](http://www.townshipsofheadclaramaria.ca)



**Townships of Head Clara & Maria**

**From:** "Brenda Vanasse" <brenda@achievetrainings.com>  
**To:** <twpshcm@xplornet.com>  
**Sent:** Monday, February 06, 2012 11:06 AM  
**Subject:** Emotional Intelligence - Increasing Harmony and Productivity Workshop  
 Register early and save for Emotional Intelligence workshops in Ontario. For detailed information on all of our 2012 Winter/Spring workshops, please go to [Public Workshops in Ontario](#)

**EMOTIONAL INTELLIGENCE - Increasing Harmony and Productivity**

London: March 6 (early rate deadline February 14 )  
Ottawa: March 8 (early rate deadline February 16)  
Toronto: March 13 (early rate deadline February 21 )

*Emotional intelligence (EI) refers to the ability to identify and assess the emotions of oneself and others and then to use that information to guide one's actions. Participants of this workshop will learn to utilize emotional intelligence more effectively through both self-assessment and skill development exercises, resulting in an increased sense of how to engage more effectively with others.*

**PERSONALITIES AT WORK - Communication Made Easy with MBTI**

Toronto: February 13, 2012

*Understanding the various personality styles and their impact on workplace dynamics helps people communicate and work successfully with others. Utilizing the Myers-Briggs Type Indicator (MBTI), this workshop will provide participants with a personal assessment, equip them to understand personality styles which are different than their own and provide strategies to effectively interact with.*

**ASSERTIVE COMMUNICATION**

Toronto: February 14, 2012

*Effective communication requires us not only to be aware of ourselves, but also to be responsive and aware of others. Being assertive in communication is the ability to express positive and negative ideas and feelings in a transparent, welcoming and direct way - to state clearly and without defensiveness what one needs. Participants of this workshop will build an awareness of their communication patterns and learn to deal confidently with people around them.*

*Workshop Fees (per workshop): \$150 + HST; Regular Rate: \$180 + HST*

**OTHER WORKSHOPS COMING TO ONTARIO:**

**Conflict Resolution Skills**

Ottawa: April 24; Thunder Bay: April 26; Toronto: April 26; London: May 1

**Dealing with Difficult People**

Ottawa: April 25; Thunder Bay: April 27; Toronto: April 27; London: May 2

**Leadership and Management - The Essential Foundations**

Toronto: May 17; Ottawa: May 22

**Mediation - An Informal Process for Conflict Resolution**

Toronto: June 13-14

**ON-SITE TRAINING** - Call or email to receive a fee structure.

Regards,

Brenda Vanasse  
ACHIEVE Training Centre

**Townships of Head Clara & Maria**

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**From:** "Thomas Derreck" <tderreck@gssgservicestomunicipalities.com>  
**To:** <twpshcm@xplornet.com>; <treasurer@xplornet.com>; <mjmhorton@xplornet.com>  
**Sent:** Wednesday, February 08, 2012 4:35 PM  
**Attach:** MCSO COVER PAGE.docx; MCSO COURSE OUTLINE.doc; MCSO REGISTRATION FORM.docx; MCSO FORWARDED BY.docx  
**Subject:** MCSO Conflict Management Training Program Announcement for Municipal Officials, Administrators & Managers

**THE MEDIATION CENTRE OF SOUTHEASTERN ONTARIO (MCSO)** is pleased to announce the introduction of a 3-day local government alternative dispute & conflict resolution certificate program specifically designed for municipal officials, administrators, managers, supervisors and their business partners.

The Program begins with an inaugural Course:

**DEALING WITH CONFLICT****IN THE****MUNICIPAL BUSINESS ENVIRONMENT AND WORKPLACE**

The Course examines the sources and impacts of conflict uniquely arising in the local government and public sector business and work environments - and provides experiential tools and insights for managing them successfully.

**Wednesday, May 23 - Friday, May 25, 2012**

**Donald Gordon Conference Centre, Queens University**

**Kingston, Ontario**

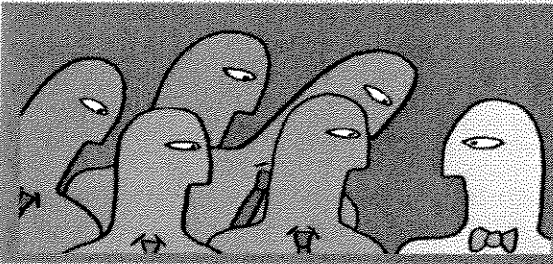
Program introduction by The Honourable Peter Milliken, former Speaker of the House of Commons of Canada.

The course includes a presentation by Mr. Michael Fenn, former Deputy Minister of Municipal Affairs and Housing, Ontario.

*Program and registration information is attached*



*Alternative Dispute & Conflict Resolution Program*



**DEALING WITH CONFLICT  
IN THE  
MUNICIPAL BUSINESS ENVIRONMENT  
AND WORKPLACE**

**Donald Gordon Conference Centre, Queen's University  
Kingston, Ontario**

**May 23 to May 25, 2012**

*A premiere curriculum designed to examine sources and impacts of conflict arising in the local government and related public sector business environments – and to provide insights and tools for successfully addressing them.*



**Introductory Presentation by**

**The Honourable Peter A. S. Milliken**

**Former Speaker of the House of Commons**

*"Observations about Conflict  
in the Conduct of Public Business"*

**Special Guest Presentation by**

**Michael Fenn**

**Former City Manager, City of Burlington and Former  
Deputy Minister of Municipal Affairs & Housing, Ontario**

*"Experience In Resolving Disputes in the Unique World of  
Local Government: Top Ten Tips and Tactics"*



**The Mediation Centre of Southeastern Ontario**

**ALTERNATIVE DISPUTE AND CONFLICT RESOLUTION PROGRAM**

**DEALING WITH CONFLICT IN THE MUNICIPAL BUSINESS  
ENVIRONMENT AND WORKPLACE**

**Donald Gordon Conference Centre, Queen's University  
Kingston, Ontario**

**Wednesday, May 23 to Friday, May 25, 2012**

**THE PROGRAM**

**The Mediation Centre of Southeastern Ontario (MCSO)** has, for 11 years, offered its 20-hour intensive and interactive Courses in Workshop format on “*Conflict Resolution and Negotiation Skills*” and “*Mediation Skills*” leading to the standard 40-hour qualifying certificate in the fields of Conflict Resolution and Mediation, our *Certificate on Alternative Dispute and Conflict Resolution*. MCSO’s Course offerings have also included:- its Course in the Queen’s University Graduate Program on *Negotiation, Mediation and Facilitation in Public Disputes*; an *Advanced Certificate Mediation and Training* Course; a Course on *Negotiating Implementation of Treaty and Aboriginal Rights*; and various *Conflict Resolution Special Sessions*.

MCSO has drawn upon this range of experience, and consultations with others expert in this field, to design a Program especially for Municipal Officials, Administrators, Managers and local government business partners.

MCSO Courses are team taught. More information on MCSO’s Program and its Team of Conflict Resolution Practitioners, including the Professional Profiles of the MCSO Team of Instructors, can be found on its web site. The web site also includes a selected listing (“MCSO Notables, 2001 – 2011”) of persons who have completed the Program and whose names appear with their consent. See [www.mediatecentre.com](http://www.mediatecentre.com).

**Day One – Wednesday, May 23, 2012**

**Morning**

*Welcome and Introduction; Program Overview and Objectives; Instructional Methods in a “Learning Community”*

*Introductory Speaker*

**The Honourable Peter A. S. Milliken  
Former Speaker of the House of Commons**

*Some Observations about Conflict in the Conduct of Public Business*

*Sources of Conflict in the Municipal Sector*

Thomas W. Derreck

**Harvard Negotiation Project Simulation Exercise**

**Afternoon**

**CONFLICT AND CONFLICT RESOLUTION SKILLS**

John S. Curtis and Judy Tetlow

Introduction to Conflict Theory and Management (Sources, Elements, Stages & Levels of Conflict; Conflict Styles; Power, Rights, Interests & Conflict); Conflict Resolution Theory; the Dispute Resolution Process.

Participants will be fully engaged in working with these concepts in the interactional and reflective instructional process that the MCSO Team employs.

**Day Two – Thursday, May 24**

**Morning**

**THE COMMUNICATION PROCESS**

John Curtis and Judy Tetlow

The Basics of Communication and Communication Theory; Developing Communication Skills (Facilitating Behaviours; Active Listening, Focusing & Following; Paraphrasing & Reframing; Questioning), Power Dynamics.

Participants will, again, be fully engaged in working with these concept in the interactional and reflective instructional process that the MCSO Team employs

**Afternoon**

**DEALING WITH CONFLICT IN THE WORKPLACE:  
AN INTERACTIVE WORKSHOP**

Wayne Jackson and Cheri Dobbs

National Representatives of the Canadian Union of Public Employees (CUPE)

This is a half-day Workshop that was developed for MCSO's Queen's University Graduate Course on *Negotiation, Mediation and Facilitation in Public Disputes*. It has

been modified to incorporate experience from the Municipal Sector. John Curtis will participate for a short part of the Workshop to contribute to consideration of Bill 168, the amendments to the Ontario *Occupational Health and Safety Act* relating to violence and harassment in the workplace. There will also be a short contribution by Tom Derreck to share selected aspects of his experience as a Municipal Administrator that MCSO has drawn upon in the design of this Course.

## **Day Three – Friday, May 25**

### **Morning**

#### **CONFLICT RESOLUTION IN MUNICIPAL PUBLIC ENGAGEMENT**

Kimberly Bain, CPF  
Canadian Representative of the International Association of Facilitators

#### **NEW AND INNOVATIVE APPROACHES TO CONFLICT RESOLUTION AT THE INTER-MUNICIPAL LEVEL: THE ALBERTA MODEL**

Ronald R. Price, Q.C. (Director, MCSO) and Sandra L. Howgate

This session will have an interactive training component.

### **Afternoon**

#### **CONCLUDING ADDRESS**

##### **Michael Fenn**

Formerly City Manager, City of Burlington, and Deputy Minister of Municipal Affairs and Housing (Ont.). Recipient of:-Lieutenant- Governor's Medal of Distinction in Public Administration for Ontario; Career Achievement Awards by Association of Municipal Managers, Clerks and Treasurers of Ontario (AMCTO) and of Ontario Municipal Administrators Association (OMAA).

*Experience in Resolving Disputes in the Unique World of Local Government:  
Top Ten Tips and Tactics*

#### **PARTICIPANTS' PANEL AND FORUM**

A discussion session by and with Participants

#### **PRESENTATION OF CERTIFICATES**

#### **COURSE WRAP-UP**

**THE MEDIATION CENTRE OF SOUTHEASTERN ONTARIO (MCSO)**  
**ALTERNATIVE DISPUTE AND CONFLICT RESOLUTION PROGRAM**  
**Spring 2012 Registration Form**

**Section I: Personal Information**

\_\_\_\_\_  
Name (first) (last) (init.)

\_\_\_\_\_  
Company or Organization (if applicable)

\_\_\_\_\_  
Street Address City

\_\_\_\_\_  
Province Postal Code

\_\_\_\_\_  
Work Number Extension Fax Number

\_\_\_\_\_  
Home Number Email

**Section II: Registration**

*I am registering for:*

**Course on Dealing with Conflict in the Municipal Business Environment and the Workplace**

**Wednesday, May 23 to Friday, May 25, 2012. (3 days)**

**Registration Fee \$ 1,175.00 + HST = \$ 1,327.75**

**Early Registration Fee (by April 30, 2012) \$ 1,075.00 + HST = \$ 1,214.75**

Payment by cheque or money order payable to the Mediation Centre of Southeastern Ontario. Upon request the payment arrangement can be by Invoice. Fees should ordinarily be paid, or arrangements for payment confirmed, by the Wednesday prior to the beginning of the Course (MCSO's Contract Date with the Conference Centre).

**Registration Information**

The Registration Fee includes full noon meal, and morning and afternoon refreshments, for each of the three days of the Course. Sessions start at 8:45 a.m. on each day. A Certificate of Full Participation will be issued to Registrants. *All sessions are at the Queen's University Donald Gordon Conference Centre, 421 Union Street, Kingston.*

Registrants wishing to cancel prior to the Wednesday before the Course will be issued refund cheques, less a \$50.00 administration fee. Every effort will be made to accommodate difficulties that arise later. NSF cheques will be subject to a \$50.00 administration fee. Registrations can be sent by FAX or Email.

*Please forward payment to:*

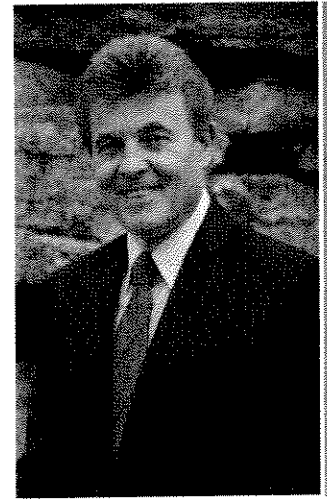
**The Mediation Centre of Southeastern Ontario P.O. Box 29023, Portsmouth PO, Kingston, K7M 8W6**

For more information, contact The Mediation Centre at  
**Tel: 613-546-6334, Fax: 613-544-5642**  
or visit [www.mediatecentre.com](http://www.mediatecentre.com)

# ***TOM DERRECK***

*Municipal Operations, HR Services and Conflict  
Management Consultant/Trainer  
Mediator  
Facilitator  
Keynote and Event Speaker*

*Associate Executive & Municipal Conflict Management  
Program Instructor  
Mediation Centre of Southeastern Ontario*



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**LEADERSHIP COMMUNICATIONS ENGAGEMENT RESOLUTIONS SUCCESS**

26 years as a municipal Chief Administrative Officer serving five Ontario municipalities and as a local government advisor with the Ministry of Municipal Affairs and Housing (Ontario)

20 years of elected and appointed leadership on municipal, provincial, professional development, hospital and community service Boards - and as a professional speaker/trainer to local government institutes and associations in Ontario and the upper eastern United States.

Volunteer Speaker and mentor to youth, student and adult audiences enrolled in education upgrading, employment re-entry, career development and life skills programs operated by school Boards, colleges, Human Resources Development Canada and other agencies.

**Founder and Executive Director**



*Professional Services to Municipalities and Their Business Partners*

5800 Ambler Drive  
Mississauga, Ontario, Canada  
L4W 4J4  
Telephone & Fax: 613-767-9993 Toll Free 1-866-455-4519  
Tom' personal cell: 613-326-1615  
Email: [tderreck@gssgservicestomunicipalities.com](mailto:tderreck@gssgservicestomunicipalities.com)

*Keep in mind how lucky you are to still be here. Still able to make a difference. All over the world, there are people who didn't wake up today.*

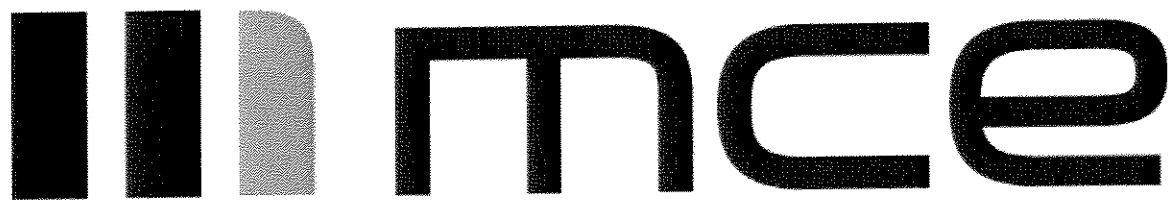


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**Townships of Head Clara & Maria**

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**From:** "Mohawk College Enterprise" <info@mcecor.com>  
**To:** <twpshcm@xplornet.com>  
**Sent:** Thursday, February 09, 2012 10:40 PM  
**Subject:** MCE: Future Ready Leaders Program "STILL TIME TO REGISTER"



**MOHAWK COLLEGE ENTERPRISE**

**FUTURE READY LEADERSHIP PROGRAM  
STILL TIME TO REGISTER!**

"I cannot praise the instructors or the course enough. Highly informative and excellently delivered. The amount of information/training given in this program was astonishing. A definite for anyone who manages people in today's workforce."

- Mel Milanovic, Superintendent of Parks & Facilities.

**PROGRAM OUTLINE:**

## DAY 1

### The Power of Teams & The MCE Leadership Collaborative Overview

- How To Work Together, Team Structure and Behaviours (Trust, Integrity and Accountability)
- Team Dynamics (Communications, Leadership and Decision-Making)
- Interactive Team Roles and Responsibilities
- Measuring Team Effectiveness - "The Results Barometer"
- The Results Model (owning results we get in our lives), Team Learning Events and Rich Debrief - Life Lessons for Teams
- Moving from "Me" to "We" - the Transition to TEAM
- What leaders can get from this program - and expected results

## DAY 2

### Embracing Diversity through Impact Communications

- D.I.S.C. Personality Theory (impact on leadership ability - introverts vs extroverts)
- Effective Impact Communications
- Role of Cultural Diversity in Leadership and Teams
- Leading a multi-generational workforce (characteristics, motivators and communication styles of each generation)
- Introduction to Different Leadership Styles

## DAY 3

### Leadership Dynamics

- Competencies of a Great Leader (Difference between Managing & Leading)
- Leading for Results (the Power of Feedback/Seeking input at all Levels)
- Situational Leadership (Clarity & Integrity)
- Strategies for working with the Controlling Manager (Delegation or Dumping)
- Developmental Leadership (Problem Solving)

## DAY 4

### Key Competencies of Great Leaders

- Motivating and Inspiring Exceptional Performance
- Establishing an Environment of Accountability
- Dealing with Difficult Behaviours
- Creating and Delivering Powerful Presentations

All days include; team presentations, interactive experiential learning and inclusive, high energy activities and discussion.

**REGISTER TODAY!**  
**905.667.6230**  
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Now is the time to ensure that you are taking proactive steps to address how key talent will be replaced or retained and how work continuity will be undisrupted.

Recognize the importance and value of your human capital and provide them with the opportunity to participate in one of Canada's most sought after "Emerging Leaders Training Program" for the private, public and not-for-profit sectors.



## DAY 5

### "Meet the Leaders" Interactive Session

**Morning:**

- Participants will create and present to their peers on what they have learned to date and present to their leaders

**Lunch Session:**

- Two to three respected, successful leaders of organizations in the community will interact with session participants followed by a Q & A

## DAY 6

### Leading Change

- What is Change? Why do Organizations Have to Change? Why do People Resist Change?
- Principles and Models of Change Management
- Critical Success Factors for Change
- Facilitating & Sustaining Change
- Skills for Leading Change Including Conflict Resolution
- Having Difficult Conversations

## DAY 7

### Managing Performance

- Performance Management Principles (Why is it critical to assess and recognize individual and team performance?)
- Performance Management Cycle (planning, monitoring, reviewing) What is the best method to measure performance? Customizing your performance measuring process. When to measure? Key areas of results-based measurements. (agreeing on performance expectations)

## DAY 8

### Wrap Up & Certificate Celebration

**Morning:**

- "Revisiting the Journey" (Techniques for transferring knowledge to the workplace)

**Lunch Session:**

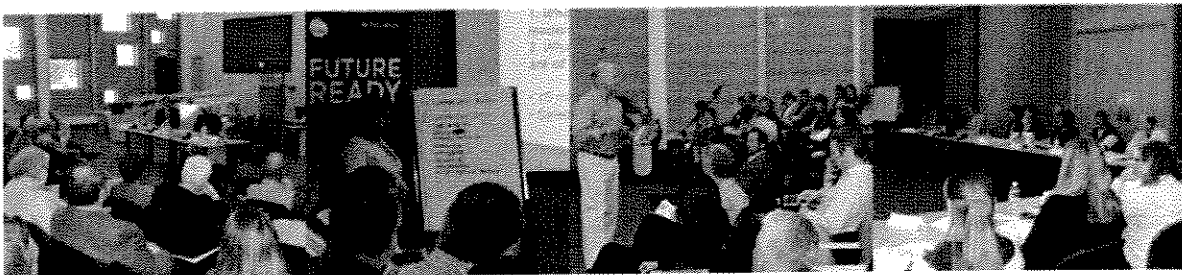
- Graduation celebration - presentation of MCE leadership certificate of completion.

"The Town of Innisfil is one of many municipalities that is facing current and future challenges in recruitment and retention of top talent. The MCE "Future Ready Leadership Program" meets the needs of our organization and enables us to develop leadership capacity which will help to ensure we are well positioned to meet these challenges.

We are excited to partner with MCE for the delivery of this program.

We are committed to being the best municipal organization based on developing our own talent and cultivating future leaders for tomorrow."

John Skorobohacz  
Chief Administrative Officer  
Town of Innisfil



[Forward email](#)

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**Ministry of  
the Environment**

Office of the Minister

77 Wellesley Street West  
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Toronto ON M7A 2T5  
Tel.: 416 314-6790  
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**Ministère de  
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Toronto ON M7A 2T5  
Tél. : 416 314-6790  
Télééc. : 416 314-6748



February 9, 2012

Chair of Waste Diversion Ontario  
c/o Michael Scott, Chief Executive Officer  
Waste Diversion Ontario  
4711 Yonge Street, Suite 1102  
Toronto, ON M2N 6K8

Dear Chair:

Ontario's waste diversion programs play an important role in keeping waste out of our land and waterways. The government is committed to ensuring programs maximize diversion, are sustainable and are fair for everyone. But more needs to be done. The government wants to renew and refocus attention on our waste diversion goals. This letter outlines our plan to get back on track. One of the first steps is effective oversight which is essential to ensuring that these objectives are met and producers remain responsible for the recycling and safe disposal of the waste their products create.

To strengthen the oversight and accountability of waste diversion programs under the *Waste Diversion Act*, 2002 (the Act) I am writing pursuant to my authority under the Act on two matters: 1) Board governance; and 2) policies applicable to Waste Diversion Ontario under Section 7.

### **Board Governance**

I am writing to inform you that I have accepted in principle the proposal submitted by the Board on May 27, 2011 in respect of a new Waste Diversion Ontario (WDO) governance structure. The move to a skills-based board reflects modern governance practices and will assist in improving the oversight of programs established under the Waste Diversion Act.

My staff will be sending you shortly the proposed amendment to the operating agreement that would implement this new WDO governance structure. I expect ministry staff and WDO to finalize the agreement for my approval in the next few weeks. This will allow transition to a new board and its members being appointed at the Board's annual general meeting in April 2012. To meet these timelines, I would encourage WDO and its Board to begin the process to identify candidates for nomination to the new Board. I have similarly asked my staff to begin the process to identify potential appointments to the Board consistent with the proposed governance structure.

## **Policy Direction under Section 7**

I am also writing pursuant to my authority under section 7 of the Act, allowing for the establishment of policies applicable to Waste Diversion Ontario and its Board of Directors and in accordance with my authority under clause 5 (i) of the Act to require Waste Diversion Ontario WDO to advise and report to me.

I am writing to provide Waste Diversion Ontario with direction on a) the development and implementation of full cost recovery and accumulated deficit/surplus recovery of Industry Funding Organizations; b) improved oversight of the financial and program performance of Industry Funding Organizations and enhanced reporting to the Ministry to ensure the effectiveness of program delivery; c) the review and approval of Industry Stewardship Plans; and d) review of incentive programs.

### *Full Cost Recovery*

As you are aware, industry-funded programs need industry-funded solutions to recover the necessary costs to meet the programs' targets for waste diversion. To achieve this outcome, on February 9, 2012 a regulation was made under the Act that implements a new fee setting methodology enabling Stewardship Ontario to recover from stewards its full costs related to the operation of the Municipal Hazardous or Special Waste Program.

This new methodology should ensure that Stewardship Ontario fully recovers the costs incurred on the delivery of the program and avoids the creation of surpluses or deficits that could affect the sustainability of the program.

The new methodology also requires Stewardship Ontario to address accumulated deficits for waste categories in the program.

I am directing Waste Diversion Ontario, in accordance with section 7 of the Act, to review Stewardship Ontario's plan to implement the Regulation and recover its operating and deficit costs, and to work with Stewardship Ontario on a plan to address its accumulated surpluses, in a manner that ensures the financial sustainability of the program. I am also directing Waste Diversion Ontario to provide me with a report on the status of Stewardship Ontario's accumulated deficit/surplus recovery plan by March 23, 2012.

In addition, to address full cost recovery for other waste diversion programs and their financial sustainability (including deficits and surpluses), I am directing Waste Diversion Ontario, in accordance with section 7 of the Act, to work with Ontario Tire Stewardship and Ontario Electronic Stewardship to develop plans to implement a similar cost recovery and accumulated deficit/surplus recovery approach. I am also directing Waste Diversion Ontario that it shall provide me the plans by March 23, 2012 for Ontario Tire Stewardship and by April 30, 2012 for Ontario Electronic Stewardship.

### *Effective Program Delivery*

To support implementation of the new cost recovery model, in accordance with section 7 of the Act, I am directing Waste Diversion Ontario to undertake a detailed review and analysis of all proposed Industry Funding Organizations budgets and to regularly monitor actual expenditures to ensure that there are realistic and cost effective plans to achieve Industry Funding Organizations performance targets, proper management of operating costs to ensure the financial sustainability of the organizations and to amend program agreements as necessary to achieve this. Waste Diversion Ontario will report to the Ministry on budgetary performance of all Industry Funding Organizations quarterly.

In accordance with section 7 of the Act, I am also directing that Waste Diversion Ontario implement an effective monitoring and audit program to review Industry Funding Organizations' annual program performance and the achievement of plan targets, to promptly take corrective action when required and to report quarterly to the Ministry. Waste Diversion Ontario shall amend program agreements as necessary to achieve this.

### *Industry Stewardship Plans*

In accordance with section 7 of the Act, I am directing that Waste Diversion Ontario review its policy and procedures on Industry Stewardship Plans and consider the following matters when the Board reviews an application or approves an Industry Stewardship Plan:

- Whether the plan achieves waste diversion targets that are similar or better than the associated waste diversion program;
- The fair operation of the plan in the marketplace;
- Whether the plan ensures accessibility for consumers through its delivery of services.

As part of the monitoring of the plan's effectiveness, Waste Diversion Ontario will require regular monitoring, auditing and reporting of Industry Stewardship Plans, the costs of which shall be paid by the plan.

In addition, in accordance with section 7 of the Act, I am directing that Waste Diversion Ontario consult with the public on any Industry Stewardship Plan that it reviews prior to Waste Diversion Ontario's approval of the plan.

Finally, in accordance with clause 5 (i) of the Act, I am directing that Waste Diversion Ontario, following the aforementioned review, submit to the Ministry a report on the review, and its proposed policy and procedures on Industry Stewardship Plans. The review and this report shall be completed and submitted to the Ministry no later than June 1, 2012.

### *Review of Incentive Programs*

In accordance with section 7 of the Act, I am directing that Waste Diversion Ontario undertake separate reviews on the development and implementation of financial incentives that are paid to service providers by Stewardship Ontario under the MHSW program, Ontario Electronic Stewardship under the WEEE program, and Ontario Tire Stewardship under the Used Tires program.

I am also directing that these reviews be carried out in consultation with municipalities and other stakeholders.

As part of these reviews, I am directing that Waste Diversion Ontario address whether the development and implementation of these financial incentives affect Ontario's marketplace in a fair manner; whether these financial incentives are effective in supporting the achievement of waste diversion targets and program objectives; an assessment on the impact of the incentive programs on municipalities and waste diversion services, including accessibility across Ontario; and other alternatives that industry funding organizations might consider.

I am also directing that Waste Diversion Ontario shall provide me the findings and recommendations from these reviews by the following dates:

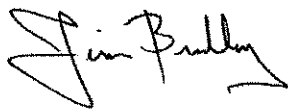
- Review of Stewardship Ontario incentives by March 23, 2012
- Review of Ontario Electronic Stewardship incentives by April 30, 2012
- Review of Ontario Tire Stewardship incentives by June 1, 2012.

If you have any questions, please feel free to contact Greg Sones, Director of Waste Management Policy Branch.

I am confident that these initiatives will provide effective and efficient oversight of waste diversion programs established under the Act, and enable these programs to meet their targets for waste diversion and protect Ontario's environment.

Thank you for your continued commitment to promoting waste diversion in Ontario.

Sincerely,



Jim Bradley  
Minister of the Environment

# Courts Define their Expectations on Maintenance Standards

## The case: *Giuliani v. Halton (Municipality)*

**"Duty of Care"**  
the legal duty that arises when you act or fail to act creates, a foreseeable risk of harm to another

**"Due Diligence Defense"**  
The defense that you have undertaken every step that a reasonable person would take in the circumstance.

The situation: April 1, 2003 the plaintiff lost control of her car and struck another vehicle. The reason for her loss of control was the accumulation of ice and snow on the roadway. The ice on the road was the result of the conditions being right to compact the snow into ice. Corporations in Ontario generally rely on their policies, practices and procedures to provide them with a "due diligence defense". In Ontario municipalities and their insurer believed that complying with the "Minimum Maintenance Standard" would provide a defense in the event of a action arising from a highway accident.

### **"Minimum Maintenance Standard"**

Minimum Maintenance Standard for Municipal Highways are a Regulation under the Municipal Act. They are intended to provide a defense to municipalities when personal injury actions allege inadequate road maintenance. In this case, Halton was in compliance with the Minimum Maintenance Standards; however, the judge ruled that the circumstances encountered were not covered by the standard. As a result compliance with the standard could not be relied upon as a defense. Halton could have relied on a due diligence defense, if it had been diligent about following its own policies and documenting them but it was not and as a result they were found negligent.

The ruling in this case provides some insight into two areas of law. First it establishes the expectation of the duty of care and the requirement to maintain asset to **high** standards. Secondly it highlight the importance of being able to mount a "due diligence defense".



## Recent Court Decision Will Affect Playground Operations

In 2004-2005 23 children visited an Ontario ER daily as a result of playground injuries. Over half of these injuries were critical injuries as defined by the OHSA.

### **The “Duty of Care”**

-The legal duty that arises when you act or fail to act, creates a foreseeable risk of harm to another

-In Ontario the duty of care for highways is legislated by s.44 of the Municipal Act: “shall keep it in a state of repair that is reasonable in the circumstances”

### **“Due Diligence Defense”**

The defense that you have undertaken every step that a reasonable person would take in the circumstance. The burden of establishing that due diligence was exercised is on the property owner/operator. In order to establish this as a defense everything must be properly documented.

### **Elements of Due Diligence**

1. Written policies, practices and procedures
2. Monitoring to ensure effectiveness/compliance with policies and procedures
3. Inspections and other means of hazard identification
4. Yearly third party audits
5. Communication of any hazard information
6. Accident reporting and investigation
7. Documenting due diligence steps
8. Auditing to ensure effectiveness

With respect to playgrounds' in Ontario it is not a question of whether you will have an incident but when. In 2004-2005, 23 children in Ontario visited an ER, daily, as a result of playground injuries.

Court decisions such as this one will have a serious consequence on insurance and the costs associated with it. Compliance with current standards combined with diligence on the part of owners/operators is the solution and the only defense when an incident occurs. Without a proper system in place, the courts only job is to assign a value to the claim. Due Diligence systems require some insight to set up properly but once in place it is simply a process that must be followed.