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613-687-5536  
www.petawawa.ca

Town of Petawawa Police Services Board  
1111 Victoria Street  
Petawawa ON K8H 2E6

March 26, 2012

RECEIVED  
MAR 28 2012  
LQ

Upper Ottawa Valley Community Policing Advisory Committee  
15 Township Hall Road  
Stonecliffe, ON K0J 2K0

Attention: Reeve Tammy Lea Stewart, Chair

Dear Reeve Stewart:

As you are no doubt aware, recent media reports have highlighted startling grim statistics for Renfrew County roads. With eight vehicular fatalities in 2011, the Renfrew OPP detachment stands *number one* in the province among 300 provincial detachments. The Upper Ottawa Valley OPP detachment is second, with seven deaths, four of them on Highway 17. In spite of these statistics, all of you are also probably and unfortunately too familiar with a fatality in your municipality within the past 2 years.

While the reasons for the fatalities and the causes of the deaths might be attributable to many factors, the sad reality is that people are dying on roads in Renfrew County at a rate higher than anywhere else. As responsible and concerned residents, we believe we have to seek ways to address this most serious of issues.

As allied persons associated with programs and police personnel whose work is dedicated to providing safe roadways, we are contacting you to enlist your support in ultimately seeking a meeting with the Minister of Transportation to develop a long ranging strategy to address these devastating statistics. It is our belief that the most effective way to positively arrange such a meeting would be to enlist the support of the Renfrew County Council members to make the initial contact with the Minister of Transportation, the Honourable Mr. Bob Chiarelli.

To that end, the members of the Petawawa Police Services Board ask you to join in petitioning the County of Renfrew to meet with us to discuss this tragic reality of the inordinate number of fatalities on Renfrew County roads. Should we be successful in our request for a meeting, subsequently our PSB would like you and all Detachment Commanders and Chiefs of Police within the County to be present with us as we meet with County Council to outline our rationale for the meeting with the Minister.

Attached to this letter is the motion which we would ask your Board or Committee to review, endorse and return to us before the end of April.

Thank you for your consideration of our request.

Sincerely,

A handwritten signature in cursive script, appearing to read "Treena".

Treena Lemay, Chair  
Petawawa Police Services Board

**RESOLUTION**

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RESOLUTION TO PETITION THE COUNTY OF RENFREW TO USE ITS INFLUENCE TO REQUEST A MEETING WITH THE ONTARIO MINISTER OF TRANSPORTATION, THE HONOURABLE MR. BOB CHIARELLI, TO DISCUSS WAYS TO REDUCE THE INCOMPARABLE NUMBER OF DEATHS ON THE PROVINCIAL HIGHWAYS PASSING THROUGH RENFREW COUNTY

WHEREAS twenty-six persons have been killed in road accidents on provincial roadways within Renfrew County within the past 2 years;

AND WHEREAS Highway 17 roads in Renfrew County are the deadliest across the province, according to the Ontario Provincial Police;

AND WHEREAS with eight vehicular fatalities in 2011, the Renfrew OPP detachment stands number one in the province of 300 OPP detachments;

AND WHEREAS the Upper Ottawa Valley OPP detachment is second, with seven deaths, four of them on Highway 17, among more than 300 OPP detachments;

HEREBY BE IT RESOLVED that all the members of Police Services Boards and Community Policing Advisory Groups in Renfrew County and the City of Pembroke, petition the members of Renfrew County Council to use their auspices to request a meeting as soon as possible with the Minister of Transportation, the Honourable Mr. Bob Chiarelli, to discuss these grim statistics and work collaboratively to identify and implement ways to address this tragic reality.

Signed in support: \_\_\_\_\_

PSB or CPAC: \_\_\_\_\_

Date: \_\_\_\_\_

Ontario Provincial Police



Police provinciale de l'Ontario

**Chris D. Lewis**

Commissioner Le Commissaire

File #: 614-00

March 13, 2012

RECEIVED  
MAR 21 2012  
*SL*

Mayors / Reeves  
OPP Policed Municipalities

Dear Mayor / Reeve:

The Ontario Provincial Police (OPP) is proud to deliver cost-effective and professional policing services to 322 municipalities within the Province of Ontario. Policing is a fundamental, locally delivered service that ensures a community's safety and harmony.

Whether delivered by the OPP on a Section 10 *Police Services Act* (PSA) contract or Section 5.1 PSA non-contract basis, or by a municipal police service, policing is an expensive service to provide. We recognize that municipalities are concerned about the rising cost of policing services and are pleased that our policing costs continue to compare very favourably with other police services in Ontario.

As you are aware, the OPP is mandated to deliver policing services on a cost recovery basis. Municipal policing costs invoiced back to municipalities account for about one-third of the OPP's overall budget. Due to the importance of the work conducted by the Contract Policing Section of the Business and Financial Services Bureau, an internal review was recently undertaken of the Section's structure and responsibilities.

Through this review it was determined that a stand-alone Bureau would best support the demands and challenges of our municipal policing obligations. As a result, it is my pleasure to advise that, effective March 19, 2012, the Contract Policing Section will become the Municipal Policing Bureau. Further, Superintendent R.A. (Rick) Philbin has been selected to fill the position of Commander of this new Bureau. During his 24-year career with the OPP, Superintendent Philbin has held various positions, including his current role as Director of Corporate Communications and Executive Services and his previous position as Commander of the Southern Georgian Bay Detachment. He is looking forward to accepting his new responsibilities and to working with you in matters of mutual interest.

As always, local operational matters should be discussed with your Detachment Commander. For any other municipal policing matters, please feel free to contact Superintendent Philbin at telephone number (705) 329-6200.

Yours truly,

Chris D. Lewis

/kaj

777 Memorial Avenue  
Orillia, Ontario  
L3V 7V3  
Telephone: (705) 329-6199  
Facsimile: (705) 329-6195

777 avenue Memorial  
Orillia, Ontario  
L3V 7V3  
Téléphone (705) 329-6199  
Télécopieur (705) 329-6195



611 TV Tower Road, P.O. Box 1010 | Pembroke, Ontario | K8A 6Y6 | Phone: 613-732-1492 | Fax: 613-732-5793  
 manager@uovchamber.com | www.uovchamber.com

**BROADER PROMOTION OF LOCAL TAXI SERVICES**

To all concerned;

April 2, 2012

We recently learned that a Laurentian Hills resident was concerned about an apparent lack of scheduled taxi service after 9 p.m. in our local area. In particular, a pre-Christmas party that ended at midnight left one person stranded far from home. There was no answer at either of the taxi companies' telephone numbers. Fortunately the facility owner was able to give the person a safe ride home and it was apparently not the first time that this special service was necessary.

Patrons of local facilities that serve alcoholic beverages would appreciate knowing that they can get home safely without having to drive themselves after a late evening out. It would be helpful if the taxi companies' regular hours and after hours policies were clearly posted within all liquor licensed establishments in our area.

In addition we feel that the general public would also benefit from knowing when taxi services are available and when they are not available in our area.

Our local taxi companies' choice to cease regular operations at 9 p.m. on at least some evenings is a logical business decision based on the average number of customers during that period. We applaud the fact that late-evening services can be booked in advance; unfortunately, it seems that this information is not widely known and needs to be promoted. Perhaps the hours of service could be published in the North Renfrew Times twice a year and also whenever major changes are made?

What we believe needs to be initiated from within the restaurant/bar and taxi community is a standardized communication campaign developed to inform patrons within the drinking establishments that taxi services and/or any other



611 TV Tower Road, P.O. Box 1010 | Pembroke, Ontario | K8A 6Y6 | Phone: 613-732-1492 | Fax: 613-732-5793  
manager@uovchamber.com | www.uovchamber.com

means of transportation need to be considered if they plan on drinking alcohol. The local taxi companies' phone numbers, hours of operation and after hours policies should be clearly stated and the details should be clearly and permanently visible at every business location in our area where alcohol is served.

The Deep River and Area Branch of the Upper Ottawa Valley Chamber of Commerce would be happy to set up a meeting time and location to bring together business owners or their representatives and facilitate a discussion on ways that the issues presented above can be addressed. Please contact our main chamber office in Pembroke at 613-732-1492 or email us at [manager@uovchamber.com](mailto:manager@uovchamber.com) if you would like to be included in the process.

Sincerely,

*Brian McInall*

Brian McInall  
Deep River & Area Branch Chairman  
Upper Ottawa Valley Chamber of Commerce  
Day-Time: 613-584-2118  
[brian.mcinal@sympatico.ca](mailto:brian.mcinal@sympatico.ca)

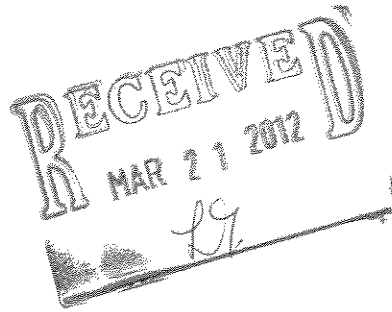
This letter has been distributed to the following:

- Taxi companies that are known to be operating within our local area
- All liquor licensed establishments within the boundaries of the Deep River and Area Branch of the Upper Ottawa Valley Chamber of Commerce
- The Town Deep River
- The Town of Laurentian Hills
- The Township of Head, Clara and Maria



March 13, 2012

Reeve Tammy-Lea Stewart and Members of Council  
Townships of Head, Clara and Maria  
15 Township Hall Road  
Stonecliffe, ON  
K0J 2K0



**RE: OBOA Strategic Plan 2012+**

We wish to express our sincere appreciation to the Mayor, Council and the Municipality's Leadership Team for the past and continued support of the Ontario Building Officials Association (OBOA).

Founded in 1956, OBOA is a self-governing not-for-profit professional association for Ontario's Building Officials. OBOA is committed to maintaining the highest degree of professionalism in the field of building code enforcement and building safety, while promoting uniform code interpretation and enforcement through training and education services, and related committee work. OBOA's 2000 members are dedicated and trained professionals, who on behalf of Ontario's municipalities play a vital role in ensuring a safe built environment.

For 55 years, OBOA has played a leading role in the education, training and professional development of Ontario's Building Officials. OBOA has been a valuable partner to municipalities in ensuring that Building Officials are educated and trained to meet Provincial qualification requirements. Further, OBOA's 'Certified Building Code Official' (CBCO) designation, which represents "The Step Above" in Building Official credentials, ensures that municipalities have the best qualified staff.

On behalf of the Board of Directors of the Ontario Building Officials Association, I am pleased to announce that our association now has a strategic plan to guide its decision-making and operations over the coming years.

In developing the Plan, the Board initiated a comprehensive and inclusive outreach process, involving participation from not only the Board, but the members, Chapters and key external stakeholders as well, to answer five key questions:

- **Where are we?**
- **What do we have to work with?**
- **Where do we want to be?**
- **How do we get there?**
- **How do we stay there?**

The chart found in the centrefold of this publication lays out the core of the Plan that was unanimously approved by the Board in August 2011. The core consists of the vision, mission, strategic priorities and strategic goals of the Plan. It reflects what we heard from association members, Chapters and external stakeholders in the consultations conducted in Spring 2011. The unanimous support of the Board demonstrates a strong belief that the Plan sets the stage for OBOA to achieve its full potential and take Ontario's building official profession to the next level.

Respectfully,

Leo J. Cusumano  
President

**Sent:** Tuesday, April 17, 2012 1:12 AM  
**Subject:** Impacts of Federal Budget on Emergency Management  
Dear all,

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I am writing to provide an interim status update on the impacts of the federal budget on Public Safety Canada. Many of you may have heard about it from other sources but I did want to share the provincial perspective.

Public Safety Canada (PS) is experiencing an 8.5% reduction in funding over the next three years. This has impacted on both staffing and programs. There was a loss of 117 FTEs and two programs have been cancelled: the Canadian Emergency Management College (the College); and the Joint Emergency Preparedness Program (JEPP).

The College will no longer provide any training programs. While options are apparently being considered, a three year Memorandum of Understanding (MOU) has been signed between the College and the Canada School of Public Service (CSPS). *"Under the MOU, the College will provide policy and programming guidance and the CSPS will develop, deliver and evaluate EM training on a cost recovery basis, thus ensuring sustainable programming that meets community needs."* We have no further information on what this new initiative will look like, what the costs of programs might be, nor where programs might be offered. When there is further information we will let you know. What this does mean for training in Ontario is unclear at this point as the College has not been a significant resource for some time. EMO will call a meeting of others involved in emergency management training to discuss this

change and assess its impact. This meeting will be called within the next two months and feedback from the meeting will be provided to you by July 1 2012.

The JEPP program has been an important part of emergency management evolution in Ontario. Since 1980 it has supported initiatives to enhance emergency preparedness, urban search and rescue and critical infrastructure protection, funding up to 75% of a project. The program will continue for this current year and all funding will stop in 2013. This will be a significant loss both at the provincial and the local levels. Ontarians have benefited from all three aspects of the program. EMO is currently undertaking an assessment of the "reach" of the initiatives that JEPP has supported as the first step towards developing options for moving forward. I will provide a status update to you by September 1 2012.

Some have been wondering what these changes at the federal level might mean to the overall commitment to emergency management at the provincial level. Frankly, it makes no difference to the level of commitment. However it does mean that we must redouble our efforts to create synergies and partnerships that will allow us to meet our collective obligations to the health and safety of Ontarians. We will be working on this and would very much appreciate your advice, suggestions and clear thinking. I invite you to contact me directly, speak to your Field Officer, or use an existing meeting to share your insights.

I will keep you advised of progress on determining a way forward in this new environment.

**Allison J. Stuart**

Assistant Deputy Minister and Chief

Emergency Management Ontario

Ministry of Community Safety and Correctional Services

*allison.j.stuart2@ontario.ca*

416-314-6186

*Executive Assistant: jonathan.stone@ontario.ca*

*Senior Emergency Management Assistant: qail.tandv@ontario.ca*



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RECEIVED  
MAR 26 2012  
[Signature]



OFFICE OF THE MAYOR

March 12, 2012

Ms. Pat Vanini  
Executive Director  
Association of Municipalities of Ontario  
200 University Avenue  
Suite 801  
Toronto, Ontario  
M5H 3C6

Dear Ms. Vanini:

Re: City of Mississauga Telecommunication Tower/Antenna Facilities Interim Protocol

The Council of the Corporation of the City of Mississauga at its meeting on March 7, 2012, adopted the enclosed Resolution 00046-2012 with respect to the City of Mississauga's interim telecommunication tower/antenna facilities protocol.

I urge the Association of Municipalities of Ontario (AMO) to work with the municipalities across the Province of Ontario and wireless service providers to request that Hydro One reconsider its moratorium on the location of telecommunication antennas on existing hydro infrastructures. In the interim I would ask that AMO officials meet with City of Mississauga staff to discuss the growing need to have Hydro One change its practice. To facilitate this meeting contact Timothy Lee, Planner, Planning and Building, (905) 615-3200, ext. 3205 or by email at [timothy.lee@mississauga.ca](mailto:timothy.lee@mississauga.ca).

On behalf of the members of Council, I ask that serious consideration be given to the requests outlined in the enclosed Resolution.

I look forward to your favourable reply.

Sincerely,

HAZEL McCALLION, C.M., LL.D.  
MAYOR



cc: The Honourable Christian Paradis, Minister of Industry and Minister of State  
(Agriculture)  
Mississauga MPs  
Mississauga MPPs  
Members of Council  
All Municipalities across the Province of Ontario  
Federation of Canadian Municipalities  
Matthew Milligan, Real Estate and Municipal Relations Advisor, Bell Mobility Inc.  
Tatyana Moro, Municipal Relations Specialist, Network Implementation, Rogers  
Wireless  
Karim Balbaa, Manager, Real Estate, Public Mobile  
Joseph Boutros, Network Deployment Projects & cost Control Manager, Wind Mobile  
Bill Reoch, Director, Real Estate, Mobilicity  
Joey Sayantharajah, Manager, Technology Strategy Property Management, Telus  
Ed Sajecki, Commissioner, Planning and Building

Enc.



RESOLUTION 0046-2012  
adopted by the Council of  
The Corporation of the City of Mississauga  
at its meeting on March 7, 2012

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0046-2012 Moved by: Pat Saito

Seconded by: Katie Mahoney

1. That the Report dated March 5, 2012 from the Commissioner of Planning and Building entitled "City of Mississauga Telecommunication Tower/Antenna Facilities Protocol", be received for information.
2. That the revised "City of Mississauga Telecommunication Tower/Antenna Facilities Protocol" attached as Appendix 2 in the Report dated March 5, 2012, from the Commissioner of Planning and Building entitled "City of Mississauga Telecommunication Tower/Antenna Facilities Protocol", be adopted as an interim protocol.
3. That the Report dated March 5, 2012, from the Commissioner of Planning and Building entitled "City of Mississauga Telecommunication Tower/Antenna Facilities Protocol" and resolution of Council be circulated to all Mississauga wireless service providers, local Members of Parliament and Ratepayer Associations in Mississauga.
4. That a fee of \$2,500.00 be approved for the processing and consultation required for Telecommunications Tower/Antenna Facilities Request Forms and that the necessary amendment to the City's Fees and Charges By-law be brought forward to Council for consideration.
5. That a fee of up to \$4,000.00 plus 15% administration fee be approved for the purposes of retaining a consultant, when and if required, to assist with the review and consultation required for Telecommunication Tower/Antenna Facilities requests and that the necessary amendment to the City's fees and Charges By-law be brought forward to Council for consideration.
6. That the Commissioner of Planning and Building report back on the effectiveness of the new process by December 31, 2012.

7. That the City of Mississauga request that the Association of Municipalities of Ontario (AMO) work with municipalities across the Province of Ontario and wireless service providers to request that Hydro One reconsider its moratorium on the location of telecommunication antennas on existing hydro infrastructure.
8. That the City of Mississauga staff meet with AMO officials as soon as possible in view of Mississauga's and other municipalities' growing need to have Hydro One change its practice; and that the local Members of Parliament and local Members of Provincial Parliament are asked to support this request by writing to AMO, the Province of Ontario and Hydro One.
9. That the City of Mississauga request that Industry Canada reconsider the exclusion criteria established in their document CPC-2-0-03, Section 6, to require proponents to consult with the Land Use Authority and the public for new telecommunication towers with a height of less than 15m (49.2ft.) above ground level.



The Corporation of the  
**Township  
of  
Uxbridge**

In The Regional Municipality of Durham

7

Town Hall  
51 Toronto Street South  
P.O. Box 190  
Uxbridge, ON L9D 1T1  
Telephone: (905) 852-9181  
Facsimile: (905) 852-9674  
Web: www.town.uxbridge.on.ca

April 10, 2012

Ontario Lottery and Gaming Commission  
90 Sheppard Avenue East  
Suite 200-300  
Toronto, Ontario  
M2N 0A4

**RE: ECONOMIC IMPACT OF THE PROPOSED CANCELLATION OF THE  
SLOTS-AT-RACETRACKS PROGRAM  
TOWNSHIP FILE NO. CL-201**

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Please be advised that during the regular meeting of General Purpose and Administration Committee on April 2<sup>nd</sup>, 2012, the following motion was carried;

THAT the Recreation Programs, Culture and Tourism Committee support local farmers, race horse breeders and race horse training centres by requesting the Ontario Lottery and Gaming Commission reconsider discontinuing their public private partnership;

AND THAT Committee request the Government of Ontario work with the horse racing industry to reinstate and improve the Slots-at-Racetracks Program with its revenue sharing agreement to sustain and grow the horse racing industry to the benefit of our communities;

AND THAT this resolution and a copy of the correspondence of Evelyn Page be forwarded to Premier Dalton McGuinty, MPP John O'Toole, the Ministry of the Attorney General, AMO and all municipalities in Ontario.

I trust you will find the above to be satisfactory.

Yours truly,

  
Debbie Leroux  
Director of Legislative Services/Clerk

/ljr



8

April 3, 2012

Good evening Your Worship and Councillors,

I am very pleased and proud to be writing this letter to you today. Close to four years ago, I began a crusade to change the world and to transform the way people viewed their place in it. My message every year since began with the assertion that one person can change the world and like a landslide that begins with one stone; my message resounded across Canada and continues to be heard.

I write once more about our Honey Bees.

I would hope that by now, it is more widely understood that Honey Bees are responsible for about a third of the food we eat because they are responsible for about 70 percent of our food crop pollination. Honey Bees are an important keystone species and as such, they are the very cornerstone to the sustainability of our agriculture and stability of our environment. I am drawing attention to honey bees because they continue to disappear at unsustainable rates for unexplained reasons not only in Canada, but in every country and across every continent where they are raised. The World Organisation for Animal Health (OIE) has reported that there is no one single cause for such alarming worldwide disappearances. There are more theories than answers; foremost among these theories being irresponsible pesticide use, monoculture food crops, parasites, and pathogens; one of the latest theories suggests a newly discovered parasitic fly is the culprit. Bernard Vallat, the OIE's director-general, warned, that "Bees contribute to global food security, and their extinction would represent a terrible biological disaster."

According to the Canadian Honey Council, "The value of honey bees to pollination of agriculture is estimated at over \$2 billion annually." In 2010, The Canadian Association of Professional Apiarists (CAPA) suggested that Canada sustained a national honey bee overwintering mortality of 21 percent. In 2011, the Canadian Honey Council indicated a national loss averaging 29.3 percent. This amount of loss is greater than the 15 percent that is considered sustainable. Honey Bees have been disappearing at percentages considered unsustainable for more than a decade and I find this to be more than alarming.

Primary of all known solutions continues to be further education, awareness and proactive initiatives by all levels of government in Canada. One of these

proactive initiatives is the “Day of the Honey Bee” proclamations. Without understanding that there is a problem, the general public will continue to take for granted the severity of this global issue. It is for this reason that I began my campaign in 2009. While it proudly originated in Saskatoon SK. it did not end until it spread from coast to coast and found root in the United Kingdom and the Middle East. I had a vision that if municipal governments across our Nation were to be unified by collective proclamations in dedication to the Honey Bee under the principle of educational awareness, that more people, through media attention, would be made mindful of their alarming decline.

In seven provinces across Canada and with the support of over 70 municipal governments, May 29, 2010 was recognised as the first annual “Day of the Honey Bee”. It was officially recognised in declaration by two provincial governments and recorded in the Legislative Assembly Hansard of a third. The Standing Committee on Agriculture and Agri-Food Canada suggested, “That the Government (of Canada) follow in the footsteps of the Province of Saskatchewan... ..by proclaiming May 29, 2010 as the National Day of the Honey Bee and that this be reported to the House.”

Last year, there were 163 Municipal Governments all across Canada that issued Proclamations in support of `Day of the Honey Bee; including the Governments of Saskatchewan, Manitoba and British Columbia. Because, the Standing Committee on Agriculture and Agri-Food Canada unanimously supported the creation of this day last year; but unfortunately the federal election took precedence, it is hopeful that this day will gain federal endorsement this year. I have been assured by a Member of Parliament that this initiative will again be presented to the house.

As a result of this amazing support, more people learned about the plight of Honey Bees. All across Canada and abroad, dozens of events were held by beekeepers, apiarists, beekeeping associations, farmer’s markets, university groups and other individuals around May 29 to educate and inform the public. It is my hope that with my words, you may add to this continued success.

And now therefore, I do humbly request:

That your Worship and Council, on behalf of your citizenry, resolve to proclaim May 29 2012 as the third annual “Day of the Honey Bee;” and (if bylaw allows) that this proclamation be issued in perpetuity;

That in the event that proclamations are not issued as a matter of policy, please consider, for the purposes of educational awareness, making an exemption to that policy;

That in the event that there is a public ban on beekeeping within your jurisdiction, that in collaboration with your provincial apiarist and respecting your provincial regulations that this ban be lifted; effectively legalizing beekeeping for Hobbyists within your jurisdiction;

That Council resolve to endorse the establishment of a recognised day by the Government of Canada, by either writing to your local Member of Parliament and / or writing a letter of endorsement to Alex Atamanenko Member of Parliament for BC Southern Interior. [alex.atamanenko.a1@parl.gc.ca](mailto:alex.atamanenko.a1@parl.gc.ca) ;

And that in the event a proclamation and or response are issued, that originals be sent to the address and contact information below; for the purpose of keeping accurate tally and record; and that if copies are to be sent to apiarist or beekeeper groups that they be given copies.

I thank you for your time and your considerations,

Sincerely,



Clinton Shane Ekdahl  
Founder of "Day of the Honey Bee"  
129 Avenue E South  
Saskatoon, Saskatchewan, S7M 1R7  
1 (306) 651 – 3955  
1 (306) 381 – 3172  
[cccsseee@hotmail.co.uk](mailto:cccsseee@hotmail.co.uk)





# AMO Municipal Training

## Heads of Council 101

### Overview

A broad portfolio of leadership skills is essential for any successful leader. This interactive full-day session is designed to hone your existing skills and to help you develop new ones. You will gain insight into some familiar material through the lens of your own expanded experience as Council's leader, and also review, with your peers, recent developments in the sector as they relate to you in your leadership role.

### Who Should Attend

Current Heads of Council only.

### Where?

August 18 Westin Hotel, Ottawa (pre-AMO Conference)

This is a full-day course that runs from 8 am to 4pm (approx.) with lunch provided.

### Cost

This full day course is \$400 plus HST

BENEFITS	AGENDA AT A GLANCE
Enhance your leadership ability	The topics below are a sample of what is covered in
A clear understanding of yourself and your goals as a leader	<ul style="list-style-type: none"> <li>• Leadership style assessment</li> <li>• Understanding your job description</li> </ul>
Increased ability to chair a council meeting effectively	<ul style="list-style-type: none"> <li>• Leadership in the municipal context</li> <li>• Challenges of municipal leaders</li> </ul>
Become a more proactive leader	<ul style="list-style-type: none"> <li>• A Strategic planning primer</li> <li>• Taking control in a crisis</li> </ul>
Increased recognition of your skills as a leader	<ul style="list-style-type: none"> <li>• Communication skills</li> <li>• Working with the public; other levels of government; and staff</li> </ul>



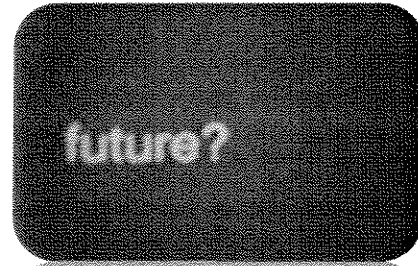
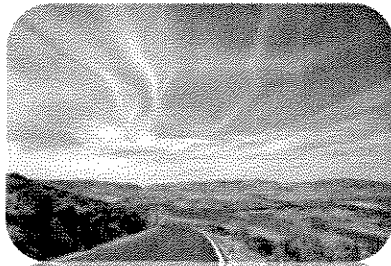
## What Lies Ahead in 2012 – EMCP2

### Overview

Municipalities face a number of challenges in 2012, a simple web search of the term "municipal challenges in 2012" results in over 11 million pages of content. Some are optimistic, most talk of new opportunities. This course will examine what lies ahead for Ontario municipalities in 2012 and how challenges can be made into opportunities. By examining key municipal resources (time, people and assets) you will be guided through activities and assessments to help you discover tools to help you manage what lies ahead in 2012.

### Who Should Attend

Members of council and middle to senior level municipal staff.



### BENEFITS

- Dialogue with peers about what lies ahead
- Clear understanding of the challenges and opportunities for municipalities in 2012
- A foundational knowledge of risk assessment and management
- Confidence to face 2012

### AGENDA AT A GLANCE

The topics covered below are a sample of what is covered in the complete course.

- The fiscal outlook in 2012
- Asset and time management
- Strategic planning
- Managing risk (inc. joint & several liability)

This is a full day course that runs from 8:30 am to 4:30 pm (approx.) with lunch provided.

### Upcoming Sessions

- April 24 Owen Sound – Location TBD
- April 26 London – Best Western Lamplighter Inn
- May 14 Peterborough – Best Western Otonabee Inn
- May 16 Orillia – Highwayman Inn and Conference Centre
- May 28 Thunder Bay – Travelodge Airline

These sessions run back to back with "Meetings to Meet Your Needs."

### Cost

This full day course is \$350 plus HST

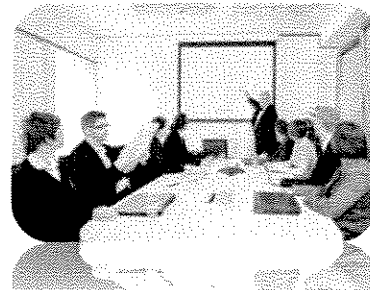
## Meetings to Meet Your Needs

### Overview

Chairing and participating in meetings effectively places challenges and opportunities in front of you. How you conduct yourself and how you prepare for these meetings can determine how you actively engage as a participant. This course focuses on how to improve the planning of a meeting, how to chair a meeting and will also aim to increase your success in chairing and conducting meetings. As municipal meetings are unique, this course will look beyond generic tips and tricks and will look at your municipal needs to run effective open and closed meetings.

### Who Should Attend

All those who actively participate in municipal meetings from members of council to municipal staff.



### BENEFITS

- Better understanding of the rules of meetings in the municipal context
- Comprehensive knowledge of the roles of meeting participants
- A number of helpful strategies for successful meetings
- Foundation to build and form positive relationships with meeting participants

### AGENDA AT A GLANCE

The topics covered below are a sample of what is covered in the complete course.

- Principles of successful meetings
- Planning and meeting agendas
- Roles and responsibilities
- Procedure By-Law

This is a full day course that runs from 8:30 am to 4:30 pm (approx.) with lunch provided.

### Upcoming Sessions

April 25	Owen Sound – Location TBD
April 27	London – Best Western Lamplighter Inn
May 15	Peterborough – Best Western Otonabee Inn
May 17	Orillia – Highwayman Inn and Conference Centre
May 29	Thunder Bay – Travelodge Airline

The Meetings Series runs back to back with "What Lies Ahead in 2012-EMPC2."

### Cost

This full day course is \$350 plus HST

12

# THE CORPORATION OF THE TOWN OF DEEP RIVER



P.O. BOX 400 • 100 DEEP RIVER ROAD • DEEP RIVER, ONTARIO K0J 1P0  
Tel: (613) 584-2000 • www.deepriver.ca • Fax: (613) 584-3237

March 28, 2012

Prime Minister Stephen Harper  
80 Wellington Street  
Ottawa, ON K1A 0A2

Dear Prime Minister Harper:

**RE: Revitalization of Chalk River Laboratories (CRL)**

The Council of the Corporation of the Town of Deep River at its meeting on March 21, 2012, adopted the following resolution requesting that the Government of Canada partner with all stakeholders to implement the revitalization of Chalk River Laboratories (CRL), establish the post-restructuring mission of CRL as a national laboratory, and to proceed as expeditiously as possible with the development of a new world-class multi-purpose research reactor that will meet the research and development needs of Canadian stakeholders for the next 50 years.

***March 21, 2012***  
***Resolution #2012-56***

***MOVED BY:*** Councillor Ingram  
***SECONDED BY:*** Councillor Robertson

***WHEREAS*** Natural Resources Canada (NRCan) is restructuring AECL (Atomic Energy of Canada Limited), which owns and operates Chalk River Laboratories (CRL);

***AND WHEREAS*** CRL is Canada's premier nuclear science and technology laboratory, is an agent of and advisor to the Government of Canada on matters of public policy including production of isotopes, nuclear waste management, and nuclear safeguards, is a driver of business innovation in nuclear energy and related areas of nuclear science and technology, and is a generator of highly qualified people for Canada's knowledge economy;

***AND WHEREAS** in providing this value to Canada, CRL relies on the aging National Research Universal (NRU) reactor, which is a national resource for science and industry, enabling research and development for the Canadian nuclear energy industry (including support for the existing 22 CANDU power reactors in Canada), advanced materials research by researchers from universities and industries across Canada;*

***AND WHEREAS** Eastern Ontario, Ontario, and Canada needs CRL to be revitalized with a renewed mandate and key investments to be made in infrastructure such as a new world-class multi-purpose research reactor that will surpass the current capabilities of the NRU reactor;*

***AND WHEREAS** if CRL is revitalized as a national laboratory with a new world-class multipurpose research reactor, Canada will not only be able to continue to support its existing fleet of CANDU power reactors, saving Canada billions of dollars in electricity costs and ensuring clean air, but also to develop the next generation of advanced power reactors, and to support tens of thousands of research projects with wide ranging applications, including health, environment, energy, natural resources, nanotechnology, aerospace, automotive, and manufacturing. The advances of technology in these areas could have dramatic long-term effects on the well-being of all Canadians;*

***AND WHEREAS** NRCan has invited expressions of interest in AECL with a goal to reduce federal contributions to AECL;*

***AND WHEREAS** there are many stakeholders in AECL and in CRL specifically, including but not limited to federal, provincial, and municipal governments, publicly-owned electricity generation utilities and private businesses both in the nuclear sector and beyond, and institutions for research and education;*

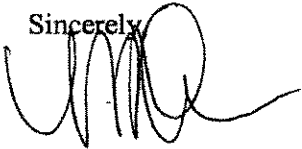
***NOW THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Town of Deep River requests that the Government of Canada partner with all stakeholders to implement the revitalization of CRL, establish the post-restructuring mission of CRL as a national laboratory, and proceed as expeditiously as possible with the development of a new world-class multi-purpose research reactor that will meet the research and development needs of Canadian stakeholders for the next 50 years;*

***AND FURTHER THAT the Council of the Corporation of the Town of Deep River shall circulate this resolution to all municipalities in the County of Renfrew, the Eastern Ontario Warden's Caucus, Prime Minister Stephen Harper, Ontario Premier Dalton McGuinty, Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke, and John Yakabuski, MPP, Renfrew-Nipissing-Pembroke.***

**CARRIED**

The Council of the Corporation of the Town of Deep River encourages you to take the necessary steps to ensure the revitalization of CRL becomes a reality. We look forward to your favourable reply.

Sincerely



Michelle Larose  
Chief Administrative Officer/Clerk

/dr

cc: The Honourable Joe Oliver, Minister of Natural Resources  
The Honourable Dalton McGuinty, Premier of Ontario  
Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke  
John Yakabuski, MPP, Renfrew-Nipissing-Pembroke  
Eastern Ontario Warden's Caucus  
All municipalities in the County of Renfrew

1. <u>RFEOI Title</u>	Restructuring of AECL Nuclear Laboratories
2. <u>Lead Organization</u>	Corporation of the Town of Deep River
3. <u>Participating Organizations</u>	N/A
4. <u>Location of Interest</u>	Chalk River, ON

5a. Areas of Interest  
e. Other: Ideas on mandate and mission of CRL; ideas on and participation in cost containment, shared services, revenue generation, and value enhancement

5b. Facilities of Interest  
h. Other: CRL site as a whole; office space off-site; AECL-owned undeveloped land off-site.

6. How would you propose to participate at the Laboratories?  
b. Service Provider  
g. Other: Supportive host community and partner in achieving objectives described herein

7. Expertise/Capabilities of the Respondent  
Deep River hosts many nuclear S&T experts, including former and current employees of AECL and has over 60 years of experience as a municipal service provider and a partner with AECL in services of mutual interest.

8. Summary of Interest  
Deep River is a willing host community with strong support for nuclear science and technology – a valuable asset for any nuclear site. Deep River calls for all stakeholders to cooperate under the leadership of the Government of Canada with respect to restructuring CRL, to achieve a revitalization of CRL as a national laboratory. Beyond this primary concern, there are smaller scale, yet important issues that the Town seeks to address in this EOI. These relate to cooperation to provide municipal services to AECL and to employees to enhance recruitment and retention, disposition of tracts of AECL-owned land within the built-up portion of the Town, provision of space for AECL and spin-off companies of CRL.

9. Benefits expected by Government  
If the Government of Canada will partner with all stakeholders to implement the revitalization of CRL, the benefits to Canada will be of enormous value: Saving Canada billions of dollars in electricity costs and ensuring clean air, and to support a wide range of research that could have dramatic long-term effects on prosperity. Further, by partnering with Deep River to implement the ideas herein, AECL can reduce costs while providing other social and environmental benefits to the community, improve employee recruitment and retention, while promoting the development of a local cluster of nuclear companies, ultimately benefiting the economy, and modest revenues can be generated to offset the cost of capital projects.

10. If available, would you be interested in a one-on-one session? Yes

## 1 Respondent Profile

Deep River is a willing host community with strong support for nuclear science and technology – a valuable asset for any nuclear site.

The Corporation of the Town of Deep River hosts AECL Chalk River Laboratories (CRL) within its municipal jurisdiction, as well as several office buildings that host AECL employees outside of the security area of CRL.

The town site was originally constructed to house the employees of CRL and today hosts a population of about 4200 which still includes the highest number of CRL employees, former employees and their families of any of the local municipalities.

Although CRL currently provides many of its own municipal services, Deep River cooperates with AECL wherever possible to provide services in a cost effective manner, from mutual aid for fire suppression to infrastructure. For example, Deep River partnered with AECL to construct a water-treatment plant that is capable of providing potable water to CRL, and now a project to build the water pipeline to CRL is currently under negotiation between AECL and the Town.

### **CONTACT:**

Michelle Larose, Chief Administrative Officer  
100 Deep River Road  
P.O. Box 400  
Deep River, ON K0J 1P0  
613 584-2000 x126  
mlarose@deeriver.ca

## 2 Overview of Areas of Interest

The Town of Deep River, among many other stakeholders, has a role to play in the future of CRL to best position it to deliver value to Canada, representing a supportive host community. The position of the Council of Deep River in support of CRL was expressed in its resolution passed on March 21, 2012 (and a corresponding resolution was passed by Renfrew County Council):

**WHEREAS** Natural Resources Canada (NRCan) is restructuring AECL (Atomic Energy of Canada Limited), which owns and operates Chalk River Laboratories (CRL);

**AND WHEREAS** CRL is Canada's premier nuclear science and technology laboratory, is an agent of and advisor to the Government of Canada on matters of public policy including production of isotopes, nuclear waste management, and nuclear safeguards, is a driver of business innovation in nuclear energy and related areas of nuclear science and technology, and is a generator of highly qualified people for Canada's knowledge economy;

**AND WHEREAS** in providing this value to Canada, CRL relies on the aging National Research Universal (NRU) reactor, which is a national resource for science and industry, enabling research



and development for the Canadian nuclear energy industry (including support for the existing 22 CANDU power reactors in Canada), advanced materials research by researchers from universities and industries across Canada;

**AND WHEREAS** Eastern Ontario, Ontario, and Canada needs CRL to be revitalized with a renewed mandate and key investments to be made in infrastructure such as a new world-class multi-purpose research reactor that will surpass the current capabilities of the NRU reactor;

**AND WHEREAS** if CRL is revitalized as a national laboratory with a new world-class multipurpose research reactor, Canada will not only be able to continue to support its existing fleet of CANDU power reactors, saving Canada billions of dollars in electricity costs and ensuring clean air, but also to develop the next generation of advanced power reactors, and to support tens of thousands of research projects with wide ranging applications, including health, environment, energy, natural resources, nanotechnology, aerospace, automotive, and manufacturing. The advances of technology in these areas could have dramatic long-term effects on the well-being of all Canadians;

**AND WHEREAS** NRCan has invited expressions of interest in AECL with a goal to reduce federal contributions to AECL;

**AND WHEREAS** there are many stakeholders in AECL and in CRL specifically, including but not limited to federal, provincial, and municipal governments, publicly-owned electricity generation utilities and private businesses both in the nuclear sector and beyond, and institutions for research and education;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Town of Deep River requests that the Government of Canada partner with all stakeholders to implement the revitalization of CRL, establish the post-restructuring mission of CRL as a national laboratory, and proceed as expeditiously as possible with the development of a new world-class multi-purpose research reactor that will meet the research and development needs of Canadian stakeholders for the next 50 years;

**AND FURTHER THAT** the Council of the Corporation of the Town of Deep River circulate this resolution to all municipalities in the County of Renfrew, the Eastern Ontario Warden's Caucus, Prime Minister Stephen Harper, Ontario Premier Dalton McGuinty, Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke, and John Yakabuski, MPP, Renfrew-Nipissing-Pembroke.

Beyond the question of the future mandate of CRL and need for all stakeholders to cooperate under the leadership of the Government of Canada with respect to restructuring CRL, there are smaller scale, but important issues that the Town seeks to address in this EOI. These relate to cooperation to provide municipal services to AECL and to employees to enhance recruitment and retention, disposition of tracts of AECL-owned land with the built-up portion of the Town, provision of space for AECL and for spin-off businesses from CRL. These are addressed in the sections below.

### **3 Ideas for Governance and Management**

Before governance and management can be settled, the mission and mandate of CRL must be determined. Deep River supports the concept of CRL as a national laboratory for nuclear and related sciences that will serve Canada. For a detailed description of this national lab concept beyond what is stated in the resolution above, the Town would refer interested parties to a vision set out by a grass-roots non-partisan committee of members of the broader CRL community, including residents of Deep River, acting under the name CREATE (Chalk River Employees *Ad hoc* Taskforce for a national laboratory). Their vision is set out in their report on their website ([www.futurecrl.ca](http://www.futurecrl.ca)), the abstract of which is re-produced here:

#### **Chalk River National Laboratory (CRNL):**

##### **A Vehicle for Mobilizing Science and Technology to Canada's Advantage**

In response to the restructuring of AECL and to the need for a new, multi-purpose research reactor, the Chalk River Employees *Ad hoc* Taskforce for a national laboratory (CREATE) proposes a vision for the future mission of Chalk River as a national laboratory that will serve Canada. CRNL will be Canada's premier laboratory for nuclear and related sciences. It will be a resource for researchers from across a broad spectrum, from fundamental sciences to industrial applications, including, but not limited to, research and development (R&D) that supports the nuclear energy sector in Canada. The new mission of CRNL will be very outward looking, partnering and impacting at all levels of Canadian society. That outward focus includes several new functions: leading diverse research programs beyond nuclear energy; partnering broadly with universities, industries, and government; commercializing knowledge; providing a training ground for Canada's future generation of research scientists and engineers; and fostering a science and technology (S&T) culture in Canada. By serving as a unique, major resource for science and industry, CRNL will deliver enduring value for Canada.

The governance should reflect the mission. For example, the governance model of a national laboratory that serves many stakeholders will require strong federal participation and should include appropriate mechanisms for all stakeholders to voice their priorities for the lab.

### **4 Participation in the Laboratories**

#### **4.1 Cooperation on Municipal Services**

The Town of Deep River can help reduce the costs of AECL to provide municipal services through further cooperation in key areas. For example, Deep River partnered with AECL to construct a water-treatment plant that is capable of providing potable water to CRL. AECL contributed roughly \$900,000 as the capital cost of providing the additional capacity. A project to build a water pipeline to CRL is currently under negotiation between AECL and the Town.

CRL has no source of potable water on site; instead bottled water is trucked into the site for its 2700 employees. Deep River believes that provision of water through the proposed pipeline will greatly reduce this cost to AECL, and will be more cost-effective than building a water treatment plant on site.

Furthermore, there are other social and environmental benefits to cooperation to shared infrastructure. Since much of the costs of operating a water distribution system are fixed, provision of additional water to CRL will reduced the overall unit cost of water for all users of the water system, and the per unit environmental footprint will also be reduced accordingly. On the other hand, if AECL constructs its own water plant at CRL, the Town will be left with higher operating cost of its water plant due to the additional installed capacity.

Therefore, the Town of Deep River strongly recommends that NRCan encourage AECL to consider the broader social and environmental benefits of shared water infrastructure in its procurement process, not just the financial cost.

Other shared interests in municipal services include emergency services, such as Police and Fire. On-going mutual aid agreements are in place, but further cooperation may be beneficial to both parties.

#### ***4.2 Revenues from Sales of Residential Land***

The RFEOI requests ideas on how additional investment might be attracted to the Laboratories. AECL owns some tracts of land within the built up areas of the Town. These are undeveloped properties that are designated for residential development in the Town's Official Plan and Zoning bylaw.

Deep River faces a housing shortage and prices of homes have risen accordingly in the past several years. AECL could generate modest revenues to offset some of its capital projects at CRL if it sold these properties to developers. Development of these properties could also address the housing needs of many AECL retirees who require apartments, condos, or other forms of seniors housing, allowing them to age gracefully in their home community.

#### ***4.3 Provision of Space for AECL and its spin-offs***

A bright future for nuclear science and technology in Canada would feature active research programs at CRL that lead to spin-off companies that are sited locally to take advantage of technologies and expertise at CRL, resulting in a local nuclear cluster of employment opportunities. The Town of Deep River owns some property that might be used to host these firms, and to encourage third-parties to provide the spaces needed, the Town is more than willing to use planning tools such as zoning, site planning and development incentives, and to cooperate with the neighbouring municipality, Laurentian Hills, as appropriate.

Similarly, the Town can work with local developers to facilitate access to leased office space for AECL, which will save on long-term investments in buildings and infrastructure. AECL is in need of space in the short-term and may continue to require extensive space off-site over longer periods, as a result of on-going infrastructure renewal at CRL.

#### ***4.4 Services to Employees to Enhance Recruitment and Retention***

Deep River provides substantial recreation infrastructure above what is typical for a community of 4,200 to help AECL recruit and retain highly skilled employees in a remote area. The Town subsidizes an arena, a swimming pool, a marina, and parks and provides or supports many other recreation programs and

community activities. Other services, such as police, fire, and winter road maintenance have also been maintained at significantly higher levels, in part, to support this objective. To the extent that the mandate of CRL will continue to require highly skilled employees to operate in a cost effective manner and deliver value to Canada, these services are contributions to that future. In partnership with AECL, Deep River would be willing to evaluate the effectiveness of these services in recruiting for AECL and determine ways to maximize impacts from the Town's investment in these services.

## **5 Benefits to AECL and Government**

As described above, if the Government of Canada will partner with all stakeholders to implement the revitalization of CRL, establish the post-restructuring mission of CRL as a national laboratory, and proceed as expeditiously as possible with the development of a new world-class multi-purpose research reactor, the benefits to Canada will be of enormous value: Canada will not only be able to continue to support its existing fleet of CANDU power reactors, saving Canada billions of dollars in electricity costs and ensuring clean air, but also to develop the next generation of advanced power reactors, and to support tens of thousands of research projects with wide ranging applications, including health, environment, energy, natural resources, nanotechnology, aerospace, automotive, and manufacturing. The advances of technology in these areas could have dramatic long-term effects on the well-being of all Canadians.

Beyond this main objective, by sharing infrastructure and services with the Town, AECL can reduce costs while providing other social and environmental benefits to the community. Further cooperation may result in savings on office space, improved employee recruitment and retention while promoting the development of a local cluster of nuclear companies that will contribute to a prosperous nuclear industry, ultimately benefiting the Government of Canada. Modest revenues can be generated to offset the cost of capital projects at CRL through sales of land, which will also help meet the housing needs of the local community.

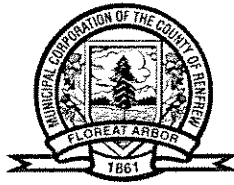
## **6 Implementation Timeline**

The town is available to engage AECL or NRCAN on the issues mentioned herein at any time. Completion of a water pipeline and all upgrades to the water distribution system to supply water to CRL is expected to take a couple of years. While the timing of implementation of the other issues will vary on a case by case basis, it is reasonable to suppose that significant progress can be made well within a target date of 2016.

## **7 Risk Management**

## **8 Future Procurement Processes**

COUNTY OF RENFREW



DEVELOPMENT & PROPERTY  
DEPARTMENT

9 INTERNATIONAL DRIVE  
PEMBROKE, ON, CANADA  
K8A 6W5  
(613) 735-3204 or (613) 735-0091  
Toll Free: 1-800-273-0183  
FAX: (613) 735-2492  
www.countyofrenfrew.on.ca

13

April 2, 2012

The Right Honourable Stephen Harper  
Prime Minister of Canada  
80 Wellington Street  
Ottawa, ON K1A 0A2

RECEIVED  
APR 10 2012  
JD

Dear Prime Minister Harper:

**Re: Request for Expression of Interest - Atomic Energy of Canada Limited**

The restructuring of Atomic Energy of Canada Limited (AECL) is a critical issue for Canada, Ontario and the residents of Renfrew County. In this regard, the County of Renfrew has prepared the attached response to the Request for Expression of Interest for the activities of Atomic Energy. The County of Renfrew believes that restructuring must consider the following:

- The preservation and enhancement of highly skilled and highly paid Canadian jobs (currently over 70,000 direct and indirect jobs).
- The growth of Canadian opportunities in the global nuclear renaissance.
- Nuclear energy's contribution to Canada's domestic and international climate change initiatives.

The County of Renfrew is hopeful that the information gathered through this process will help inform the restructuring process, ensuring that the Chalk River Laboratories remains a strong and vibrant part of the local economy.

Sincerely,

Robert Sweet  
Warden  
[bsweet@countyofrenfrew.on.ca](mailto:bsweet@countyofrenfrew.on.ca)

RS/jhk

- c. The Honourable Joe Oliver, Minister of Natural Resources  
The Honourable Dalton McGuinty, Premier of Ontario  
Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke  
John Yakabuski, MPP, MP, Renfrew-Nipissing-Pembroke  
Daphne Lam, Public Works and Government Services Canada  
Eastern Ontario Warden's Caucus  
All municipalities in the County of Renfrew

COUNTY OF RENFREW



DEVELOPMENT & PROPERTY  
DEPARTMENT

9 INTERNATIONAL DRIVE  
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Toll Free: 1-800-273-0183  
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www.countyofrenfrew.on.ca

April 2, 2012

Ms. Daphne Lam, Supply Team Leader  
Professional Services Procurement Directorate  
Acquisitions Branch  
Public Works and Government Services Canada  
Phase III, 10C1  
11 Laurier Avenue  
Gatineau, QC K1A 0S5

Dear Ms. Lam:

**Re: Request for Expression of Interest - Atomic Energy of Canada Limited**

The restructuring of Atomic Energy of Canada Limited (AECL) is a critical issue for Canada, Ontario and the residents of Renfrew County. In this regard, the County of Renfrew has prepared the attached response to the Request for Expression of Interest for the activities of Atomic Energy. The County of Renfrew believes that restructuring must consider the following:

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Sincerely,

Robert Sweet  
Warden  
[bsweet@countyofrenfrew.on.ca](mailto:bsweet@countyofrenfrew.on.ca)

RS/jhk

- c. The Honourable Joe Oliver, Minister of Natural Resources  
The Honourable Dalton McGuinty, Premier of Ontario  
Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke  
John Yakabuski, MPP, MP, Renfrew-Nipissing-Pembroke  
Eastern Ontario Warden's Caucus  
All municipalities in the County of Renfrew

1. RFEOI Title Restructuring of AECL Nuclear Laboratories
2. Lead Organization Corporation of the County of Renfrew
3. Participating Organizations Seventeen Municipalities of the County of Renfrew
4. Location of Interest Chalk River, Ontario

5a. Areas of Interest

e. Other: Ideas on mandate and mission of CRL; ideas on and participation in cost containment, shared services, revenue generation, and value enhancement

5b. Facilities of Interest

h. Other: CRL site as a whole; office space off-site; AECL-owned undeveloped land off-site

6. How would you propose to participate at the Laboratories?

g. Other: Supportive host region and partner in achieving objectives described herein.

7. Expertise/Capabilities of the Respondent

The County of Renfrew is home to the vast majority of the employees of CRL and CRL itself. Our Economic Development and Business Investment section, in partnership with Development and Property and Public Works, will apply their expertise and contacts to attract new business participants to the region to capitalize on and participate with a re-vitalized CRL National Laboratory and Research and Development Centre.

8. Summary of Interest

The County of Renfrew is a willing host community and strongly supports the nuclear research and development efforts of AECL and the Government of Canada.

9. Benefits expected by Government

We in the County of Renfrew clearly recognize the critical importance to Canada of continued scientific research and development work in the area of nuclear science and the many related and intertwined disciplines of physics, engineering, metallurgy, materials, chemistry, biology, mathematics, computer controls and modelling, control and monitoring instrumentation, life sciences and environment. Further, we view the opportunities contained in the CRL site and human resources as essential for a strong and advanced scientific culture to be retained and expanded in the County and across Canada. At the core of all industrial success is wide-ranging and substantial basic research and development. As a region heavily reliant on the extraction and processing of natural resources, and therefore subject to extreme challenges in those commodity markets globally, we recognize firsthand the requirement for our region and all of Canada to actively engage in varied and leading edge research and development. The continued engagement of some of Canada's and the world's brightest minds at CRL will go a long way to ensuring future generations of Canadians have a leading position in the world economy.

10. If available would you be available for a one-on-one session?

Yes

## **1. Respondent Profile**

The County of Renfrew is comprised of seventeen municipalities and is home to CRL. The largest County in Ontario with an area of 7,600 and a population of 101,326 we are poised on the edge of the City of Ottawa to the east.

Representing all the municipalities of the County our interest in, and support for, a re-vitalized CRL is representative of the entire region.

Contact:

Jim Hutton, Chief Administrative Officer  
9 International Drive  
Pembroke ON K8A 6W5  
613-735-7288 Ext. 428  
jhutton@countyofrenfrew.on.ca

## **2. Overview of Areas of Interest**

The County of Renfrew supports the continued operation of CRL and the direction of the Government of Canada to seek an operating partner. Our areas of interest are summed up in the County of Renfrew Resolution which follows.

WHEREAS Natural Resources Canada (NRCan) is restructuring AECL (Atomic Energy of Canada Limited), which owns and operates Chalk River Laboratories (CRL);

AND WHEREAS CRL is Canada's premier nuclear science and technology laboratory, is an agent of, and advisor to, the Government of Canada on matters of public policy including production of isotopes, nuclear waste management, and nuclear safeguards, is a driver of business innovation in nuclear energy and related areas of nuclear science and technology, and is a generator of highly qualified people for Canada's knowledge economy;

AND WHEREAS in providing this value to Canada, CRL relies on the aging National Research Universal (NRU) reactor, which is a national resource for science and industry, enabling research and development for the Canadian nuclear energy industry (including support for the existing 22 CANDU power reactors in Canada), advanced materials research by researchers from universities and industries across Canada;

AND WHEREAS Eastern Ontario, Ontario, and Canada needs CRL to be revitalized with a renewed mandate and key investments to be made in infrastructure such as a new world-class multi-purpose research reactor that will surpass the current capabilities of the NRU reactor;

AND WHEREAS if CRL is revitalized as a national laboratory with a new world-class multipurpose research reactor, Canada will not only be able to continue to support its existing fleet of CANDU power reactors, saving Canada billions of dollars in electricity costs and ensuring clean air, but also to develop the next generation of advanced power reactors, and to



support tens of thousands of research projects with wide ranging applications, including health, environment, energy, natural resources, nanotechnology, aerospace, automotive, and manufacturing. The advances of technology in these areas could have dramatic long-term effects on the well-being of all Canadians;

AND WHEREAS NRCan has invited expressions of interest in AECL with a goal to reduce federal contributions to AECL;

AND WHEREAS there are many stakeholders in AECL and in CRL specifically, including but not limited to federal, provincial, and municipal governments, publicly-owned electricity generation utilities and private businesses both in the nuclear sector and beyond, and institutions for research and education;

NOW THEREFORE BE IT RESOLVED THAT the Council of the County of Renfrew hereby strongly requests that the Government of Canada partner with all stakeholders to implement the revitalization of CRL, establish the post-restructuring mission of CRL as a national laboratory, and proceed as expeditiously as possible with the development of a new world-class multi-purpose research reactor that will meet the research and development needs of Canadian stakeholders for the next 50 years;

AND FURTHER THAT this resolution be circulated to municipalities in the County of Renfrew, the Eastern Ontario Warden's Caucus, Prime Minister Stephen Harper, Ontario Premier Dalton McGuinty, Cheryl Gallant, MP, Renfrew-Nipissing-Pembroke, and John Yakabuski, MPP, Renfrew-Nipissing-Pembroke.

The County of Renfrew as a whole, and the municipalities in closest proximity to CRL- the Town of Deep River, Town of Laurentian Hills and the Town of Petawawa- are keenly aware of the opportunities to support the future of CRL by cooperating on the provision of infrastructure and services wherever a feasible opportunity exists to provide mutual benefit. This could range from roads, to water and sewage services, transit services and commuter bicycle routes. Attraction and retention of industrial and commercial partners, recruiting of new employees and service businesses, programs to encourage the retention of employees, joint applications for programs related to commercial and research projects and educational and youth experiences are all areas of interest to the County of Renfrew where we would cooperate with CRL.

### **3. Ideas for Governance and Management**

The County of Renfrew supports the concept of CRL as a national laboratory for nuclear and related sciences that will serve the people, industry, students and educational institutions of Canada. We see as especially vital the need to maximize the results of the past six decades of investment in R&D and the anticipated future R&D by partnering with a capable and effective technology commercialization organization, and creating a governance structure which fosters commercialization.

We would support and echo the vision developed by a team of local residents, who came together as the Chalk River Employees Ad hoc Taskforce (CREATE) for a national laboratory.

The new mission of CRL will be very outward looking, partnering and impacting at all levels of Canadian society. That outward focus includes several new functions: leading diverse research programs beyond nuclear energy; partnering broadly with universities, industries and government; commercializing knowledge; providing a training ground for Canada's future generation of research scientists and engineers; and fostering a science and technology (S&T) culture in Canada.

A national laboratory with governance and management structure reflecting this vision and philosophy will serve many stakeholders and requires strong federal participation. The United States, our major trading partner and ally in so many ways, also competes with us commercially and they have many effective national laboratory models which support their industry and educational institutions in significant and vital areas of economic expansion.

#### **4. Participation in the Laboratories**

The key area of participation for the County of Renfrew would be in recruitment of employees and industrial partners through our Economic Development and Investment Attraction group.

To effectively manage the CRL resources, including land and buildings, there are certain to be identifiable sites for industrial and commercial development where the County can fulfill the role of marketer and representative in the prospecting early stages of such endeavours.

Assistance with investment attraction and physical space for spin-off businesses and technologies the County will assist the CRL entrepreneurs with site searches. Presently, we are in the early stages of creating a business incubator and this may be an ideal venue for preliminary and early stage technology spin offs from a re-vitalized CRL.

#### **5. Benefits to AECL and Government**

We in the County of Renfrew clearly recognize the critical importance to Canada of continued scientific research and development work in the area of nuclear science and the many related and intertwined disciplines of physics, engineering, metallurgy, materials, chemistry, biology, mathematics, computer controls and modelling, control and monitoring instrumentation, life sciences and environment. Further, we view the opportunities contained in the CRL site and human resources as essential for a strong and advanced scientific culture to be retained and expanded in the County and across Canada. At the core of all industrial success is wide-ranging and substantial basic research and development.

Our contribution as representative of the municipalities of the County of Renfrew would be to support the on-going and re-vitalized operations of CRL and a new management entity for the mutual benefit of Canada, AECL and Canadian industry and education.

#### **6. Implementation Timeline**

Not applicable to our submission as, rather than stepping forward as an operating partner of CRL, we are supporting the federal government initiative and our submission reflects the support we will provide the new operating structure of a re-vitalized CRL.

## **7. Risk Management**

Not applicable to our submission as, rather than stepping forward as an operating partner of CRL, we are supporting the federal government initiative and our submission reflects the support we will provide the new operating structure of a re-vitalized CRL.

## **8. Future Procurement Processes**

Not applicable to our submission as, rather than stepping forward as an operating partner of CRL, we are supporting the federal government initiative and our submission reflects the support we will provide the new operating structure of a re-vitalized CRL.

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OFFICE OF THE MAYOR  
CITY OF PEMBROKE  
PROUDLY ESTABLISHED IN 1828

MAYOR ED JACYNO  
TELEPHONE: 613-735-6821  
FAX: 613-735-3660  
E-MAIL: pembroke@pembroke.ca

RECEIVED  
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1 PEMBROKE ST. EAST  
PEMBROKE, ONTARIO  
K8A 3J5

March 29, 2012

Honourable Joe Oliver P.C., M.P.  
Minister of Natural Resources  
162 Confederation Building,  
House of Commons  
Ottawa, ON K1A 0A6

Dear Minister Oliver:

I write to you to-day to express the sentiments of Pembroke City Council in strong support of AECL, in Chalk River.

As a neighboring municipality to Chalk River, we fully realize the tremendous financial impact that this economic engine has; not only for the City of Pembroke, but indeed for our entire region and beyond.

The current restructuring initiative regarding AECL should not be viewed in a negative light. This exercise provides an unprecedented opportunity for all involved if managed with the goal of maximizing the potential that exists to support this unique, world class asset while adjusting the business model to include the development and exploration of the market potential that exists now and into the future.

As part of the restructuring review potential business opportunities must be carefully considered. Bringing such opportunities to market in the form of technology transfer and licensing with the active support and involvement of partners including the private sector will take full advantage of AECL's leading edge research and innovation which is ripe for supporting economic wealth and job creation regionally and nationally.

It is time to develop and take more of these assets from the proverbial shelf to the world market. Indeed successful examples exist where this has occurred resulting in business innovation and job growth.

While technology transfer and licensing provide a potential revenue stream for the government the question is why stop there? The option of AECL itself developing its technologies in conjunction with other partners including the private sector should be seriously and carefully considered. This action could in effect contribute to funding future operations of AECL reducing tax payer obligations while contributing to the important goal of maximizing economic wealth, job creation and innovation.

Simply put Mr. Minister changing times require changing approaches.

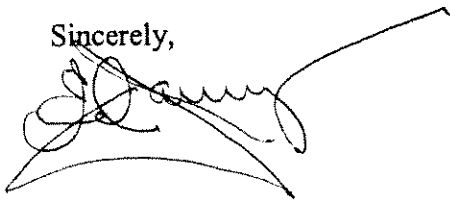
The restructuring opportunity currently before us all for AECL is welcome news if it is used to reposition the organization to take advantage of what it has and is capable of contributing to our region, our province, our country and indeed the world.

One can only surmise about the tremendous and positive scientific contributions that have been made to the global village through research and development at AECL. Scientific research at this facility has led to innovations in nuclear medicine. The development of products that have helped to sustain life and cure illness had their original spark here at this facility.

AECL is just not a government agency. It is a conglomeration of some of the brightest minds in Canada and it acts like a magnet, bringing others here who share in that same intellectual identity with a common purpose, to help improve the lives of their fellow man.

I can say without hesitation, that the City of Pembroke supports and endorses the fine work that continues to transpire at AECL. We wholeheartedly and without hesitation support the Management and Staff as they continue to be superlative innovators and leaders in the scientific world.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ed Jacyno', with a long, sweeping horizontal line extending to the right.

Ed Jacyno Mayor  
Mayor, City of Pembroke

c.c. Robert Walker, AECL President and Chief Executive  
MP. Cheryl Gallant,  
MPP John Yakabuski  
Warden Bob Sweet, Renfrew County  
All Renfrew County Municipalities

/hm



AMO Policy Update

April 5, 2012

Legislation



**Bill 20, An Act to Amend the Building Code Act, goes before Standing Committee of Social Policy**

AMO has a number of concerns regarding *Bill 20, Hawkins-Gignac Act (Carbon Monoxide Detectors), 2011* a private member's bill introduced by MPP Ernie Hardeman for first reading on December 6, 2011. The bill amends the *Building Code Act, 1992* to require owners of residential buildings with fuel burning devices or storage garages to install and maintain carbon monoxide detectors.

The bill's status is currently under consideration by the Standing Committee on Social Policy and has since heard several speakers address the draft bill. The bill will be reviewed by the Standing Committee within the next few weeks before it returns to the Legislature for a third reading.

AMO has concerns with the absence of public notice for the committee hearings. This lack of notice did not give AMO an opportunity to speak before the Standing Committee when it met on Monday, April 2, 2012.

AMO, Rural Ontario Municipal Association (ROMA) and Large Urban Mayors' Caucus of Ontario (LUMCO) have each communicated their concerns about *Bill 20* in letters to the Chair of the Standing Committee on Social Policy. Municipalities, and their Building Officials, are responsible for the operationalization and management of any amendments to the *Building Code Act*. As such, the amendments outlined in *Bill 20* may have potential significant financial impacts for municipalities during implementation, their ability to recover costs, enforcement, public education and administration should the draft bill pass third reading and be made into law. Municipalities may also face increased exposure to liability and risk issues if *Bill 20* becomes provincial legislation.

Furthermore, the current regulatory mandate of the *Building Code Act* is designed on a go-forward basis in terms of new construction. *Bill 20* requires that residential buildings built prior to 2001 require carbon monoxide detectors be installed where there are fuel burning devices or storage garages in those buildings. Currently, there are no retroactivity standards included in the *Building Code Act*. By initiating the enforcement of maintenance and rehabilitation standards of older buildings, this change would require significant in-depth review and determination of the resource requirements of municipal building departments.

Although the municipal sector understands the intent of *Bill 20* is to improve public safety, AMO respectfully suggests that the Standing Committee should consider the full understanding of the draft legislation's operational implications before decisions are made.

**AMO BREAKING NEWS**

March 27, 2012

**The 2012 Provincial Budget**

The 2012 Ontario Budget entitled, "Strong Action for Ontario" was delivered in the Legislature by the Honourable Dwight Duncan.

Of significance to municipalities and property taxpayers the Ontario government remains committed to the upholding agreement it made in 2008. Through it, provincial social service and court security costs are being lifted from the municipal property tax base. This has ensured that property tax dollars serve their purpose to fund municipal programs and services.

The budget contains some important changes for municipalities. Among them, proposed changes to public pension plans would help to ensure that they are affordable, viable and realistic over the long term. The government has proposed to create legislation that would make interest arbitration "more transparent, accountable and efficient." This would appear to reflect concerns that have been raised by municipalities and echoed by the Drummond Commission.

The Province has indicated that the 10 Year Infrastructure Plan's allocation of \$35 billion over three years for all public sector infrastructure will remain. It is expected that this will help municipal governments, particularly those with the most urgent needs. However, as the Premier indicated a month ago, the 2012 Budget does not capture the new funding for roads and bridges that he committed to at the 2011 AMO Conference.

Many of the Drummond Commission's recommendations related to programs or services that touch upon municipal governments are contained in the budget.

Specific budget details are below:

**Pensions**

The government will reform the governance of public-sector defined benefit pension plans. Among other things, this includes the following:

1. where deficits exist, plans would be required to reduce future benefits before further increasing employer contributions;
2. where employee contributions are currently less than employer contributions, increased employee contributions would also be available to address pension deficits;
3. benefit reductions would involve future benefits only. Current retirees would not be affected; and
4. where plan sponsors cannot agree on benefit reductions through negotiation, a new third-party dispute resolution process would be invoked.

Plans to reform pensions will also include the pooling of various plans to improve economies of scale and greater investment opportunities.

**Interest Arbitration**

The government is proposing legislation that will require arbitration decisions require written submissions by both

parties, require written rationale by arbitrator when requested by a party, and where a decision is not delivered within one year, the Ontario Labour Relations Board would issue an award to both parties. In addition, the government will discuss, "with those employers with significant numbers of employees and a material impact on the Province's fiscal plan, and who have automatic access to arbitration, about additional tools they may need to live within their funding envelopes while protecting services."

### **Collective Bargaining**

The government will be moving towards greater centralization of bargaining in the Broader Public Sector. It is unclear what impact this will have for municipalities at this time.

### **Ontario Municipal Partnership Fund**

The budget indicates that the Ontario Municipal Partnership Fund (OMPF) will be phased down to \$500 million by 2016. For 2013 and future years, this will represent a cut to the province's main transfer and equalization program for municipalities of approximately \$25 million in each of the next four years. The government has also proposed reviewing the funding program, "within the program's identified envelope."

### **Infrastructure**

The budget does not contain a dedicated municipal infrastructure fund for roads and bridges in this fiscal year as the Premier suggested at the ROMA/OGRA. Government infrastructure spending will total \$35 billion from 2011-12 to 2014-15.

### **Provincial Offences Act**

The government will be proposing measures to enhance the administration of justice and the collection of unpaid fines for municipalities. It is proposed this will include vehicle licence plate denial for those fines that remain unpaid and which relate to the operation of vehicles. This is consistent with a recent AMO's submission to the government on this issue. The Province will also pursue discussions with the federal government on the collection of unpaid fines against federal tax refunds.

### **Service Delivery**

The government will work with municipalities to achieve great efficiency in the delivery of public services. The Drummond Report spoke extensively to this issue. AMO's pre-budget submission signaled the municipal sector's willingness to pursue this shared objective. However, the budget also states the government will, "explore opportunities to provide more value for each dollar, including looking at what services could be delivered more efficiently and effectively by another entity, such as another level of government, a not-for-profit or a private-sector organization." AMO has argued that any such changes must benefit both the provincial and municipal taxpayer.

### **Social Assistance**

The government will be acting on a number of the upcoming recommendations put forth by the Social Assistance Review Commissioners, Francis Lankin and Munir Sheikh. In an effort to create a more streamlined and efficient system that will reduce barriers to employment, the government has indicated its intention to integrate Ontario Works and Ontario Disability Support Program employment services with Employment Ontario. It appears the government will also seek a more efficient administration and service delivery structure.

Additionally, the Community Start Up and Maintenance Benefit and Home Repair Benefit, currently available and administered through social assistance will be moved into the Long Term Affordable Housing Strategy.

The government will move to cap health and non-health related discretionary benefits at \$10 per case. Currently, health-related discretionary benefits are not capped while non-health related discretionary benefits are capped at \$8.75 per case. Because these benefits are cost shared with municipalities, this change will require a revised funding arrangement between the province and municipalities.



AMO supports the government's efforts to develop a system of supports that is integrated, streamlined and responsive to local issues and capacities. While details on the integration of employment services and social assistance funding into housing services are not immediately available or the funding change to discretionary benefits, AMO expects that the government will adhere to its commitment to ensure municipalities will not assume additional costs or risks as service and funding systems are transformed. Additionally, it will be essential that clients will continue to have access to services and the quality of services needed to move in to employment.

### **Health Care**

In an effort to reduce hospital associated costs, the government will increase investments in home care and community services by approximately 4% annually over three years (\$526 million per year). A new Seniors Strategy will expand home care services and aim to improve care coordination. Investments in chronic care services will aim to reduce pressures on long term care as will increased funding for long term care by 2.8% in 2012-2013. The government also intends to provide long term home care operators greater flexibility within the current funding structure.

AMO has encouraged the government to move forward with a more robust and community based strategy. Expanding home care services is an important and welcomed move as is the potential for less administrative burdens in long term care. Demographic changes will require a more responsive system but also a system that has adequate levels of services and access to long term care beds.

### **Gaming Revenue for Municipalities**

The government will be engaging in a discussion with municipalities that host gaming facilities on future revenue sharing and fee model.

### **Business Education Tax**

The budget will temporarily freeze the Business Education Tax reduction plan starting in 2013. The government has indicated it will resume these rate reductions once the budget is balanced in 2017-18.

### **Economic Development Agencies**

As previously announced, the Ontario, Northern Ontario and Eastern Ontario Development Corporations will be dissolved as part of its agency reduction strategy.

### **Ministry of Natural Resources**

The Ministry will operate with fewer field offices and streamlining the permit, licences, and approvals process. This will include amendments to the *Endangered Species Act*. The government will also streamline the joint review and public consultations on the Greenbelt Plan, the Oak Ridges Moraine Plan and the Niagara Escarpment Plan.

### **OPP Data Entry**

"The government is hiring 100 civilian staff for data-entry functions" currently completed by the Ontario Provincial Police. This change will, "enable the equivalent of up to 250 OPP officers to better use their time for front-line policing."

### **Ontario Northland**

As previously announced by the government, the services of the Ontario Northland Transportation Commission will be delivered in different ways. For example, the Northlander passenger rail service will be terminated and the existing bus service will be serviced by existing bus operators.

### **Water Taking Charges and Hazardous Waste Fees**

A two phase review of the rates charged industrial water users will take place this year. In addition, the hazardous

waste fee will be reviewed for the first time since 2002. This fee is paid by large producers of hazardous waste.

AMO will continue provide member municipalities will additional information and budget analysis in the coming days.

- [AMO News Release](#)

**AMO Contact:** Matthew Wilson, Senior Policy Advisor, email: [mwilson@amo.on.ca](mailto:mwilson@amo.on.ca), (416) 971-9856 ext. 323

[Back](#)

**Ministry of Infrastructure**

**Ministère de l'Infrastructure**

**Ministry of Transportation**

**Ministère des Transports**

Office of the Minister

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416-327-9200

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April 5, 2012

MEMORANDUM FROM: The Honourable Bob Chiarelli

RE: Ontario's 2012 Budget

**Strong Action for Ontario**

Ontario's bold 2012 Budget was recently presented by the Minister of Finance. We need to strengthen the foundation of the economy. To ensure strong job growth into the future, Ontario must eliminate the deficit. I am pleased to note the provincial budget is on track to be balanced in 2017-18.

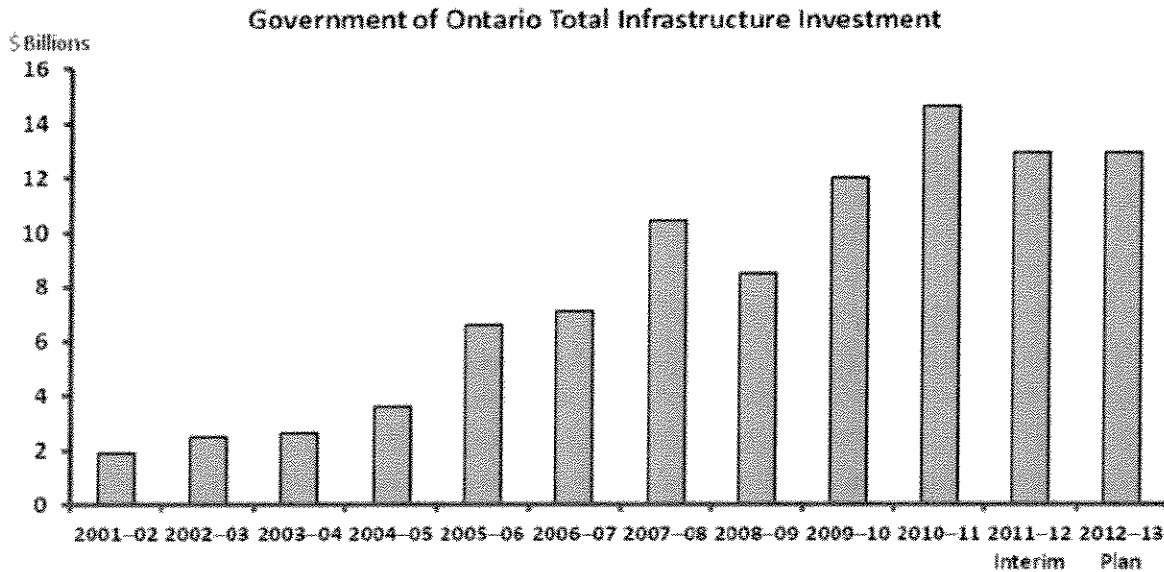
**Infrastructure**

After a careful review of the capital plan, the government has found capital savings of more than \$3.2 billion over the next six years. Four major hospital projects have been cancelled and two others rescoped, unannounced funding for schools and postsecondary institutions has been reduced, and transportation funding has been reduced over the next six years.

However, the Budget continues our government's strong record of infrastructure investment. Our capital plan remains robust. We plan to invest more than \$35 billion over the next three years, including \$12.9 billion this year — a level of investment far higher than that of the 1990s and early 2000s. We are building the infrastructure that Ontario needs, and our infrastructure investments will help create or preserve over 100,000 jobs on average in each of the next three years.

We are focusing our investments on the most critical areas, to maximize the return on those investments. *Building Together*, Ontario's long-term infrastructure plan released in June 2011, will continue to guide the investments we make, with its principles of investing in core economic infrastructure, aligning our investments to demographic change, and ensuring strong asset management. Our investments in smart infrastructure will strengthen Ontario's economy for future growth and prosperity, and support the government's priorities in health and education.

.../cont'd



Total Infrastructure investment is net of third-party contributions and is presented on a nominal basis  
*Note:* Starting in 2002-03, infrastructure investments include the cost of tangible capital assets acquired by the province and consolidated government organizations. Starting in 2005-06, the provincial reporting entity was expanded to include colleges, school boards, and hospitals.  
*Source:* Ontario Ministry of Infrastructure.

### Key Infrastructure Investments

Some of the benefits from our government's infrastructure projects include:

- **Better movement of goods and people across Ontario's highway network.** Investments in highway projects like the Windsor-Essex Parkway, the Highway 407 East extension, and the significant expansion of Highway 417 in Ottawa will reduce travel times and boost the economy. The continued four-laning of sections of Northern Ontario's Trans-Canada Highway corridors will support the Growth Plan for Northern Ontario, helping to promote economic growth, sustain an evolving industrial base, and meet the social needs of northern residents.
- **More public transit investments.** Modern transit systems such as the Ottawa Light Rail Transit system and the York Viva Bus Rapid Transit, and continued improvements to the GO Transit network like the Air Rail Link, reduce congestion and provide more transportation choices to Ontarians. Our government is also continuing to support municipalities' transit systems through a guaranteed share of the provincial gas tax. Since 2003, we have invested more than \$13.4 billion in public transit in Ontario, including more than \$6 billion in GO Transit. We have committed more than \$3.8 billion in the TTC, and additionally our Toronto Caucus has been able to secure \$8.4 billion to be further invested in transit in Toronto.

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Examples of Public Transit Commitments Under Construction	Provincial Commitment
Metrolinx Rapid Transit Projects in Toronto	\$8.4 billion
Gas Tax	Invested \$1.9B since 2004
York Region VIVA Bus Rapid Transit	\$1.4 billion
Toronto-York Spadina Subway Extension	\$870 million
Ottawa LRT	\$600 million
Toronto Streetcars	\$416.3 million
Union Station Improvements and GO Transit Train Shed	\$372 million
Waterloo Region Rapid Transit Project	\$300 million
Union-Pearson Air Rail Link – Spur Line & Terminal One Station	\$128.6 million
Brampton Zum Bus System	\$95 million
Durham Hwy 2 Bus Rapid Transit	\$82 million
Mississauga Transitway*	\$65 million

\* Note: An additional \$48 million will flow through GO Transit for the western portion of the Mississauga Transitway project from Winston Churchill Boulevard to Erin Mills Parkway

- **A stronger education system.** Capital funding to fully implement full-day kindergarten will provide improved places for children to learn. New postsecondary education facilities, such as the 19 new college and university projects that were announced following the launch of *Building Together* last spring, will help ensure that infrastructure is aligned with the needs of students and can provide the well-trained workforce Ontario's economy needs.
- **Healthier lifetime outcomes.** Modern healthcare infrastructure, including more than 30 new major hospital projects planned, in addition to the 25 major projects currently under construction, enables patients to be treated in state-of-the-art facilities. The government is also working to provide more appropriate care for those patients who no longer need expensive acute care spaces in hospitals.

Through expanded use of Infrastructure Ontario, we will ensure that more infrastructure projects come in on time and on budget, and that a wider range of projects and sectors use the Alternative Financing and Procurement model. We are building on strong foundations — since 2005, Infrastructure Ontario has completed more than 20 large complex infrastructure projects using the AFP model, with estimated value for money savings of over half a billion dollars. We will also work with our infrastructure partners across the broader public sector to improve asset management practices, ensuring that public dollars are spent as carefully and effectively as possible.

## The Federal Long-Term Infrastructure Plan

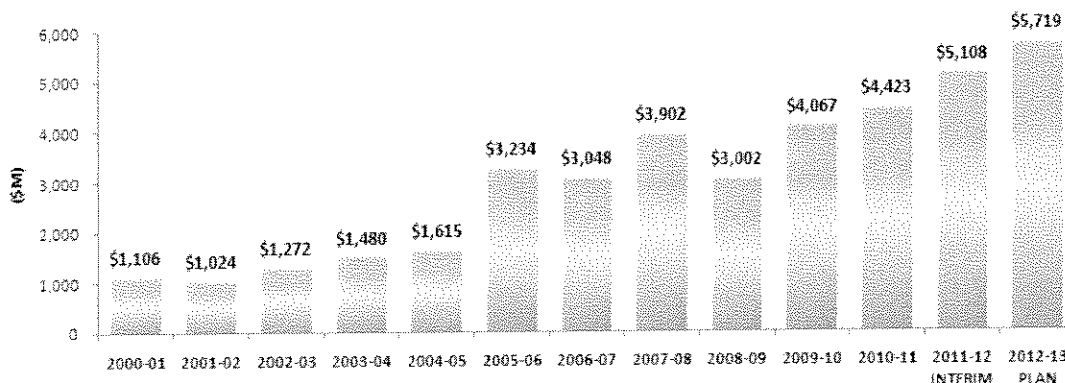
When we launched *Building Together*, we spoke about the need for co-ordination and meaningful dialogue between Ontario and the federal government around future federal infrastructure programs. We are pleased that the federal government has now started the process for their own long-term infrastructure plan, and we are working with them, our municipal partners and Ontario's stakeholders to ensure that the federal plan meets Ontario's core infrastructure priorities and contributes to job creation and economic growth.

## Transportation

Since 2003, we have invested more than \$14 billion to expand and improve Ontario's highways. This is double what the previous government invested. We have invested more than \$3.8 billion in Northern Ontario's highways. This year we are investing an additional \$550.5 million in Northern Ontario highway construction.

Our focus continues to be on ensuring that the province's highways and bridges remain safe, while also making the necessary investments in transit. In fact, since 2000, the total capital infrastructure investments (including southern and northern highways as well as Metrolinx investments) have increased from over \$1.1 billion in 2000/01 to over \$5.7 billion in 2012/13.

**Government of Ontario Total Transportation Investment**



Source: Ontario Public Accounts (2000-01 to 2010-11) and the 2012 Ontario Budget.

To help support these investments, the government charges a variety of transportation-related fees. As you may know, Ontario is changing driver and vehicle licence fees for the first time in many years. Some fees have not changed in a generation. This will help make sure the province's roads and bridges remain safe and in good repair. Safety of our provincial highways and bridges remains a top priority.

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The ministry will be increasing fees incrementally, based on the cost to deliver transportation infrastructure and services. We balanced between personal and commercial impacts. This moderate approach will generate approximately \$57 million in 2012-13. Affected fees include:

- permit fees for truck and bus operators
- permits for trailers and vehicles
- new driver's licences and renewals
- farm and off-road/snow vehicles.

The government is also proposing legislation to provide authority to toll the new Highway 407 East (between the easterly end of Highway 407 and Highway 35/115), which is needed before the first phase of the extension's anticipated opening in 2015. These tolls will be collected and retained by the province.

I look forward to continuing to work together to build a strong, economically competitive Ontario for the future.

Sincerely,

A handwritten signature in black ink, appearing to read "Bob Chiarelli". The signature is fluid and cursive, with a large initial "B" and "C".

Bob Chiarelli  
Minister