

Regular Council Meeting
AGENDA

Tuesday, November 27, 2018, 7:00 pm
Tecumseh Town Hall
www.tecumseh.ca

	Pages
1. Order	
2. Moment of Silence	
3. National Anthem	
4. Roll Call	
5. Disclosure of Pecuniary Interest	
6. Minutes	
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11. Committee Minutes	
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b. Tecumseh Accessibility Advisory Committee - September 18, 2018	17 - 18
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3. PBS-2018-42 1122 Lesperance Road, CIP Grant No. 2	106 - 117

13. By-Laws

- | | | |
|----|--|-----------|
| a. | By-law 2018-66 | 118 - 131 |
| | A by-law of the Corporation of the Town of Tecumseh to authorize the borrowing upon amortizing debentures in the principal amount of \$134,000.00 towards the cost of the North Talbot Road Sanitary Sewer | |
| b. | By-Law 2018-67 | 132 - 145 |
| | A by-law of the Corporation of the Town of Tecumseh to authorize the borrowing upon amortizing debentures in the principal amount of \$42,000.00 towards the cost of the North Talbot Road Sanitary Sewer | |
| c. | By-Law 2018-68 | 146 - 193 |
| | Being a by-law to appoint Municipal Auditors for The Corporation of the Town of Tecumseh for the fiscal years 2018-2022. | |

14. Unfinished Business

- a. November 27, 2018 194 - 195

15. New Business

16. Motions

- | | | |
|----|--|-----------|
| a. | In-Camera Meeting | |
| b. | Confirmatory By-law | |
| 1. | By-Law 2018-69 | 196 - 196 |
| | Being a by-law to confirm the proceedings of the November 27, 2018 regular meeting of the Council of the Corporation of the Town of Tecumseh | |

17. Notices of Motion

18. Next Meeting

Saturday, December 1, 2018

8:45 am Special Meeting of Council - Road and Facilities Tour

Tuesday, December 4, 2018

7:00 pm Special Meeting of Council - Inaugural Council Meeting at the Ciociaro Club

Tuesday, December 11, 2018

6:00 pm Special Meeting of Council - Committee & Board Appointments

7:00 pm Regular Meeting of Council

19. Adjournment

Minutes of a Regular Meeting of
The Council of the Town of Tecumseh

Tecumseh Council meets in regular public session on Tuesday, November 13, 2108, in the Council Chambers, 917 Lesperance Road, Tecumseh, Ontario at 7:00 pm.

1. Order

The Mayor calls the meeting to order at 7:00 pm.

2. Moment of Silence

The Members of Council and Administration observe a moment of silence.

3. National Anthem

The Members of Council and Administration observe the National Anthem of O Canada.

4. Roll Call

Present:	
Mayor	Gary McNamara
Deputy Mayor	Joe Bachetti
Councillor	Bill Altenhof
Councillor	Andrew Dowie
Councillor	Brian Houston
Councillor	Tania Jobin
Councillor	Rita Ossington

Also Present:	
Chief Administrative Officer	Tony Haddad
Director Parks & Recreation Services	Paul Anthony
Director Public Works & Environmental Services	Phil Bartnik
Director Information & Communication Services	Shaun Fuerth
Director Financial Services & Treasurer	Luc Gagnon
Director Planning & Building Services	Brian Hillman
Director Corporate Services & Clerk	Laura Moy
Director Fire Services & Fire Chief	Doug Pitre
Deputy Clerk & Manager Legislative Services	Jennifer Alexander
Manager planning Services	Chad Jeffery
Deputy Treasurer & Tax Collector	Tom Kitsos
Manager Recreation Programs & Events	Kerri Rice

5. Disclosure of Pecuniary Interest

There is no pecuniary interest declared by a Member of Council.

6. Minutes

a. Public Council Meeting - October 9, 2018

b. Regular Council Meeting - October 9, 2018

Motion: RCM - 308/18

Moved by Deputy Mayor Joe Bachetti
Seconded by Councillor Tania Jobin

That the minutes of the October 9, 2018, Regular Meeting of Council, the and the minutes of the October 9, 2018, Public Meeting of Council, as were duplicated and delivered to the members, are adopted.

Carried

7. Supplementary Agenda Adoption

There are no supplementary agenda items presented to Council.

8. Delegations**a. BIA Board of Management**

Re: Tecumseh Life in Motion

The BIA Board representatives present their Tecumseh Life in Motion video promoting the business communities and the Town as a whole. The representatives ask the Town to support and promote the video. The members thank the Board for the presentation and video.

9. Communications - For Information**a. Town of Lakeshore dated September 19, 2018**

Re: Allowing Municipalities to Use Flashing Traffic Signals

Administration is requested to investigate the authority of a municipality as resolved by the Town of Lakeshore.

b. ROMA dated October 29, 2018

Re: Notice of Call for Nominations to the ROMA Board of Directors Zone Representatives 2019-2023

Motion: RCM - 309/18

Moved by Councillor Andrew Dowie
Seconded by Councillor Brian Houston

That Communications - For Information A and B as listed on the Tuesday, November 13, 2018 Regular Council Agenda are received.

Carried

10. Communications - Action Required**11. Committee Minutes****a. Heritage Committee - September 17, 2018 and October 15, 2018****Motion: RCM - 310/18**

Moved by Councillor Tania Jobin
Seconded by Councillor Rita Ossington

That the September 17, 2018 and October 15, 2018 minutes of the Heritage Committee, as were duplicated and delivered to the Members of Council, are accepted.

Carried

b. Youth Advisory Committee - September 17, 2018 and October 15, 2018

Motion: RCM - 311/18

Moved by Councillor Brian Houston
 Seconded by Councillor Andrew Dowie

That the September 17, 2018 and October 15, 2018 minutes of the Youth Advisory Committee, as were duplicated and delivered to the Members of Council, are accepted.

Carried

c. Cultural and Arts Advisory Committee - September 17, 2018**Motion: RCM - 312/18**

Moved by Councillor Rita Ossington
 Seconded by Councillor Bill Altenhof

That the September 17, 2018 minutes of the Cultural and Arts Advisory Committee, as were duplicated and delivered to the Members of Council, are accepted.

Carried

d. Senior Advisory Committee - September 27, 2018 and October 25, 2018**Motion: RCM - 313/18**

Moved by Councillor Bill Altenhof
 Seconded by Councillor Tania Jobin

That the September 27, 2018 and the October 25, 2018 minutes of the Senior Advisory Committee, as were duplicated and delivered to the Members of Council, are accepted.

Carried

e. Policies and Priorities Committee Meeting - October 9, 2018**Motion: RCM - 314/18**

Moved by Councillor Rita Ossington
 Seconded by Deputy Mayor Joe Bachetti

That the October 9, 2018 minutes of the Policies and Priorities Committee, as were duplicated and delivered to the Members of Council, are accepted.

Carried

f. Police Services Board - October 17, 2018**Motion: RCM - 315/18**

Moved by Councillor Bill Altenhof
 Seconded by Councillor Brian Houston

That the October 17, 2018 minutes of the Police Services Board, as was duplicated and delivered to the Members of Council, are accepted.

Carried

12. Reports**a. Corporate Services & Clerk****1. CS-2018-36 Inaugural Meeting of Council-elect 2018**

Motion: RCM - 316/18

Moved by Deputy Mayor Joe Bachetti
Seconded by Councillor Brian Houston

That the Inaugural Meeting of the Council-elect for the 2018-2022 term be held on Tuesday, December 4, 2018 at 7:00 pm at the Ciociaro Club of Windsor, located at 3475 North Talbot Road, Tecumseh;

And that notice of the meeting and change of venue be given on the Town's website and social media.

Carried

2. CS-2018-37 Committee and Board Application and Award Nominations

Motion: RCM - 317/18

Moved by Councillor Bill Altenhof
Seconded by Councillor Brian Houston

That CS-2018-37 regarding Committee & Board Applications and Award Nominations, be received;

And that notice of the extended timeline of Friday, November 30, 2018, to submit applications to Committees and Boards for the term of the Council-elect, and to submit nominations for the 2018 Dr. Henri Breault Community Excellence Award (Dr. Breault Award) and Donald 'Donny' Massender Memorial Volunteer Award (Donny Massender Award), as well as the 2019 Senior of the Year Award, be advertised in the Local Newspapers, on the Town's website and social media;

And further that the Special Meeting of Council scheduled for Tuesday, November 27, 2018, at 6:00 pm for the purpose of considering Award Nominations be cancelled;

And furthermore that consideration of Award Nominations be given at the Special Meeting of Council scheduled for Tuesday, December 11, 2018 at 6:00 pm.

Carried

b. Financial Services

1. FS-2018-16 Budget Variance Report - August 31, 2018

Motion: RCM - 318/18

Moved by Councillor Brian Houston
Seconded by Councillor Bill Altenhof

That Report FS-2018-16 Budget Variance Report – August 31, 2018, is received.

Carried

c. Fire & Emergency Services

1. FIRE-2018-08 Tecumseh Fire Services Q3 Update

Motion: RCM - 319/18

Moved by Councillor Rita Ossington
Seconded by Councillor Tania Jobin

That the Tecumseh Fire Services Q3 2018 update presented in the Report FIRE-2018-08 be received.

Carried

d. Parks & Recreation Services**1. PRS-2018-19 Upgrades to Lacasse Ball Park****Motion: RCM - 320/18**

Moved by Councillor Andrew Dowie
 Seconded by Councillor Rita Ossington

That Project # 1 - Construction of a practice infield outside of the left field fence at Lacasse Park, as shown on attachment #1 be approved;

And that Project # 2 - Lacasse Upgrades be presented through the 2019 Parks Lifecycle Budget for Council consideration.

Carried

2. PRS-2018-20 Lease Agreement Tecumseh Arena Renewal Powertech Hockey Group**Motion: RCM - 321/18**

Moved by Councillor Bill Altenhof
 Seconded by Councillor Rita Ossington

That a five (5) year Renewal Lease Agreement commencing December 1, 2018 be approved between The Corporation of the Town of Tecumseh (Town) and Powertech Hockey Development (2013) Ltd. (Powertech) to provide a specialized sport training/programming service at the Tecumseh Arena (Renewal Agreement);

And that the Renewal Agreement call for a monthly rental fee of \$2,500 plus H.S.T. for the month of December 2018; and \$2,600 plus H.S.T. from January 1, 2019 to December 31, 2023;

And further that Powertech would have the right to further renew the lease agreement upon written notification at least six (6) months before the expiration of the Renewal Agreement, for a further five (5) years, subject to a the rental fee being renegotiated;

And furthermore that a by-law be prepared authorizing the Mayor and the Clerk to execute the Renewal Agreement satisfactory in form to the Town's Solicitor.

Carried

3. PRS-2018-22 2018 Tecumseh Corn Festival Post Event Report

Members discuss the festival being an alcohol free event, shorter duration, and obtaining quality entertainment. Comments received from residents include the car show being too restrictive on who can participate and request for other competitions. The weather played an impact with attendance, which is uncontrollable. It is noted that many young families attended this year.

A request is made to conduct a survey for community feedback on the Corn Festival, ideally before Budget deliberations. The members thank staff for a job well done.

Motion: RCM - 322/18

Moved by Councillor Brian Houston
 Seconded by Councillor Andrew Dowie

That Report PRS-2018-22 respecting the 2018 Tecumseh Corn Festival Post Event Report be received;

And that as long as the Tecumseh Corn Festival continues, it will be an alcohol-free 3-day event managed by the Parks and Recreation Department.

Carried

e. Planning & Building Services

1. PBS-2018-39, 1122 Lesperance Road, CIP Grant

Motion: RCM -323/18

Moved by Councillor Bill Altenhof
Seconded by Councillor Rita Ossington

That the Grant Application for the Tecumseh Road Main Street Community Improvement Plan Financial Incentive Program, for the property located at 1122 Lesperance Road (Roll No. 374415000002200), be approved and deemed eligible for the following Financial Incentive(s) in accordance with Section 11.3 (5):

- Planning, Design and Architectural Grant, for a total amount of \$3,000.00 toward the preparation of architectural drawings;

all of which is in accordance with the Tecumseh Road Main Street Community Improvement Plan and PBS-2018-39.

Carried

13. By-Laws**a. By-Law 2018-63**

Being a by-law to authorize the execution of a Site Plan Control Agreement between The Corporation of the Town of Tecumseh and Otis Properties Limited

Motion: RCM -324/18

Moved by Councillor Brian Houston
Seconded by Councillor Andrew Dowie

That By-law 2018-63 being a by-law to authorize the execution of a Site Plan Control Agreement between The Corporation of the Town of Tecumseh and Otis Properties Limited;

Be given first, second, third and final reading.

Carried

14. Unfinished Business**a. Unfinished Business Listing - November 13, 2018**

The Members receive the Unfinished Business listing for Tuesday, November 13, 2018.

15. New Business**Lesperance Road and County Road 22 Intersection**

Safety concerns are raised with the increased vehicle traffic at the intersection of County Road 22 and Lesperance Road, as well as Westlake Drive. Administration is asked to consult with the County on improvements to this area.

Youth Job Fair

Members thank staff on the organization of the Youth Job Fair held on November 7, 2018. For future events, a request is made to include the dates in Council's Outlook calendar.

Municipal Tree Cutting

In response to a query, the Director Public Works & Environmental Services advises that a review of the existing policy is underway and the revised policy will be presented to Council in early 2019.

Town Hall Expansion

A request is made for the Council report on the Town Hall expansion to include a space needs analysis and to be tabled before Budget deliberations.

Veterans Dedicated Parking

It is requested that the Town consider a dedicated veteran's parking spot at the Legion, to show continued support to the Royal Canadian Legion Branch 261.

Planning Advisory Committee

It is requested that a Planning Advisory Committee be established and comprised of council members and residents.

16. Motions

There are no motions presented to Council

a. Confirmatory By-law**Motion: RCM 325-/18**

Moved by Councillor Brian Houston
Seconded by Councillor Tania Jobin

That By-law 2018-65 being a by-law to confirm the proceedings of the November 13, 2018 regular meeting of Council of the Corporation of the Town of Tecumseh be given a first, second, third, and final reading.

Carried

17. Notices of Motion

There are no notices of motion presented to Council.

18. Next Meeting

Monday, November 19, 2018

8:30 am Special Council Meeting - Council Orientation

Tuesday, November 27, 2018

7:00 pm Regular Council Meeting

19. **Adjournment**

Motion: RCM 326/18

Moved by Councillor Bill Altenhof
Seconded by Councillor Brian Houston

That there being no further business, the Tuesday, November 13, 2018 meeting of the Regular Council now adjourn at 7:55 pm.

Carried

Gary McNamara, Mayor

Laura Moy, Clerk

Minutes of a Public Council Meeting of
The Council of the Town of Tecumseh

Tecumseh Council meets in public session on Tuesday, November 13, 2018, in the Council Chambers, 917 Lesperance Road, Tecumseh, Ontario at 5:00 pm.

1. Call to Order

The Mayor calls the meeting to order at 5:00 pm.

2. Roll Call

Present:	
Mayor	Gary McNamara
Deputy Mayor	Joe Bachetti
Councillor	Bill Altenhof
Councillor	Andrew Dowie
Councillor	Brian Houston
Councillor	Tania Jobin
Councillor	Rita Ossington

Also Present:	
Chief Administrative Officer	Tony Haddad
Director Parks & Recreation Services	Paul Anthony
Director Public Works & Environmental Services	Phil Bartnik
Director Information & Communication Services	Shaun Fuerth
Director Financial Services & Treasurer	Luc Gagnon
Director Planning & Building Services	Brian Hillman
Director Corporate Services & Clerk	Laura Moy
Director Fire Services & Fire Chief	Doug Pitre
Deputy Clerk & Manager Legislative Services	Jennifer Alexander
Manager Planning Services	Chad Jeffery

3. Disclosure of Pecuniary Interest

There is no pecuniary interest declared by a Member of Council.

4. Introduction and Purpose of Meeting

The purpose of the meeting is to hear public comment on the application for Official Plan and Zoning By-law amendments filed with the Town of Tecumseh for the southerly 0.56 acre portion of a 3.32 acre parcel of land located on the southwest corner of County Road 22 and Lesperance Road intersection. The portion of land subject to the application is currently designated "General Commercial" with a site-specific policy in the Sandwich South Official Plan. This site specific policy permits the existing parking area associated with the Home Hardware Store and also prohibits a vehicular driveway access onto Westlake Drive. The purpose of the proposed Official Plan amendment is to revise the site-specific policy in order to remove the clause containing this prohibition and thereby facilitating the installation of a new driveway access onto Westlake Drive. The proposed new driveway will serve as a second vehicular ingress/ egress access point for the existing Home Hardware.

The purpose of the associated Zoning By-law amendment is to revise the current "General Commercial Zone" (C1-7) zone, which prohibits a vehicular driveway access to Westlake Drive in order to remove the noted prohibition.

5. Delegations

The Manager Planning Services explains the applications for Official Plan and Zoning By-law amendments, in requesting Council to remove a prohibition on a secondary access point to the Home Hardware site. The parcel of land that is subject to the application is 0.6 acres on the northwest corner of the intersection of Westlake Drive and Lesperance Road.

He reviews the Official Plan and Zoning By-laws on the property for consideration. In 2003, Home Hardware expanded its parking lot and requested to have a secondary access point. Public meetings were held and residents raised concerns regarding traffic congestion and safety regarding the location of the secondary access point on Westlake Drive. Council decided to warrant the prohibition of that secondary access point despite the findings in the Engineering Report, a document supporting the application.

Recently, Home Hardware has been expanding and the owners indicated to the Town their desire to get a secondary access point approved. This second access would help facilitate traffic movements to and from the site onto Lesperance Road.

The proponents of this application are available for questioning.

a. Resident, Bert Rieti, 1622 Chornoby Crescent

Mr. Rieti comments that Home Hardware has grown and is concerned over the increased traffic in the area. He recommends a four-way stop sign onto Westlake Drive to assist in traffic calming measures.

b. Resident, Lisa Muscedere, 12236 Westlake Drive

Mrs. Muscedere explains that her property will be directly affected with the proposed secondary access point on Westlake Drive. She raises safety concerns regarding the traffic flow into a residential neighbourhood. She asks members if commercial vehicles will be permitted on Westlake Drive for store deliveries.

A member notes that traffic has increased with the commercial expansion of the plaza on Lesperance Road. How will we ensure that there are no tractor-trailers or big trucks using the Westlake Drive access point?

In a response to a query, the Director Public Works & Environmental Services explains the options available to prevent commercial trucks from using Westlake Drive such as posting signs or take a wait and see approach by monitoring the situation.

The Mayor advises the members to be mindful that some commercial trucks deliver to residential homes. The concern is the commercial tractor-trailers using residential roads.

c. Resident, Elizabeth Rieti, 1622 Chornoby Crescent

As a parent, Mrs. Rieti explains that Lesperance Road and Westlake Drive is a dangerous corner with vehicle traffic, especially when school buses are dropping off children. Signage permitting commercial trucks on residential roads will not work. This is a residential street and the weight of heavier trucks on the road could have an impact on the sewer system.

The Director Public Works & Environmental Services responds that there are no municipal concerns with the amount of traffic on this road and this proposal.

The Director Planning & Building recommends consultation with the County on the traffic flows in this area and inquires if a four-way stop is a safe solution. He comments that the general traffic congestion in this area does not trump the safety of children, elderly or anyone.

d. Resident, Jeannine St. Pierre, 1653 Lesperance Road

Ms. St. Pierre's home is directly across from the proposed secondary access point. She raises safety concerns with the speed of vehicles on Lesperance Road. She asks if the application is approved, will the parcel of land allow for further commercial expansion of Home Hardware.

The Manager Planning Services advises that the proposed amendments do not contemplate further opportunity for commercial expansion of Home Hardware. If the amendment is approved, there is still site plan control for the location and design of the access point.

A member suggests a roundabout at Lesperance Road and Westlake Drive to alleviate some of the traffic concerns. The Manager Planning Services indicates that a roundabout requires additional discussion with the County and can be challenging to facilitate pedestrian movements.

e. Mr. Scott Patterson, Planning Consultant for the Applicant

Mr. Patterson clarifies the uses of the secondary access point. The intent of the proposed access point is not to facilitate truck movements. Currently, truck deliveries are through the Lesperance Road entrance for ease of delivery and he anticipates this will not change. Delivery trucks come through the site and loop around the building in a one-way fashion. It is not possible for a delivery truck to use the proposed secondary access point and maneuver through the site effectively. The applicant can work with Administration to make sure that delivery trucks cannot go through the proposed access point. Home Hardware can ensure that their trucks only use the site for deliveries. The intent of the applicant is to encourage left lane turn movements onto Lesperance Road. This has been a concern for the owner for some time and the reason to move forward with this application.

In a response to a query, Mr. Patterson advises that there are no proposed changes to the main entrance to Home Hardware. This secondary access point will provide more options for people to enter and exit the site.

6. Communications**a. Notice of Public Meeting**

Re: Proposed Official Plan and Zoning By-law Amendment, southwest corner of County Road 22 and Lesperance Road intersection.

Motion: PCM - 33/18

Moved By Councillor Tania Jobin
Seconded By Councillor Brian Houston

That Communications - For Information A as listed on the Tuesday, November 13, 2018 Public Council Meeting Agenda are received.

Carried

7. Reports**a. PBS-2018-36 Official Plan and Zoning By-law Amendment, 1613 Lesperance Rd., Home Hardware****Motion: PCM - 34/18**

Moved By Deputy Mayor Joe Bachetti
Seconded By Councillor Brian Houston

That Report No. PBS-2018-36 Official Plan and Zoning By-law Amendment, 1613 Lesperance Road, Home Hardware be received as information.

Carried

8. Adjournment

Motion: PCM - 35/18

Moved By Councillor Bill Altenhof
Seconded By Councillor Rita Ossington

That there being no further business, the Tuesday, November 13, 2018
Public Council Meeting now adjourn at 5:54 pm.

Carried

Gary McNamara, Mayor

Laura Moy, Clerk

Minutes of the Cultural and Arts Advisory Committee
for the Corporation of The Town of Tecumseh

A meeting of the Cultural & Arts Advisory Committee for the Town of Tecumseh was scheduled to be held on Monday, October 15, 2018, in the Sandwich South Meeting Room at Town Hall, 917 Lesperance Road, Tecumseh at 7:00 pm.

1. Call to Order

The Chairperson calls the meeting to order at 7:08 pm.

2. Roll Call

Present:	
Councillor	Rita Ossington
Chair	Marian Drouillard
Member	Ian Froese
Member	Phil Kane
Member	Christopher McNamara

Also Present:	
Manager Committee & Community Services	Christina Hebert

Absent:	
Councillor	Brian Houston
Vice-Chair	Rhonda Dupuis
Member	Dwayne Ellis

3. Disclosure of Pecuniary Interest

None reported.

4. Delegations

None.

5. Communications

None.

6. Reports

7. Unfinished Business

a. Street Name Recognition

Further to the discussion at the last meeting, Councillor Rita Ossington advises she will contact representatives from the Sandwich South Historical Society to inquire if they may have information relating to Town streets named in recognition.

A suggestion is made to host a future meeting at the Sandwich South Historical Society to provide the Members an opportunity to see the new location and the historical records on hand.

b. Feather Sculptures Update

The Manager Committee & Community Services apprises the coordinator of the Feather Sculpture Project is working on providing recommendations for the placement of each specific feather in the locations previously determined by the Committee, as well as the respective artists information for the webpage content.

It is suggested, once the seven (7) new feathers are installed, that arrangements be made to recognize the artists and their work.

c. Culture Days – 2019

To assist with early planning in 2019, the Members are encouraged to start brainstorming suggestions for Culture Days activities. A reminder is provided that to qualify as a Culture Days event, the activity must be free of charge.

8. New Business

a. Americans for the Arts

The Vice Chair reviews the Americans for the Arts website and highlights the 'Arts + Social Impact Explorer' data for the Committee's information and interest.

The data demonstrates the effect culture and arts has from education and job security to housing and public safety. Each topic can be selected to read further information on the connection and impact with the arts.

b. Call for Committee Applications

A reminder is provided that October 31st is the submission deadline for making application to the Town's Committees and Awards.

9. Next Meeting

The next meeting of the Cultural & Arts Advisory Committee will be held on Monday, November 19, 2018.

10. Adjournment

Motion: CAAC - 15/18

Moved By	Member Christopher McNamara
Seconded By	Member Ian Froese

That there being no further business, the October 15, 2018 meeting of the Cultural and Arts Advisory Committee now adjourn at 7:55 pm.

Carried

Marian Drouillard, Chair

Christina Hebert, Manager Committee
& Community Services

Minutes of the Tecumseh Accessibility Advisory Committee
For the Corporation of The Town of Tecumseh

A meeting of the Tecumseh Accessibility Advisory Committee for the Town of Tecumseh held on September 18, 2018, in the Council Chambers at Town Hall, 917 Lesperance Road, Tecumseh, at 12:00 pm.

1. **Call to Order**

The Chairperson calls the meeting to order at 12:20 pm.

2. **Roll Call**

Present:	
Chair	Ron Matysek
Member	Ron Doherty
Member	David Golden
Councillor	Tania Jobin
Member	Linda Stanczak

Absent:	
Member	Mary Ann Askin
Member	Terry England

Also Present:	
Director Public Works & Environmental Services	Phil Bartnik
Director Planning & Building Services	Brian Hillman
Director Corporate Services & Clerk	Laura Moy
Deputy Clerk & Manager Legislative Services	Jennifer Alexander
Manager, Planning Services	Chad Jeffery
Manager Roads & Fleet	Kirby McArdle

3. **Disclosure of Pecuniary Interest**

There is no pecuniary interest declared by a Member.

4. **Delegations**

There are no delegations presented to the Members.

5. **Communications**

a. **Tecumseh Accessibility Advisory Committee Minutes - June 26, 2018**

Motion: TAAC - 07/18

Moved By	Member Ron Doherty
Seconded By	Member Linda Stanczak

That the minutes of the June 26, 2018 meeting of the Tecumseh Accessibility Advisory Committee be approved.

Carried

b. **Email Ministry for Seniors and Accessibility dated August 23, 2018**

Re: AODA Toolkit

c. Email Re: On the Path to Accessible Ontario dated September 11, 2018

Motion: TAAC - 08/18

Moved By Member Linda Stanczak
Seconded By Councillor Tania Jobin

That Communications - For Information B and C as listed on the September 18, 2018 Tecumseh Accessibility Advisory Committee Agenda are received.

Carried

6. Reports

a. Multi-Year Accessibility Plan 2018 - 2023

The Members request additional time to review this report and that it be discussed at the next meeting.

7. Unfinished Business

There is no unfinished business.

8. New Business

Accessibility Legislation Article

A member raises awareness on the article published in The Globe and Mail Newspaper on September 7, 2018 regarding the accessibility legislation, an opinion piece by Marie Bountrogianni.

9. Next Meeting

The next Tecumseh Accessibility Advisory Committee meeting will be held at 12:00 pm on Tuesday, November 20, 2018.

10. Adjournment

Motion: TAAC - 09/18

Moved By Member Linda Stanczak
Seconded By Member Ron Doherty

That there being no further business, the September 18, 2018 meeting of the Tecumseh Accessibility Advisory Committee now adjourn at 12:50 pm.

Carried

Ron Matysek, Chairperson

Laura Moy, Clerk



The Corporation of the Town of Tecumseh

Corporate Services & Clerk

To: Mayor and Members of Council

From: Laura Moy, Director Corporate Services & Clerk

Date to Council: November 27, 2018

Report Number: CS-2018-31

Subject: Taxi Cab Owner License Limitation

Recommendations

It is recommended:

That the number of Taxi Cab Owner Licenses **be maintained** at a maximum of twelve (12) licenses;

And that the number of Accessible Taxi Cab Owner Licenses **be maintained** at a minimum of three (3) licenses;

And further that CS-2018-31 dated November 27, 2018, respecting the limitation imposed on the issuance of Taxi Cab Owner's Licenses, as required under Section 16.2 of the Taxi By-law No. 2003-85, as amended, **be received**;

And furthermore that the fees and fares set out in Schedule B of By-law No. 2003-85, **be amended**, as follows:

\$4.15 start
\$2.31 first km
\$39.60 / hour waiting

Background

Town Council enacted By-law No. 2003-85 on November 18, 2003, providing for the licensing, regulating and governing of taxi cabs, their owners and drivers, and for regulating the fares to be charged (Taxi By-law).

Taxis are regulated in accordance with Section 151 of the Municipal Act, 2001 which permits a municipality to provide for a system of licenses with respect to a business, and Section 156 which specifically permits, where a by-law has been adopted a by-law under Section 151 with respect to the owners and drivers of taxicabs, that a municipality may,

- (a) establish the rates or fares to be charged for the conveyance of property or passengers either wholly within the municipality or from any point in the municipality to any point outside the municipality;
- (b) provide for the collection of the rates or fares charged for the conveyance; and
- (c) limit the number of taxicabs or any class of them.

The Taxi By-law currently establishes the following rates and fares:

First 105 m: \$3.50

Each additional 69 m: \$0.10

Waiting time while under engagement: \$25.00

In 2004, the Taxi By-law was amended [By-law No. 2004-04] to impose a limitation on the number of Taxi Cab Owner Licenses issued by the Town at a ratio of one (1) license for each 1,540 residents of the Town. A minimum of three (3) licenses are to be reserved for Accessible Taxi Cab Owners.

Pursuant to paragraph 16.2 of the Taxi By-law, the number of Taxi Cab Owner Licenses is to be determined by the Clerk during the year of a regular municipal election. The population statistics, as provided by the Municipal Property Assessment Corporation, are to be used for calculating the number of licenses in accordance with the ratio.

The Town currently issues twelve (12) Taxi Cab Owner Licenses. The licenses are equally issued (6 each) to Gerry's Tecumseh Taxi and Tecumseh Cab & Lakeshore Taxi Inc.

Comments

The Municipal Property Assessment Corporation's Population Report for Tecumseh, as of July 31, 2018, states the Town's population to be 21,270.

Based on the ratio of one (1) license for every 1,540 residents, the maximum number of Taxi Cab Owner Licenses which may be issued is fourteen (14) [21,270/1540].

Under the *Accessibility for Ontarians with Disabilities Act, 2005*, Section 79(1) of the Integrated Accessibility Standards, Ontario Regulation 191/11, states that:

Every municipality shall consult with its municipal accessibility advisory committee, where one has been established in accordance with subsection 29 (1) or (2) of the Act, the public and persons with disabilities to determine the proportion of on-demand accessible taxicabs required in the community.

Consultation on taxi service, and in particular accessible taxi service, was held with the Tecumseh Accessibility Advisory Committee (TAAC) at their meeting held on Tuesday, November 20, 2018. The TAAC offered no recommendation as to the need to increase the number of available Accessible Taxi Cab Owner Licenses from three (3). It was suggested, however, that the Town look into a subsidy to equip Accessible Taxi Cabs as applications have not been received, to date, for the three (3) reserved Accessible Taxi Cab Owner Licenses.

A need for additional licenses has not been requested, nor demonstrated, by the current licensed Taxi Cab Owners.

Gerry's Tecumseh Taxi ceased its operations in mid 2018 due to financial constraints. The business has since been sold. Renewal applications are pending from both the new owners of Gerry's Tecumseh Taxi and the owner of Tecumseh Cab & Lakeshore Taxi Inc. for 2019 Licenses.

It is recommended that the number of Taxi Cab Owner Licenses be maintained at a maximum of twelve (12) licenses and that the number of Accessible Taxi Cab Owner Licenses be maintained at a minimum of three (3) licenses.

The taxi cab companies have requested that the Town review the current rates and fares established in the Taxi By-law and amend them to be consistent with the City of Windsor taxi cab regulations. The Town's rates and fares were last reviewed in 2008.

The City of Windsor's rates and fares were reviewed, as well as other area municipalities that regulate taxis. Other large and small communities were also examined. The Town's current rates are generally less than those researched.

It is therefore recommended that the Town's current taxi rates and fares be amended to be consistent with the City of Windsor, being:

\$4.15 start
\$2.31 first km
\$39.60 / hour waiting

The Taxi By-law was initially adopted in 2003 under, what was then, new provisions in the Municipal Act, 2001. Section 150 (2)-(5) confined municipalities to exercise licensing powers only for the purposes of health and safety, nuisance control or consumer protection and the need to provide an explanation as to the reason for licensing a business or imposing conditions. Bill 130, the *Municipal Statute Law Amendment Act, 2006* removed these restrictions.

Notwithstanding these conditions have been removed, the Town continues to regulate taxi cabs for the purposes of health and safety, nuisance control and consumer protection. Taxi Cab Owners are required to provide the following with their application:

- proof of ownership;
- proof of insurance in respect of each vehicle to be licensed indemnifying and protecting the Owner and the public, including passengers in the amount of not less than \$2,000,000.00 for each incident;

- a certificate of accuracy for the taximeter issued by a qualified and authorized representative of the manufacturer of the said taximeter and certifying the taximeter is properly sealed and registers accurately; and
- Current motor vehicle inspection report.

Taxi Drivers are required to provide the following with their application:

- proof of either Canadian citizenship, landed immigrant status or a valid work permit to work as a driver issued by the Government of Canada;
- a current valid full Class G Provincial motor vehicle driver's license issued under the provisions of the Highway Traffic Act;
- file the written consent of the Taxi Cab Owner to employ the person;
- furnish two photographs of a size and type as specified by the Clerk, for the purpose of attaching same to the Taxi Driver's License and for filing in the office of the Clerk. The license is to be displayed in the Taxi Cab;
- a current Highway Traffic Act abstract identifying violations; and
- a current Criminal Code abstract identifying violations.

Consultations

Municipal Property Assessment Corporation
Gerry's Tecumseh Taxi
Tecumseh Cab & Lakeshore Taxi Inc.

Financial Implications

There are no financial implications.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input checked="" type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Laura Moy, Dipl. M.M., CMMIII HR Professional
Director Corporate Services & Clerk

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

**Attachment
Number**

None

**Attachment
Name**

None



The Corporation of the Town of Tecumseh

Corporate Services & Clerk

To: Mayor and Members of Council

From: Jennifer Alexander, Deputy Clerk & Manager Legislative Services

Date to Council: November 27, 2018

Report Number: CS-2018-35

Subject: Unattended Children and Pets in Vehicles during Hot Temperatures

Recommendations

That Report No. CS-2018-35 Unattended Children and Pets in Vehicles during Hot Temperatures **be received** as information.

Background

At the August 14, 2018 Regular Council Meeting, Council requested a report on the measures available to prevent heat exhaustion or hyperthermia deaths of unattended children and pets in vehicles during extreme hot temperatures.

Hyperthermia occurs when the body's heat-regulation system cannot handle the heat in your environment once your body temperature reaches 40 degrees Celsius. Children are especially vulnerable to hyperthermia because of their body size and relative inability to release heat compared to adults.

An average of 37 child deaths occur every year in the United States from hyperthermia. (Statistics are not available in Canada). In 70 percent of these cases, the child was either forgotten or unintentionally left in the vehicle. The number of deaths related to hyperthermia is relatively low compared to other driving fatalities. The number one cause of child vehicle fatalities is accidents.

It is a similar situation with dogs left unattended in vehicles during extreme hot weather. Dogs have a limited ability to sweat. Even a short time in a hot environment can be life threatening. A dog's normal body temperature is 39°C. A temperature of 41°C can only be tolerated for a very short time before irreparable brain damage or death occurs. The Ontario Society for the Prevention of Cruelty of Animals (SPCA) receives hundreds of reports annually of dogs left

unattended in vehicles, and yet pet owners are not getting the message of how dangerous it is for pets to be left locked up in a vehicle during hot days.

The *Highway Traffic Act, R.S.O, 1990*, regulates driving in Ontario, which only addresses the driver's responsibility to ensure that a child passenger is secured in a motor vehicle. The scope of legislation does not address when the vehicle is not in operation. However, if the police determine the child is in danger in a motor vehicle, charges can be laid under section 215 of the *Criminal Code, RSC, 1985*, for failing to provide the necessities of life, or section 218, child abandonment, which carries a penalty of up to five (5) years' imprisonment.

For animals, SPCA officers can charge a driver with an offence, under section 11.2 of the *Ontario Society for the Prevention of Cruelty to Animals Act, R.S.O 1990*, when an animal has been placed in a situation or a position that has caused distress. Officers are experienced in identifying a distressed animal and how to respond accordingly. If the police are called, depending on the severity of the situation, a driver can be charged under section 446 of the *Criminal Code* - causing damage or injury to an animal - which carries a penalty of up to two years' imprisonment.

Comments

There are several devices available on the market that are designed to remind drivers that children are in the vehicle. Some of these measures could be used for pets. The following is a sample of how the various sectors have responded to these tragic incidents with the various preventative measures now available for parents or caregivers.

Car Seat Technology

Some car seat manufacturers have developed innovative features built into their car seats to provide reminders for parents when a child is secured in their seat. Sensorsave technology is available in selected car seats from the brand Evenflo. This technology has a receiver that is installed into a vehicle's diagnostics and computer system. The receiver communicates with the car seat's chest clip that provides a chiming sound once the vehicle is turned off, alerting the driver that the child is still in their seat. This feature is not available in all car seats, as this technology is not a standard from Transport Canada, the legislative body that regulates car seat standards in Canada.

Rear Seat Reminder System in General Motors Vehicles

In select General Motors vehicles, the rear seat reminder system uses back door sensors that are activated when either the rear door is opened, or closed, and the vehicle is turned on. When the vehicle is parked, the dashboard chimes as a reminder for the driver to check the back seat as they exit the vehicle.

After Market Devices

There are a few after market devices available for purchase to assist in reminding parents and caregivers that children are in the vehicle. The more popular devices are the Driver's Little Helper System and Waze.

The Driver's Little Helper System is an after market product that parents can purchase to install with their existing car seat. The sensor system is a battery-operated device that is installed under the car seat padding and synced to an app on the driver's phone. The app features safety measures including text, or email, notifications once the vehicle is parked. The user can set the timing frequency of emails, the fastest being every minute. If the driver does not respond to the notifications, this app will email or text all your emergency contacts informing them that a child is in the vehicle.

Waze is a phone app that provides traffic and navigation to drivers. In this app, users can select Waze Child Reminder, a setting to alert the driver to check the backseat once they have reached their destination. This app will not alert the driver during an impromptu stop, however, it does provide the added insurance of building a habit to remember to check the backseat.

Public Awareness

In recent years, the SPCA and the OPP have campaigned on the dangers of leaving children and pets unattended in vehicles during hot weather, in an effort to change driver behaviour. Various social media outreach, newspaper advertisements, articles, and websites have raised the awareness of extreme hot temperatures and the dangers of leaving children unattended in vehicles. This is not just a summertime problem. Cold weather could also pose hypothermia risks if children and pets are left inside a vehicle. Authorities will continue to provide outreach and education to decrease the number of incidents due to extreme weather.

Consultations

OPP

Financial Implications

There are no financial implications.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
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<input type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Jennifer Alexander, MPA
Deputy Clerk & Manager Legislative Services

Reviewed by:

Laura Moy, Dipl. M.M., CMMIII HR Professional
Director Corporate Services & Clerk

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
None	None



The Corporation of the Town of Tecumseh

Corporate Services & Clerk

To: Mayor and Members of Council

From: Laura Moy, Director Corporate Services & Clerk

Date to Council: November 27, 2018

Report Number: CS-2018-39

Subject: Renaming of Green Acres Optimist Park

Recommendations

It is recommended:

That Green Acres Optimist Park **be renamed** as “Optimist Park.”

Background

At the August 14, 2018, Regular Meeting of Council, the Optimist Club of St. Clair Beach provided an update on the numerous community events they organize each year, fundraising activities and service projects.

At the meeting, the Club’s representatives asked the Town to consider renaming the Green Acres Optimist Park (Park) to “Optimist Park.”

Comments

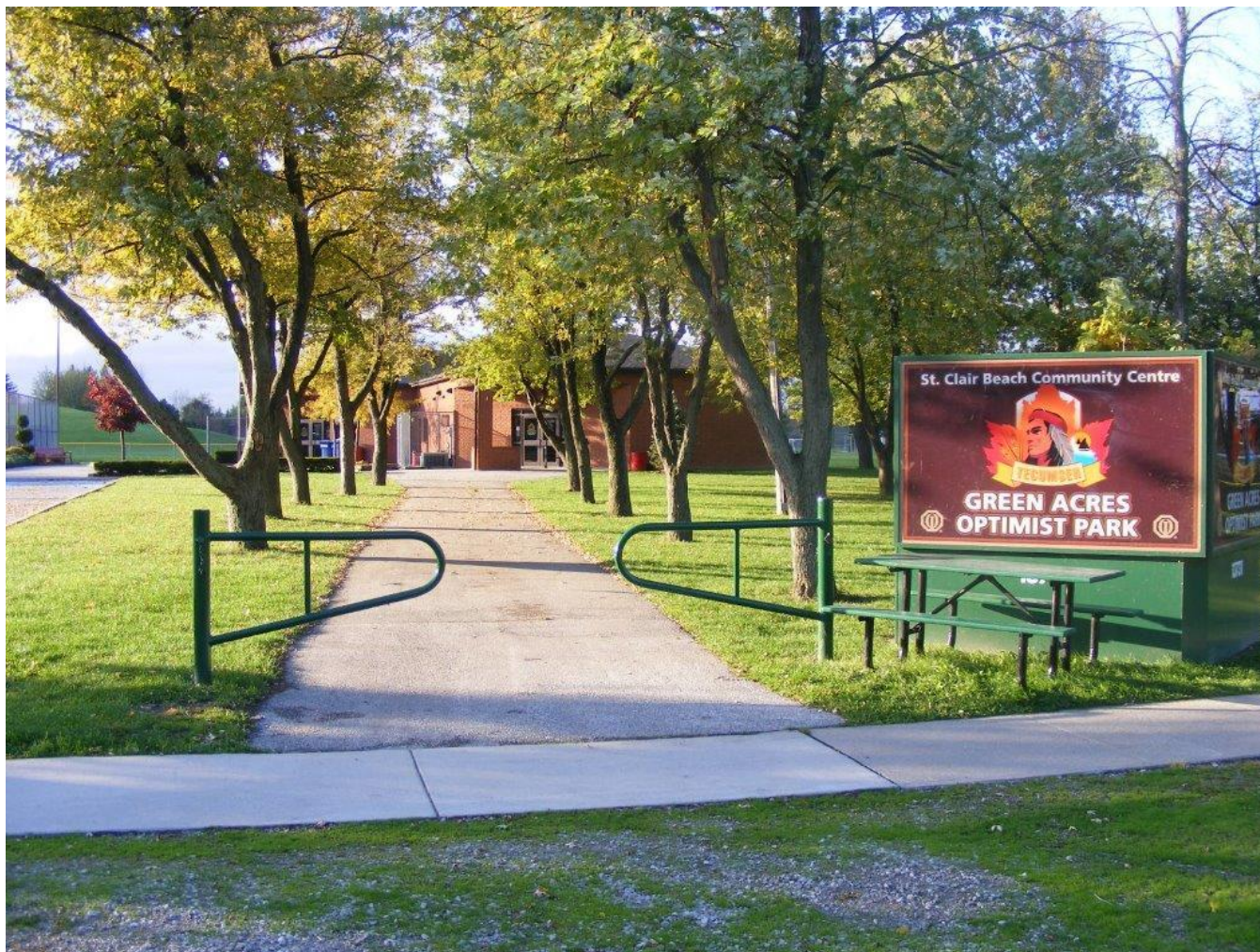
The Optimist Club of St. Clair (Club) was formed in April 1978 and over the years the members have given generously of themselves in the promotion of healthy activities and have helped to deliver services to support the community.

The first project undertaken by the Club was a major fireworks display at Green Acres Park on Victoria Day in 1978. The fireworks display became an annual tradition at the Park.

The Club has also been actively involved in numerous community service projects. Barbecues and picnic shelters were made possible at the Park in large part from the Club’s support. It is also responsible for many pathways, benches and litter containers at the Park and throughout

the community. The St. Clair Beach Community Centre was also made possible through the generous efforts of the Club's members and financial contribution

Green Acres Parks was renamed "Green Acres Optimist Park" by the Council of the Village of St. Clair Beach on July 27, 1998, in recognition of the Club's significant contributions to the Park and community support.



In researching the request, numerous other parks were found named as Optimist Park, but with a reference to their location or historical background. Some examples locally are Optimist Park (LaSalle), Optimist Park / Belle River, Optimist Memorial Park and Optimist Memorial Dog Park (in Windsor), and Brindle Optimist Park (in Essex). Other Optimist Parks were also found in the City of Niagara, North Bay and many others throughout the Province.

The request of the Club for renaming the park to "Optimist Park" is supported. It is recommended however that "St. Clair" be included when referencing the Park on the Town's website and other materials to differentiate it from the many other Optimist Parks throughout the Province. St. Clair Beach is consistent with the name of the Optimist Club of St. Clair Beach and recognizes the legacy of the former Village of St. Clair Beach where the Park is located.

The background behind the name of “Green Acres” could not be found definitively. When consulting with the Tecumseh Area Historical Society (TAHS), they believed the area of the Park was once referred to as “Green Acres” before being transformed into a park.

Consultations

Planning & Building Services
TAHS

Financial Implications

The cost of replacing the Park sign is included in the 2019 Small Capital Budget and estimated at \$2,500.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input checked="" type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that the Town of Tecumseh’s current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh’s plans and priorities.
<input type="checkbox"/>	Steward the Town’s “continuous improvement” approach to municipal service delivery to residents and businesses.
<input checked="" type="checkbox"/>	Demonstrate the Town’s leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Laura Moy, Dipl. M.M., CMMIII HR Professional
Director Corporate Services & Clerk

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
None	None



The Corporation of the Town of Tecumseh

Financial Services

To: Mayor and Members of Council

From: Luc Gagnon, Director Financial Services & Treasurer

Date to Council: November 27, 2018

Report Number: FS-2018-17

Subject: Award General Insurance and Risk Management Services

Recommendations

It is recommended:

THAT the proposal for the General Insurance & Risk Management Services contract in the amount of \$295,428 plus PST **be awarded to Frank Cowan Company Limited;**

AND THAT the Mayor and Clerk **be authorized** to enter into a contract for the services with Frank Cowan Company Limited;

AND FURTHER THAT an **allocation of \$39,000 be made to the Insurance Reserve** which provides funding for those years where we have an extraordinary number of deductible payments required.

Background

Our general insurance and risk management services are currently provided by JLT Jardine Lloyd Thompson Canada pursuant to an RFP process that was circulated in 2006. Since that time JLT has been the Town's insurance provider with subsequent renewals with JLT. During the time with JLT the Town's insurance premiums have increased as much as 21.8% and decreased as much as 3.8%. Although Insurance Premiums are exempt from the Purchasing By-Law the Finance Department exercised its due diligence to ensure the Town is getting the best value and service for the cost.

Accordingly, the Town issued an RFP on October 10, 2018 in consultation with our local broker Hub International Ontario Limited (HUB). The RFP was advertised on the Town's website along with direct invitation to four (4) major insurance providers to municipalities; four (4)

proposals were received from Frank Cowan Company Limited, JLT Canada, AON and BFL Canada and were opened in the presence of Administration and HUB.

General terms of the RFP included:

- Service was to cover January 1, 2019 to January 1, 2020, with the option to renew for each subsequent year, based on satisfactory performance and service;
- Coverage had to be at least as comprehensive as currently in place;
- Proponent had to have the financial strength to meet the service requirements; and
- Proponent had to have municipal experience.

The Director Financial Services & Treasurer, Mike O'Neil Account Executive with HUB and Mary-Anne Bilodeau Commercial Account Manager with HUB, reviewed and evaluated the proposals received. Proposals were evaluated based on:

- Compliance with Proposal Content requested;
- Experience with Municipal Insurance;
- Added value services offered; and
- Cost

Costs submitted were:	Excluding PST	Including PST
• Frank Cowan Company	\$ 295,428	\$ 316,911
• AON	\$ 320,196	\$ 345,812
• JLT	\$ 350,473	\$ 375,686
• BFL	\$ 462,732	\$ 497,219

The 2018 premium, including PST, was \$421,859.

A recommendation letter from our Account Executive is attached for information purposes.

Comments

Given the large difference, \$180,308, between the lowest and highest submissions, special attention was given to reviewing the coverage specifications as outlined in section C of the RFP. While different language may have been used to describe the coverage, all four submissions were quoted the same and met the specifications.

Other aspects of the proposals were then reviewed and all four proponents:

- Submitted complete RFP's;
- Had experience in providing Municipal Insurance;
- Were suitably licensed;
- Appeared financially stable enough to provide coverage to the Town; and

- Provided additional value added services including risk assessment and claims management.

A comprehensive risk management program is an important factor when considering your overall insurance program provider. Frank Cowan Company's submission was the low bid and also provided a variety of value added services based on the Town's claims loss run. The Town has had claims in various operating departments and based on the claims profile, Frank Cowan Company has provided a multi-year Risk Management Plan to help prevent future losses. Some of the services include:

- Asset Valuations & Risk Inspections
- Policy & Procedure Review
- Educational Training
- Road Risk Assessment
- Driver Training
- Contract Reviews
- Claims History Analysis
- Weather Monitoring Portal

Included in the Risk Management Plan is a schedule of risk inspections over the next three years of the various buildings throughout the Town of Tecumseh. Frank Cowan Company is committing to 32 hours of inspection services by their Risk Inspector. Some of the properties include but are not limited to:

- Fire Halls # 1 and # 2
- Tecumseh Arena
- Municipal Office
- Tecumseh Library
- Water Tower
- Manning Road Stormwater Pump Station
- McAuliffe Park
- Lacasse park swimming pool/change house
- Weston Pak
- St. Mary's Park

This list can be amended per the Town's request.

Based on their submission and subsequent discussions, Administration, in consultation with HUB recommends that Council award the contract for General Insurance & Risk Management Services to Frank Cowan Company Limited. The proposal provides the Town with the best combination of products and services available.

Consultations

HUB International

Financial Implications

Frank Cowan Company is providing a one-year term for January 1, 2019 to January 1, 2020 with the option to renew for each subsequent year, based on satisfactory performance and service. Frank Cowan Company has offered a two-year renewal price stability agreement based on the following:

- The average rate per auto by vehicle class will be held to a maximum of 3% increase for each renewal term, as long as the risk continues to meet the definition of a fleet.
- The average property rate for the total insured value will be held to a maximum of 2% increase for each renewal term.
- Due to annual inflation on claims costs, premium increases, if any, will be held to a maximum of 8% for each renewal term.
- Changes in exposure, operations and/or assets may also affect overall program costs.

In the event that Frank Cowan Company cannot meet the above underwriting parameters due to certain market conditions beyond their control they will advise the Town 60 days in advance of the renewal.

The total cost for insurance is summarized below:

	2019 Estimate	2018 Budget	2018 Actual	2017 Actual	2016 Actual
Premium	\$316,911	\$409,850	\$421,844	\$394,126	\$398,887
Agent Fee	\$10,800	\$10,800	\$10,800	\$10,800	\$10,800
Deductibles	\$40,000	\$35,000	\$30,359	\$35,556	\$21,203
	\$367,711	\$455,650	\$463,003	\$440,482	\$430,890
* 2018 Actual Deductible YTD					
** 2019 Deductible Estimate					

The estimated insurance costs for 2019, based on the Frank Cowan Company RFP submission, is a decrease of \$87,939 from the 2018 Budget (\$455,650 - \$367,711).

We previously set up an Insurance Reserve as a measure to provide funds in any one year where we have an unusually high number of deductibles to be paid. The balance in the reserve at the end of 2018 is estimated to be \$211,000 which, based on a deductible level of \$10,000, would cover an extra 21 deductible claims. In an effort to provide an additional measure of safety Administration is recommending allocating an amount of \$39,000 to the Insurance Reserve.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Janey Murphy
Purchasing Officer

Reviewed by:

Luc Gagnon, CPA, CA, BMath
Director Financial Services & Treasurer

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
1	Recommendation Letter HUB International Limited

November 15, 2018

Corporation of the Town of Tecumseh
917 Lesperance Road
TECUMSEH, ON N8N 1W9

Attn: Luc Gagnon

Re: RFP for Insurance Services

Dear Mr. Gagnon,

We would like to take the opportunity to thank you once again for selecting Hub International to represent you as your broker.

As per your instruction an R. F.P for the Towns insurance for the 2019/2020 term went out. We have received the following proposals (before PST):

Jardine Lloyd Thompson Canada (existing carrier)	\$350,473
BFL Canada	\$462,732
Aon	\$320,196
Frank Cowan Insurance	\$295,428

We make our recommendation not only on price and coverage's but with many factors in mind, length of time in business, knowledge dealing with municipalities, stability in the marketplace and claims experience, among others.

Please note during our review, we examined the 4 proposals to make sure that they all met the RFP requirements including but not limited to:

- The POED limits for all physical assets and the respective contents
- The automobile fleet to ensure that all vehicles were accounted for
- That the liability limits were the same @ \$50,000,000. Note that each submission has different primary and excess limits but all account for the same total
- That the deductibles were similar and met the RFP requirements
- The extensions of coverage were similar i.e. replacement cost on vehicles/ Councillors AD&D/ Pollution limits/ Errors & Omissions/ Crime etc.

Having thoroughly reviewed all proposals we recommend the quote presented by Frank Cowan Company. Their quote meets all of the requested requirements with pricing of \$295,428.00. Frank Cowan has been providing insurance services for municipalities for over 90 years. Prior to JLT, the towns insurance was with Cowan for a number of years. Their proposal has also included a rate guarantee for 2 additional years beyond this quote. Subject to conditions similar to the other carriers.

As an added bonus Frank Cowan has offered to provide two complementary seminars to the Town, with many topics to choose from and customized to the Town of Tecumseh. Frank Cowan also offers access to Guidewire Claim center which is a real time web based paperless system that provides features such as up to date status of claims, claims history and much more.

Lastly we have enclosed a Summary provided by Cowan and some history that speaks to their ability to effectively provide insurance services to the Town of Tecumseh and why we have recommended them.

Once we have been directed by council to place coverage effective the January 1st renewal, I recommend we schedule a meeting with the Cowan representative to co-ordinate how and when to implement the additional services provided by them.

Should you have any further questions or comments please let us know.

Most Sincerely,

A handwritten signature in black ink that reads 'Mike O'Neil'.

Mike O'Neil

A handwritten signature in black ink that reads 'M. Bilodeau'.

Mary-Anne Bilodeau



The Corporation of the Town of Tecumseh

Financial Services

To: Mayor and Members of Council

From: Luc Gagnon, Director Financial Services & Treasurer

Date to Council: November 27, 2018

Report Number: FS-2018-18

Subject: Contract Renewal – Auditing Services KPMG LLP

Recommendations

It is recommended:

THAT the Town **approve** the contract renewal for KPMG LLP as the external auditors for the Town and BIA for the 2018 to 2022 fiscal years;

AND THAT a by-law **be prepared** appointing KPMG LLP as auditors in accordance with the original Request for Proposal – External Audit Services dated October 4, 2013 and their request for renewal letter dated August 2, 2018.

Background

Section 296 of the *Municipal Act, 2001*, S.O. 2001, c. 25 states in part:

- (1) A municipality shall appoint an auditor licensed under the *Public Accounting Act, 2004* who is responsible for;
 - (a) annually auditing the accounts and transactions of the municipality and its local boards expressing an opinion on the financial statements of these bodies based on the audit; and
 - (b) performing other duties required by the municipality or local board,
- (3) An auditor of a municipality shall not be appointed for a term exceeding five years.
- (4) Despite any Act, the auditor of a municipality shall not be an employee of the municipality or a local board of the municipality.

In 2013, as per Financial Services Report No. 14/13, Council approved the appointment of KPMG as the auditor for the Town of Tecumseh. The appointment was the result of a Request For Proposals (RFP) the Town issued in 2013 for auditing services. The terms of the 2013 RFP allow for the extension of the contract for another five-year term subject to the agreement of both parties.

In accordance with the above, KPMG provided correspondence dated August 2, 2018 (Attachment 1) outlining proposed adjustments to the terms as submitted pursuant to By-law Number 2013-63 (Attachment 2) which includes KPMG's proposal to serve under Request for Proposal – External Audit Services dated October 4, 2013.

Comments

The Finance Department recommends engaging KPMG LLP for a further five-year term covering 2018 to 2022 fiscal years. Reasons to re-appoint KPMG as the Town's auditors:

- Unparalleled Municipal Experience – KPMG has comprehensive knowledge of financial reporting requirements and relevant legislation affecting Ontario municipalities.
- Continuity of Senior Staff – Engagement partner Cynthia Swift has served the Town for several years which has enabled the Town to build a strong working relationship with its external auditors. This enhances audit efficiencies and minimizes disruptions to the day to day routine of administration.
- Value of Money – KPMG has honoured its original fee commitments. The Town's audit fees will be one expenditure unlikely to vary from budget, with no fee surprises.
- Wide Range of Services – Be it commodity tax services, advisory services, such as strategic planning, program evaluation or alternative service delivery, KPMG has demonstrated it has the ability to bring the right resources to the table in a cost-effective manner.
- Measureable Service Quality – KPMG formally and informally solicits the Town's input on their performance on an ongoing basis, including an annual Client Feedback Review.
- Proven Performance Record – KPMG's track record as auditors of the Town is backed by a history of promises fulfilled and commitments honoured. The Town is assured of KPMG's commitment to deliver the highest quality of service promptly and on a timely basis, in the most cost efficient manner.

Consultations

Corporate Services & Clerk

Financial Implications

The 2017 audit fees before HST were Town \$20,200, BIA \$800, Total \$21,000.

KPMG has proposed 2018 audit fees of Town \$21,000 and BIA \$820 for a total of \$21,820.

KPMG is prepared to commit to limiting any increase in the proposed 2019 base audit fee to the annual increase in the Consumers' Price Index over that reported at the end of the previous year, beginning December 31 2018. KPMG estimated this change to approximate 2% per annum beginning in 2019 however will adjust the fee by the actual percentage change.

	Town	BIA	Total
2018	\$ 21,000	\$ 820	\$ 21,820
2019	\$ 21,400	\$ 830	\$ 22,230
2020	\$ 21,900	\$ 850	\$ 22,750
2021	\$ 22,300	\$ 870	\$ 23,170
2022	\$ 22,700	\$ 900	\$ 23,600
Total	\$ 109,300	\$ 4,270	\$ 113,570

The Town's budget allocation is \$23,800 including non-refundable HST. BIA costs are paid by the BIA. The Town's 2018 costs including 1.76% non-refundable HST would be \$21,370 (\$21,000 * 1.0176).

Reasons for proposed increase in 2018 and beyond:

- The last five-year period has seen an unprecedented change in generally accepted auditing standards. The fees merely reflect the number of professional hours needed to comply with Canadian generally accepted auditing standards. The fees have not increased proportionately with the increase in time recently spent and to be spent on future audit work.
- Public Sector Accounting Standards Board has introduced changes to municipal reporting requirements with a view to conforming accounting principles currently used by municipalities with those used in the private sector. Tangible capital assets were the latest significant change and future changes include asset retirement obligations and financial instruments.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Janey Murphy
Purchasing Officer

Reviewed by:

Luc Gagnon, CPA, CA, BMath
Director Financial Services & Treasurer

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
1	KPMG Request for Renewal Letter August 2 2018
2	By-law Number 2013-63



KPMG LLP
3200 Deziel Drive, 618 Greenwood Centre
Windsor ON N8W 5K8
Canada
Tel 519 251-3500
Fax 519 251-3530

Private

Mr. Luc Gagnon, CPA, CA, BMath
Director of Financial Services
Corporation of the Town of Tecumseh
917 Lesperance Rd.
Tecumseh, ON N8N 1W9

August 2, 2018

Dear Luc:

As requested, we are writing to provide you some information to assist both you and members of Council in their upcoming consideration of the appointment of auditors for fiscal 2018 and subsequent years. In particular, the attached appendices are intended to illustrate why we believe KPMG is deserving of re-appointment as the Corporation's auditors. Appendix A is a summary of audit and assurance related fees paid to KPMG over the five year period ended December 31, 2017. Appendix B is a fee proposal for the five year period ending December 31, 2022 supplemented by commentary to explain the proposed increase in base audit fees over 2017 for 2018 and forward. Appendix C provides some rationale as to why we believe KPMG is the Corporation's best choice to continue to serve as its auditors.

Also included per your request are Appendix D- Certificate of Insurance, Appendix E- WSIB Clearance Certificate and Appendix F- Public Accounting License.

We would be pleased to meet with you, and/or Council to elaborate further upon the enclosed information.

In the interim, we want to thank you for this opportunity to present our credentials with a view to continuing to serve as auditors of the Corporation of the Town of Tecumseh.

Yours very truly

A handwritten signature in cursive script that reads "Cynthia Swift".

Cynthia Swift, CPA, CA
Partner
519-251-3520

Corporation of the Town of Tecumseh

Comparative Fee Information for the Five Years Ended December 31, 2017

The base audit fees discussed below and in Appendix B relate to audit examinations of the following financial statements:

- Corporation of the Town of Tecumseh (consolidated)
- Tecumseh B.I.A.
- Gas Tax Audit

	2013	2014	2015	2016	2017
Base audit fees	\$19,000	\$19,000	\$19,400	\$19,800	\$20,200
Gas tax audit	750	-	-	-	-
BIA	750	750	765	780	800
Total	<u>\$20,500</u>	<u>\$19,750</u>	<u>\$20,165</u>	<u>\$20,580</u>	<u>\$21,000</u>
% increase in base fees (excluding Gas Tax Audit)		0.0%	2.1%	2.1%	2.0%

% Total increase in base audit fees over five-year period	6.3%
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Corporation of the Town of Tecumseh

Proposed Fee Information 2018-2022

	2018	2019	2020	2021	2022
Base audit fees:					
Town	\$21,000	\$21,400	\$21,900	\$22,300	\$22,700
BIA	820	830	850	870	900
Total	<u>\$21,820</u>	<u>\$22,230</u>	<u>\$22,750</u>	<u>\$23,170</u>	<u>\$23,600</u>

Reasons for proposed increase in 2018 and beyond:

- The five-year period ended December 31, 2017 has seen an unprecedented change in generally accepted auditing standards. All of these standards require external auditors to expend more professional time, particularly in the areas of financial statement level fraud risks, related party transactions, revenue recognition, reliance upon management representations and audit documentation requirements. Our fees, which merely reflect the number of professional hours needed to comply with Canadian generally accepted auditing standards, have not increased proportionately with the increase in time we have recently spent, and will spend on future audit work.
- Public Sector Accounting Standards Board has introduced changes to municipal reporting requirements with a view to conforming accounting principles currently used by municipalities with those used in the private sector. Tangible capital assets was the latest significant change and future charges include asset retirement obligations and financial instruments.
- In summary, we are prepared to commit once again, as we did during our recent five-year term as auditors, to limiting any increase in the proposed 2019 base audit fee to the annual increase in the Consumers' Price Index over that reported at the end of the previous year, beginning December 31, 2018. For purposes of this proposal, we have estimated this change to approximate 2% per annum beginning in 2019. We will, however, adjust the fee by the actual percentage change.

Corporation of the Town of Tecumseh

Reasons to Re-Appoint KPMG as Your Auditors

<u>Reason</u>	<u>Benefit to the Corporation</u>
<p>1. Unparalleled Municipal Experience Locally, regionally and nationally KPMG's government services practice is second to none.</p>	<p>The Corporation will benefit from our resources, knowledge and diversity of skills which will ensure you are provided with new ideas and creative approaches to meet the ever increasing demands of local government. KPMG has comprehensive knowledge of financial reporting requirements and relevant legislation affecting Ontario municipalities.</p>
<p>2. Continuity of Senior Staff Engagement partner Cynthia Swift has served the Corporation for several years.</p>	<p>Senior staff continuity has enabled the Corporation to build a strong working relationship with its external auditors. Continuity of staff not only enhances audit efficiencies and minimizes disruptions to the day-to-day routines of administration, but also ensures your service requirements are met promptly. We have, and will continue, to meet your deadlines.</p>
<p>3. Value for Money We understand you need to contain costs. As evidenced by our recent 5 year term, KPMG honoured its original fee commitments.</p>	<p>Your actual audit fees will be one expenditure unlikely to vary from budget. There will be no fee "surprises".</p>
<p>4. A Wide Range of Services Locally, and within our Southwestern Ontario regional practice, we can provide the specialized services and resources to identify opportunities to enhance your operations beyond the finance function.</p>	<p>Be it commodity tax services, advisory services, such as strategic planning, program evaluation or alternative service delivery, KPMG has demonstrated it has the ability to bring the right resources to the table in a cost-effective manner.</p>
<p>5. Measurable Service Quality We are committed to providing the Corporation with services of highest quality. During our tenure, we will meet your deadlines, provide staff continuity and be available to offer assistance and advice.</p>	<p>We formally, and informally solicit your input on our performance on an ongoing basis, including an annual Client Feedback Review. Administration, and Council members can assess and "grade" our team's performance against their expectations.</p>
<p>6. Proven Performance Record Reasons 1 – 5 above are not hollow representations. Our track record as auditors of the County is backed by a history of promises fulfilled and commitments honoured.</p>	<p>The Corporation is assured of KPMG's commitment to deliver the highest quality of service promptly and on a timely basis, in the most cost-efficient manner.</p>

Corporation of the Town of Tecumseh

Certificate of Insurance



CERTIFICATE OF INSURANCE

Date: June 19, 2018

The Insurer(s) hereby states that it has issued to the insured named herein a policy or policies of insurance providing the type of insurance and limits of liability set forth herein. This certificate of insurance neither affirmatively nor negatively amends, extends or alters the coverage, limits, terms or conditions of the policy it certifies.

Certificate Holder: Town of Tecumseh, 917 Lesperance Rd, Tecumseh, ON N8N 1W9		Named Insured: KPMG LLP, Bay Adelaide Centre, Suite 4600, 333 Bay Street, Toronto, Ontario M5H 2S5			
COVERAGE PROVIDED ONLY FOR THE FOLLOWING SECTIONS: A,B,C,D,E,F,G,H & Q					
SECTION	TYPE OF POLICY	INSURER & POLICY NO.	POLICY PERIOD M / D / Y	LIMITS OF LIABILITY	
A	Commercial General Liability	Travelers Insurance Co. of Canada Policy # TRV0332521	12/31/17 to 12/31/18	Each Occurrence	\$2,000,000
B	Products and Completed Operations				
C	Owners and Contractors protective			Products / Completed Operations - Aggregate	\$2,000,000
D	Blanket Contractual Liability				
E	Occurrence Bodily Injury & Property Damage			Tenant's Legal Liability	\$2,000,000
F	Employers Liability-Canada only				
G	Cross Liability - Severability of Interests Clause			Non-Owned Automobile	\$2,000,000
H	Personal Injury				
I	Property			Property of Every Description	
J	Certificate Holder Loss Payee			Building	
K	• All Risks, subject to policy exclusions			Equipment	
L	• Replacement Cost			Stock	
M	• Stated Amount of Co-insurance			Property of Others	
N	• Other:			Tenants Improvement	
				Business Interruption	
O	Boiler & Machinery			Limit Per Accident	
P	Umbrella Liability			Comprehensive Form	
Q	Re: Consulting. Town of Tecumseh is added to the policy(ies) as an additional insured but only with respect to liability arising out of the operations/negligence of the Named Insured.				

If required by contract, the certificate holder is added to the policy(ies) as an additional insured but only with respect to liability arising out of the operations/negligence of the Named Insured. The Insurer(s) will endeavour to provide 30 days notice to the holder of this certificate of any material change adverse to the certificate holder or cancellation by the Insurer of these policies.



 Authorized Representative
 THOMAS I. HULL INSURANCE LIMITED

Corporation of the Town of Tecumseh

WSIB Clearance Certificate



Clearance Certificate / Certificat de décharge

Contractor Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur	Contractor Address / Adresse de l'entrepreneur	Contractor Classification Unit and Description / Unité de classification de l'entrepreneur et description	Principal Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur principal	Principal Address / Adresse de l'entrepreneur principal	Clearance certificate number / Numéro du certificat de décharge	Validity period (dd- mmm-yyyy) / Période de validité (jj/mm/aaaa)
KPMG LLP / K P M G	1400-100 NEW PARK PLACE, C/O: PAYROLL MANAGER, VAUGHAN, ON, L4K0J3, CA	7731-000: Offices of Professional Accountants	THE CORPORATION OF THE TOWN OF TECUMSEH / TOWN OF TECUMSEH-1	917 LESPERANCE RD, WINDSOR, ON, N8N1W9, CA	P200000EO29N	26-Jul-2018 to 19-Nov- 2018

Corporation of the Town of Tecumseh

Public Accounting License



LICENCE TO PRACTISE AS A
PUBLIC ACCOUNTANT
IN THE PROVINCE OF ONTARIO

Issued under the authority of the *Public Accounting Act, 2004*,
by Chartered Professional Accountants of Ontario.

Issued To: Mrs. Cynthia Swift, CPA, CA
618 Greenwood Centre
3200 Deziel Dr.
Windsor, ON N8W 5K8

Licence Number: 1-19532

Issue Date: November 01, 2017

Expiry Date: October 31, 2018

INGRID ENHAGEN, CPA, CA
ACTING REGISTRAR
Chartered Professional Accountants of Ontario

THE CORPORATION OF THE TOWN OF TECUMSEH

BY-LAW NUMBER 2013-63

Being a by-law to appoint Municipal Auditors for The Corporation of the Town of Tecumseh for the fiscal years 2013 to 2017.

WHEREAS pursuant to Section 296(1) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, a municipality shall appoint an auditor licensed under the *Public Accounting Act, 2004*, who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements, performing duties required by the municipality or local board.

AND WHEREAS pursuant to Section 296(3) an auditor of a municipality shall not be appointed for a term exceeding five years;

AND WHEREAS the Town of Tecumseh wishes to accept the proposal by KPMG LLP for external auditing services for the fiscal years 2013 to 2017;

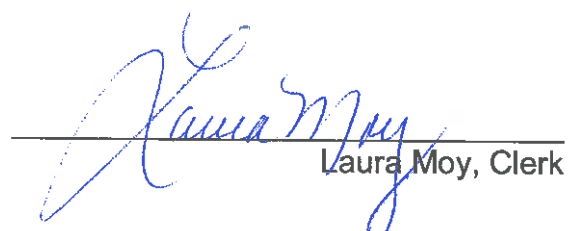
NOW THEREFORE the Council of The Corporation of the Town of Tecumseh enacts as follows:

1. **That** the auditing firm of KPMG LLP be appointed as auditor for the Town of Tecumseh; and
2. **That** KPMG LLP perform the audits for the Town of Tecumseh and its local boards, for the years ending 2013 through to and including 2017; and
3. **That** the auditing services of KPMG LLP be carried out in accordance with the terms and conditions of their "Proposal to Serve", dated October 24, 2013, attached hereto as Schedule "A" and forming part of this by-law; and
4. **That** any and all by-laws inconsistent with this by-law are hereby repealed; and,
5. **That** this by-law shall come into force and take effect on the third and final reading thereof.

READ a first, second and third time, and finally passed this 12th day of November, 2013.




Gary McNamara, Mayor


Laura Moy, Clerk



Proposal to Serve:

The Corporation of the Town of Tecumseh

RFP – External Audit Services – 2013

October 24, 2013

kpmg.ca





*At KPMG, we are **passionate**
about earning your **trust**.*

*We take deep **personal accountability**,
individually and as a team, to deliver
exceptional service and value in all our
interactions with you.*

*Ultimately, we measure our
success from the **only perspective**
that matters – yours.*



KPMG LLP
618 Greenwood Centre
3200 Dezell Drive
Windsor Ontario N6W5K8

Telephone (519) 251-3500
Fax (519) 251-3630
Internet www.kpmg.ca

Mr. Luc Gagnon CPA, CA, BMeth
Corporation of the Town of Tecumseh
917 Lesperance Road
Tecumseh, Ontario N8N 1W9

October 24, 2013

Re: Request for Proposals - External Audit Services - 2013

Dear Mr Gagnon,

I am delighted to submit our proposal to provide external audit services to the Town of Tecumseh ("the Town") for the five-year term commencing with the year-end of December 31, 2013. We are very enthusiastic about the prospect of working with the Town and thank you for the opportunity to show how KPMG is best suited to meet your external audit needs.

Running a local government can be much like running a business in the traditional sense. There are services to dispense, customers to satisfy, and costs to contain. And some professional advisors might approach the audit of the Town in the manner of a traditional business, applying a standardized methodology. Other firms might have a respectable understanding of the unique nuances of a municipal business structure. No other firm can match the hands-on, much sought after public sector resources of KPMG in Southwestern Ontario. We do not just understand your operating environment and financial reporting standards, we are specialized in this environment. We understand the budgetary reporting environment and how it interacts with PSAB reporting and the problems that can create. We have educated and developed our gurus who, in turn, educate others. We provide input into the accounting standards and requirements with which you comply. The Town deserves the best of the best in municipal auditing and PSAB accounting. Choosing KPMG means taking the business of the Town of Tecumseh to the next level.

We do realize that KPMG's size, dedicated industry gurus and the extent of our client base can be daunting to locally-based organizations. The perception is that we are not interested in the "small fish" but, the reality is: 1) We do not view any of our clients as fish and 2) We have a clear focus on small and mid-size public sector organizations. In fact, our public sector clients account for a significant portion of our client base in Southwestern Ontario. For the Town, our size simply means that **you will receive the high quality service and access to a variety of resources** that one would expect from a "Big Four" firm. Our dedication to, and appreciation for, our smaller to medium-sized clients means that you will never be a "small fish in a big pond."

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International, a Swiss cooperative. KPMG Canada provides services to KPMG LLP.

We very much look forward to proceeding to the next stage of your selection process. As the main point of contact for the Town, I remain available to answer any questions you may have.

Please note that KPMG LLP is a limited liability partnership formed pursuant to the laws of Ontario. KPMG LLP does not have and is not required by law to have a corporate seal. I do have the authority to bind this proposal.

Yours sincerely,

A handwritten signature in black ink that reads "Cynthia Swift". The signature is written in a cursive, flowing style.

Cynthia Swift, CPA, CA, B.Math

Partner

(519) 251 3520



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Executive Summary

KPMG is pleased to submit this proposal to serve as external auditors to the Town of Tecumseh (the Town), and sees itself to be best suited to meet the requirements set out in your Request for Proposals (RFP). We have a solid understanding of the Municipal sector, and will provide an effective audit based on your key issues and concerns. We are committed to delivering a high quality, independent and objective audit, capitalizing on our knowledge of local government.

As the Town positions itself for the future, you will need external auditors and business advisors with a thorough understanding of your organization, its resources, the risks and opportunities it faces, and the accounting standards under which you operate. At KPMG, we understand the business relationship this involves, the results you require, and the importance of being familiar with key municipal and community issues. We will deliver practical and pragmatic advice directed towards making optimal use of resources, safeguarding key assets and identifying opportunities to improve controls. We commit to being proactive, as well as offering timely and quality service throughout the engagement.

Choosing KPMG

For Ontario municipalities, it has become increasingly important to demonstrate fiscal responsibility and public accountability to the people you service. Municipal governments in Southwestern Ontario in particular are continuously challenged to find solutions for economic development, infrastructure replacement and renewal, and minimizing tax increases while maintaining service levels. With the increasing challenges and pressures, the Town needs external auditors and business advisors with a thorough understanding of the issues, the risks and opportunities it faces, the limited resource with which you operate, and the accounting standards under which you operate. KPMG is that firm and we believe we are most suited for this assignment. Here's why:

Deep municipal sector experience in Windsor

KPMG proudly serves more local government organizations in Windsor, throughout Southwestern Ontario and across Canada than any other professional services firm. We are the audit leader in local government and municipal markets. **The skilled resources you need are all located in the Windsor office and you can be assured that all have the municipal experience required to meet your needs and bring tangible value to your audit.** All audit team members receive in-house developed training on municipal auditing that covers the significant audit risk areas, common audit issues as well as municipal budgeting concepts and their interaction with financial reporting. Our significant Public Sector involvement and client experience will enable us to hit the ground running. We do not have to look beyond the local office to find the expertise required to complete your audit and assist you when challenges arise.

Our firm has made a commitment to industry specialization and to keeping informed of the latest techniques, legislation and other service opportunities. Because municipalities are a significant segment of our Public Sector practice, we have extensive local and national experience in Public Sector Accounting Board (PSAB) Standards. We approach industry issues from your perspective, not ours, and will work with you to take advantage of emerging opportunities and to create sustainable business development strategies. For example, a number of municipalities have undertaken a review of their user fee rates in order to mitigate property tax impacts of providing municipal services, ensure compliance with legislation and ensure rates reflect the "true" costs of the service. KPMG has provided assistance to a number of municipalities in conducting such reviews. Our approach ensures any proposed rates are consistent with benchmarked standards and the expectations of community stakeholders while performing a comprehensive review of current rates, policies and legislation. We would be pleased to discuss how we can assist the Town in conducting such a review of its user fees.

A tailored municipal audit approach

The most successful audit comes from a co-ordinated effort between the client and the auditor. KPMG will maintain regular contact with the Town's Administration throughout the year, and when appropriate, Council, ensuring timely identification of and action on any issues.

Our proposed audit approach demonstrates our knowledge of the local government sector. It focuses our work on your key operational cycles: taxation and user charges, government transfers, budgeting and procurement, tangible capital assets and human resources and payroll. We focus on the areas of greatest risk, which means that we are not wasting your time on matters that are not significant. Our experience serving local governments means we understand the issues you face, including growth opportunities and challenges, infrastructure renewal, shared service opportunities and full cost recovery models for rate setting. Our familiarity with these issues gives us a unique perspective and the ability to provide the Town proactive assistance with new initiatives, issues and opportunities. We understand the impact of the financial reporting changes experienced with the transition to tangible capital asset accounting. We have worked with our clients to prepare financial statements that present the Municipality's financial information in a manner that can be understood by the users of the financial statements. We have assisted our clients with developing financial reporting processes that streamline the collection of financial information and leads to a smoother, less time-consuming financial statement preparation process. Our service approach stresses knowledge sharing, timely communication, value-added feedback, and no surprises.

Wide range of resources and support services

Beyond the audit, KPMG can bring added value to the Town through our additional resources and support services. Today's competitive and challenging business and economic environment is forcing municipalities to take a harder look at their support functions with an eye to reducing costs, increasing service efficiency and quality, overcoming impediments to growth and improving organizational agility. KPMG has the technical skills, sector-focused teams, and resources to provide the in-depth advice and insight that today's public sector requires. Additional resources to the team, **Janice Cardinali (commodity tax)** and **Roger Bryan (public sector advisor)** have significant experience in serving municipal clients. Janice has assisted his municipal clients with obtaining HST/GST refunds and defending their positions with CRA during HST audits. Roger has worked with a number of municipal clients advising on governance design and relationships, policy, organizational assessment, design and effectiveness, strategic planning, service delivery reviews and continuous improvement projects.

Value for fees

KPMG is determined to keep its fees competitive as well as consistent with the high quality of services we provide. Our success in leveraging this balance from other engagements demonstrates KPMG's position as a leading auditor and advisor to municipalities. We aim to deliver an effective and efficient audit and concentrate our audit efforts on your key issues. We will proactively identify opportunities relating to your operations, business processes and financial reporting, and will provide the best possible advice.

Our team is committed to delivering exceptional service and value to the Town—we want to serve you!



1. Eligibility

	Criteria For Assessment	Page #
a)	Provide satisfactory evidence that the partner(s) is licensed as a Public Accountant under the Public Accountancy Act;	Please refer Appendix B for a copy of the engagement partner's license.
b)	Provide a list of the firm's current and prior municipal clients indicating the types of services performed, the number of years served for each and the local office which served each client, include names and telephone numbers of senior staff of these municipalities that may be contacted as references;	Please see pages 9 and 11 for a client list and references.
c)	Describe your approach to the audit. This should include at least the following points: <ul style="list-style-type: none">• Type of audit program used (general, municipal standard, etc.);• Members of the audit team and approximate percentage of time spent on the audit by each member;• Audit time schedule.	Please see pages 17-23
d)	Indicate the number of people, by level, located in the office assigned to the audit.	Please see page 7



2. Audit personnel technical qualifications

KPMG is confident that the quality and skills of each member of our team greatly add to the value of our audit. We carefully staff our engagements with professionals selected for their relevant technical qualifications, strong municipal credentials and track record in helping municipalities meet a variety of challenges similar to the Town's.

We are passionate in what we do and look forward to showing the Town of what we can do for you and begin by introducing your KPMG team below.



Cynthia Swift, CPA, CA – Lead Engagement Partner
Tel : (519) 251 3520 | caswift@kpmg.ca

Role: Cynthia will have overall responsibility for KPMG's services to the Town. She will coordinate all services and ensure your timely access to resources and will assume responsibility for the quality, timeliness and effectiveness of KPMG's service. She will maintain contact with Administration to keep informed of your activities and plans and she will attend such meetings as required to keep you abreast of our work. She will ensure Administration and Council are informed of the progress of the audits and the results of all audit findings.

Why Selected: Cynthia is an Audit Partner in our Windsor office with 23 years of public sector experience. Cynthia is involved in the audits of a number of medium to large clients including, areas of local government, hospitals and not-for-profits and works with PSAB accounting principles on a regular basis. Her municipal clients include:

- The City of Windsor (various Boards and Commissions) – Engagement Partner – 5 Years
- County of Essex – Engagement Partner – 10 Years
- Town of Lakeshore – Engagement Partner – 3 Years

Cynthia's other relevant clients include Enwin Utilities, ELK Energy Inc., the Greater Essex County District School Board, University of Windsor, Windsor-Essex Children's Aid Society and Foundation, John McGivney Children's Centre and School Authority, Erie St. Clair Community Care Access Centre, Sexual Assault Crisis Centre and Hiatus House.

Cynthia is the Windsor office's Financial Instrument specialist. She also participates in KPMG's internal Quality Performance Review program as a reviewer. This involves completing a peer review of another office's audit files to ensure they meet with our firm's audit quality standards. She is a People Leader in the Windsor office and the Chair of the Windsor office Community Leader Committee, which has a mandate to oversee the firm's investments in supporting local community organizations and charities and the engagement of our staff in making a positive impact in our community.

Professional Qualifications and Education

- B. Math, University of Waterloo
- Chartered Accountant, Ontario



Nick Thomas, CPA, CA – Engagement Quality Control Review Partner

Tel: (519) 251 5212 | nkthomas@kpmg.ca

Role: Nick will review selected reports and other information on which KPMG provides an opinion or attests to, helping to ensure that the form, content and disclosure meet the latest firm and professional standards. In addition, He will conduct a quality review of the engagement file and will serve as an additional senior resource to the Town.

Why Selected: Nick is an Audit Partner and Office Managing Partner in our Windsor office with over 24 years of significant public sector and not-for-profit experience. His municipal clients include:

- The City of Windsor – Engagement Partner – 20 Years
- Town of LaSalle – Engagement Partner – 23 Years

Nick also services as engagement partner for the University of Windsor, Windsor Essex Community Housing Corporation, Windsor Regional Hospital and Hotel-Dieu Grace Hospital. He is currently the Local Office Leader for recruiting and professional development matters. He is also the Treasurer of the Canadian Mental Health Association – Windsor Branch, member of the Circle of 7 and Treasurer of Windsor-Essex Gift of Life Association.

Professional Qualifications and Education

- B. Comm., Honours, University of Windsor
- Chartered Accountant, Ontario



Lorie Gregg, CPA, CA – Audit Senior Manager

Tel: (519) 251 3525 | lgregg@kpmg.ca

Role: Lorie will be responsible for ensuring that the audit strategy and the detailed procedures developed by the team are properly executed and completed on a timely basis, as per your requirements.

Why Selected: Lorie has spent 13 years with the County of Essex audit team and has been involved with the City of Windsor, including several related entities for several years. She has developed an in-depth knowledge of the PSAB requirements.

- The City of Windsor– Senior Manager – 7 Years
- County of Essex– Senior Manager – 13 Years
- Town of Lakeshore – Senior Manager – 3 Years

Additional public sector clients include Enwin Utilities, ELK Energy Inc., Windsor Essex Community Housing Corporation, the Essex-Windsor Solid Waste Authority, the Town of Lakeshore, Windsor Essex Children's Aid Society, Greater Essex County District School Board and the University of Windsor. Her responsibilities have included advising clients on accounting and financial reporting matters, performing financial and systems analysis, conducting external audits and evaluation of financial statements.

Professional Qualifications and Education

- B. Comm., Honours, University of Windsor
- Chartered Accountant, Ontario

Additional Resources



Janice Cardinali – Senior Manager, Indirect Tax
Tel- (519) 747 8833 | jcardinali@kpmg.ca

Janice is a Senior Manager in our Indirect Tax practice. In her 16 years of practice Janice has worked with a broad cross section of businesses and public sector organizations working to provide common sense solutions to the challenges inherent in the dynamic field of sales tax.

During the transition to HST, Janice served as a trusted advisor for several municipalities in Southwestern Ontario. Her experience at the municipal level includes comprehensive reviews of rates and fees, training sessions for staff, contractors and other stakeholders in the community, preparing ruling requests and liaising with staff to find common sense solutions to everyday tax problems. She has also assisted national private companies in staff training, software implementation and developing sound and compliant HST reporting from coast to coast. Her areas of expertise include identifying compliance issues, negotiating settlements to audit assessments, recovery of overpaid sales and excise taxes and minimizing the costs of compliance. Through much of her career Janice has worked with participants in the public sector in identifying ways to minimize commodity tax obligations within the confines of Canadian and Provincial legislation.



Roger Bryan, MBA – Senior Principal, Advisory
Tel:(519) 251 3501 | rogerbryan@kpmg.ca

An Associate Partner and member of our Ontario Performance & Technology Advisory Services practice, Roger has management advisory experience with public sector municipal government, not-for-profit, hospitals and university entities in the areas of strategic thinking and implementation, business process improvement, group problem-solving facilitation and implementing and sustaining organizational change.

Some of Roger's clients have included: the Town of LaSalle, the Town of Essex, the Windsor and Essex County Land Ambulance Service, the Windsor Public Library, the County of Essex, the City of Windsor, Hotel Dieu Grace Hospital, the Windsor Police Department, the Erie St. Clair LHIN and the University of Windsor.

Maintaining continuity of our engagement team

We appreciate the importance you place on staff continuity to your operations. At KPMG, we find it to be a winning condition for efficient and consistent service. It is also the foundation for a good working relationship with you and your team throughout the engagement. We do our best to maintain the same team members on the audit from beginning to end and year over year.

If a change is unavoidable, we will draw from our pool of professionals to bring in a new team member with comparable experience. We will discuss staffing with you during our audit planning meetings each year, with an objective to satisfy any concerns you might have about the team. We will promptly inform you of any staffing changes that may arise and will seek your approval where possible.

Specialized skills and training

All of our proposed team members have experience in a number of functional areas that we expect will be critical to the overall conduct and success of this project, including:

- **Presentation skills** – Each of the team members has extensive experience preparing and delivering concise presentations to various entities including Administration and Audit Committees and Boards of Directors.
- **Interviewing skills** – Training has been provided on interview guide development, development of interview questions, interview preparation techniques, interviewing skills and post-interview procedures, including follow-up and documentation standards;
- **Risk assessment** – Team members have been trained in risk assessment procedures for the purpose of measuring and prioritizing risks on the basis of likelihood and impact. They also have experience in developing and conducting risk assessment surveys and interviews as a means of identifying and prioritizing risks.
- **Data analysis** – The team has skills in analyzing data qualitatively, through comparison to best practices and industry standards, and corroborating data with other known conditions, as well quantitatively, including performing various quantitative techniques including various statistical analyses such as trend analysis, ratio analysis, reasonableness testing and data extrapolation.
- **Report writing** – Key team members have extensive experience in the planning and preparation of audit, evaluation and Administration consulting reports. We place great importance on making sure that our reports are well organized, with findings, conclusions and recommendations clearly presented and communicated using plain English.

Office assigned to the audit

The audit for the Town of Tecumseh will be conducted from our **Windsor office** located at 618 Greenwood Centre, 3200 Deziel Drive Windsor, ON N8W 5K8.

KPMG LLP has offices in 34 locations across the country comprising approximately 725 partners and more than 5,500 employees. We are the Canadian member firm of KPMG International, whose member firms together have 152,000 people including more than 8,100 partners in 156 countries.

Locally, we provide a full range of audit, tax and advisory services to clients in a variety of industries in Windsor and the surrounding areas. KPMG's Windsor clientele represents a variety of industries, sizes and corporate structures and is a mixture of privately owned companies, public corporations, not-for-profit organizations and the public sector.

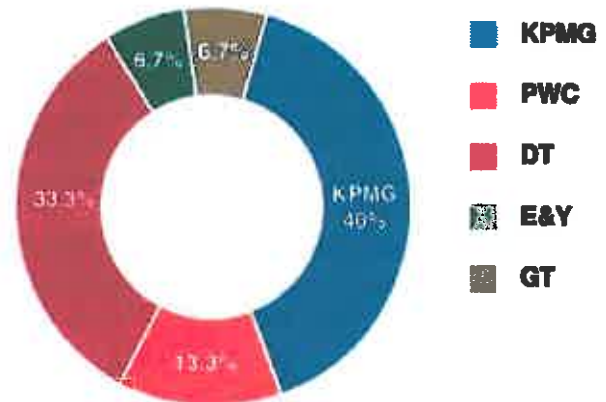
The following table outlines the resource allocation in the Windsor office:

Staff	Advisory	Audit	Tax	Local Admin/NSS	Total
Partner/Associate Partner	1	3	4	-	8
Senior Manager	-	4	3	-	7
Manager	-	2	5	1	8
Specialist	-		4	-	4
Senior & Staff Accountant	-	13	1	-	14
Administrative	-	1	2	2	5
Senior Staff/Supervisory	-	-	-	1	1
TOTAL	1	23	19	4	47

Municipal audit experience

For Ontario municipalities, it has become increasingly important to demonstrate fiscal responsibility and public accountability to the people you service. Municipal governments in Southwestern Ontario in particular are continuously challenged to find solutions for economic development, infrastructure replacement and renewal, and minimizing tax increases while maintaining service levels. With the increasing challenges and pressures, the Town needs external auditors and business advisers with a thorough understanding of the issues, the risks and opportunities it faces, the limited resources with which you operate, and the accounting standards under which you operate. KPMG is that firm and we believe we are most suited for this assignment.

You need external auditors who know the public sector and understand the challenges you face in planning and financing a local government. You need a trusted advisor who can support your business agenda. KPMG is that firm. KPMG has a market share of 40% within the Public Sector – **more than any other firm** – and we are a leading auditor of municipalities across Ontario. The firm and our proposed team have extensive local and national experience in Public Sector Accounting Board standards, information risk management, tax and other issues as these relate to municipalities. The Town will receive the benefit of this market leadership: access at all times to knowledgeable professionals who meet your deadlines; the right answer the first time on technical matters; and professionals with a wide range of audit, accounting and specialized expertise – in local government. We work with local government officials every day, understand what makes local government unique, and have a clear understanding of the legislative framework within which you operate.



Source: FP 900, RoB Public 1000, RoB Private 350, 2012

As one of the country's leading accounting firms, KPMG is committed to bringing thought leadership to the public sector. We work with several organizations representing the interests of financial professionals in the public sector, and are active in several trade associations through our participation in various government and industry conferences and events.

Our clients

Locally, approximately 33% of our Audit practice is dedicated to serving clients in the Public and Not-For-Profit sectors. We have an extremely deep "bench" when it comes to providing public accounting and advisory services to these extremely important sectors. This is further enhanced by our ability to draw upon other professionals throughout Southwestern Ontario that are equally experienced in providing professional services to these sectors.

KPMG has a nationwide practice of partners and other professionals committed to serving the public sector including municipalities, and who receive industry-specific training at all levels of service. Their in-depth knowledge and experience enables us to provide the Town with insights firmly grounded in understanding the business challenges of the current economic environment and the municipal sector. This group of professionals meets via teleconference on a regular basis to share insights. Your team members participate in these calls.

The table below lists a selection of our Southwestern Ontario municipal clients, the local office that serves the client, and the services provided. **This information is not to be disclosed without prior written consent by an authorized representative of KPMG LLP.**

Client	KPMG Office	Years served	Services performed
Blue Mountains, Town of the	Waterloo	New	A
Bluewater, Municipality of	Waterloo	3	TCA
Centre Wellington, Township of	Waterloo	8	A, AD, GST
Dufferin, County of	Waterloo	1	A
Essex, County of	Windsor	20+	A, Ad, GST
Fort Erie, Town of	Niagara	1	TCA
Halton, Region of	Hamilton/Niagara	17	A, Ad, GST, TCA
Halton Hill, Town of	Hamilton/Niagara	2	A, Ad, GST, TCA
Hamilton, City of	Hamilton/Niagara	New	A, Ad
Howick, Township of	Waterloo	1	TCA
Huron, County of	Waterloo	3	TCA, Ad
Kitchener, City of	Waterloo	8	A, Ad
Lakeshore, Town of	Windsor	3	A
LeSalle, Town of	Windsor	50+	A, Ad
Lincoln, Town of	Hamilton/Niagara	30+	A, Ad, GST, TCA
London, City of	London	14	A, Ad, TCA
Middlesex, County of	London	6	A, GST, TCA
Milton, Town of	Hamilton/Niagara	6	A, Ad, TCA
Morris-Turnberry, Township of	Waterloo	1	TCA
Niagara, Region of	Hamilton/Niagara	21	A, GST, TCA
Niagara-on-the-Lake, Town of	Hamilton/Niagara	1	A, Ad, GST
Oakville, Town of	Hamilton/Niagara	4	A, Ad, TCA
Oxford, County of	Waterloo	3	TCA
Thames Centre, Municipality of	London	6	A, TCA, GST
Waterloo, City of	Waterloo	9	A, Ad, GST
Wellington, County of	Waterloo	8	A, Ad
Windsor, City of	Windsor	50+	A, Ad
Woolwich, Township of	Waterloo	10+	A, Ad, GST
LEGEND A - Audit and Accounting Services Ad - Advisory Services – PSAB 3150, Policy, Strategic Planning, Program Evaluation, Performance Measurement, Operations Review, or other GST - Indirect Tax Services – Goods and Services Tax, Provincial Tax, Workplace Safety & Insurance Board (WSIB), etc. TCA - Tangible Capital Assets			

Particular strengths relevant to the audit

At KPMG, we place a high priority on keeping abreast of industry issues and trends so that we can provide our clients with the best possible advice. We therefore offer an extensive portfolio of in-house training programs to our professionals, covering business, legislative and financial matters unique to the public sector and not-for-profit sector. In addition, we regularly issue internal publications to keep our people up-to-date on changes in accounting, auditing, tax and other matters of special concern to local governments.

This commitment to professional development helps us understand the challenges of your environment, can help you take advantage of new opportunities, and allows us to deliver the highest quality service to the Town. Our dedicated professionals will also share with you their knowledge on technology and emerging business, legislative and accounting issues that may affect your organization, such as PSAB developments.

We work with organizations representing the interests of financial professionals in the public sector, and are active in several trade associations, conferences and events including:

- **Public Sector Training** – KPMG professionals have developed course materials for several of the provincial Institutes of Chartered Accountants relating to government financial reporting based on the standards and principals set out in the Public Sector Accounting Board (PSAB) standards. Our professionals also deliver this training on behalf of many of the provincial Institutes, and serve as board members and participate on various task forces.
- **Public Sector Accounting Board (PSAB)** – KPMG is represented on the Public Sector Accounting Board and many of its task forces and committees. This allows our team members to gain access to the views and trends in PSAB accounting standards and bring those views forward to the benefit of our clients, solicit their feedback and provide early warning for coming changes.
- **The Government Finance Officers Association (GFOA)** – For years, KPMG has attended and provided speakers at GFOA's annual conferences. Several KPMG partners act as reviewers for GFOA's Canadian Award for Financial Reporting (CanFr) program for excellence in financial reporting. As the leader in auditing and advising large governments in North America, we have been frequent exhibitors of products and services at GFOA events.
- **The Municipal Finance Officers Association (MFOA)** – KPMG is a founding member of MFOA and has provided speakers on a variety of subjects such as Electricity Restructuring and Fraud Awareness. KPMG became the MFOA's external auditors effective with its 1999 fiscal year. MFOA's annual conference is attended by KPMG members, and we are a sponsor.
- **Association of Municipalities of Ontario (AMO)** – KPMG has been the external auditor of AMO for the last several years, and has been a sponsor of its annual conference.
- **Association of Municipal Managers, Clerks and Treasurers of Ontario** – In addition to being the external auditors of the Association, KPMG has been involved in many of its programs for more than 15 years and has been a sponsor of recent conferences and seminars.

Knowledge of provincial municipal financial reporting requirements

KPMG's leading municipal audit market share translates into bench strength for the Town's audit. Locally, we have skilled municipal auditors at all levels, available to deliver an effective audit on time. The team we propose also has over 50 years of combined experience with PSAB Standards and have served a number of local government clients for a number of years. The team understands the difference between the reporting framework used in the budget and the PSAB framework used for the external audited financial statements. These differences can present challenges in the year end financial reporting process. Our team for the Town is able to assist you with these challenges and propose solutions that are acceptable under both frameworks. We bring relevant experience to the table to assist you with the completion of your year end financial reporting on a timely basis.

References

We feel proud of our contributions to our clients in the local government sector. We encourage you to contact any of the following references to gain further insight into the level of service that you can expect to receive from KPMG.

County of Essex	
Contact name and title	Mr. Robert Maisonville, Director of Corporate Services/Treasurer
Address	360 Fairview Avenue West, Essex ON N8M 1Y6
Phone number	(519) 776-6441

Town of Lakeshore	
Contact name and title	Ms. Sylvia Rammelaere, Director of Finance & Performance Services
Address	419 Notre Dame Street, Belle River ON NOR 1A0
Phone number	(519) 728-5009 ext. 226

Town of LaSalle	
Contact name and title	Mr. Joe Milicia, Director of Finance/Treasurer
Address	5950 Malden Road, LaSalle ON N9H 1S4
Phone number	(519) 969-7770 ext. 224



3. Statement of guarantee

Through our submission of this proposal document KPMG is indicating acceptance of the conditions contained in the Request for Proposal.

Cynthia Sneyd

October 24, 2013

Signature of Authorized Signing Officer

Date



4. Fees and expenses

As professional service providers, we understand your concern to maximize value for the fees you pay. We strive to keep fees at the lowest possible level consistent with high professional standards. We believe value translates into providing high quality service, bringing experience directly related to your activity sector and assigning the best people for the engagement. At KPMG we commit to meeting your deadline and consistently identifying ways for greater efficiency.

Our proposed fees

Our proposed fees reflect our strong desire to serve as external auditors to the Town. Our fees for five years ending on December 31, 2017 are detailed as follows:

Entity	2013	2014	2015	2016	2017
The Town of Tecumseh	\$19,000	\$19,000	\$19,400	\$19,800	\$20,200
Federal Gas Tax Revenue	\$750	\$750	\$765	\$780	\$800
The Business Improvement Area (BIA)	\$750	\$750	\$765	\$780	\$800
Total	\$20,500	\$20,500	\$20,930	\$21,360	\$21,800

Our proposed fees do not include taxes (HST), but are inclusive of all out-of-pocket expenses as this will be considered a local audit. Our fees are billed as the engagement progresses, starting with the interim work.

Our proposed fees assume that we will receive full cooperation from your staff and that all necessary information will be in order for us to deliver our audit opinion. It is further expected that any accounting issues identified during our initial meeting will be resolved before the start of the engagement and that our team will encounter no major accounting or auditing problems during the engagement. Our fees are based on your existing operations and will be adjusted if a change in your structure occurs, or new accounting or auditing standards are established. We will review and discuss our fees with you annually and will also work with you to continuously improve the effectiveness and efficiency of our audit.

We will track actual time spent on each major audit task and submit to the Director of Financial Services, if requested, upon the completion of the audit, a schedule comparing the actual audit time spent with the time budgeted. If less time is required to perform the audit a fee reduction will be given to the Town or any other entity requiring audit services.

Adding value to the Town from the start

KPMG will absorb all costs associated with making the transition from your current auditor. We are also offering a \$1,000 credit towards any Advisory services performed within the first three years of our appointment.

Estimated Hours

The following table summarizes our estimate of the level of effort required for the audit, broken down among the various responsibilities we have identified and the category of staff assigned to each responsibility.

Section	Partner	Senior Manager	Staff	Total
Planning & Strategy	2	3	7	12
Control Evaluation	1	2	8	11
Substantive Testing	5	8	100	113
Completion	4	4	5	13
Financial Statements	5	5	10	20
Council Meetings	3	3	-	6
TOTAL	20	25	130	175

Fees for special services

In the future, you may also require other services and resources from KPMG that fall outside the scope of this engagement. When required, we will discuss and agree upon the scope, timing and related fees associated with any of these engagements in advance with the Town before starting the work.

Fees for special services would be billed on a project-by-project basis as services are provided.



5. Proposal expiry date

Through our submission of this proposal document we are committing to the terms and conditions of the Request for Proposal. We further commit that the proposal is open for acceptance up to 60 days i.e. December 14, 2013.



6. Accessibility

Accessibility to KPMG's Windsor office

The Windsor office will be responsible for the provision of audit services and is located at:

KPMG LLP

618 Greenwood Centre,

3200 Deziel Drive

Windsor, ON N8W 5K8

Telephone (519) 251-3500

Fax (519) 251-3530

KPMG understands the importance of accessibility to our clients. This goes beyond your ability to reach us via phone or email throughout the day. We are in close proximity to the Town of Tecumseh and we are committed to performing our audit fieldwork and review on-site, as well as being available for on-site meetings.



7. Audit firm technical qualifications

KPMG's commitment to integrity demands that we be vigilant in ensuring our audit complies with changing regulations and applicable professional standards and has us in the forefront of adopting the new rules intended to rebuild confidence in financial reporting. Our methodology is designed to meet all applicable national and international standards and guides us in our goal of bringing the Town a high quality, independent and rigorous external audit.

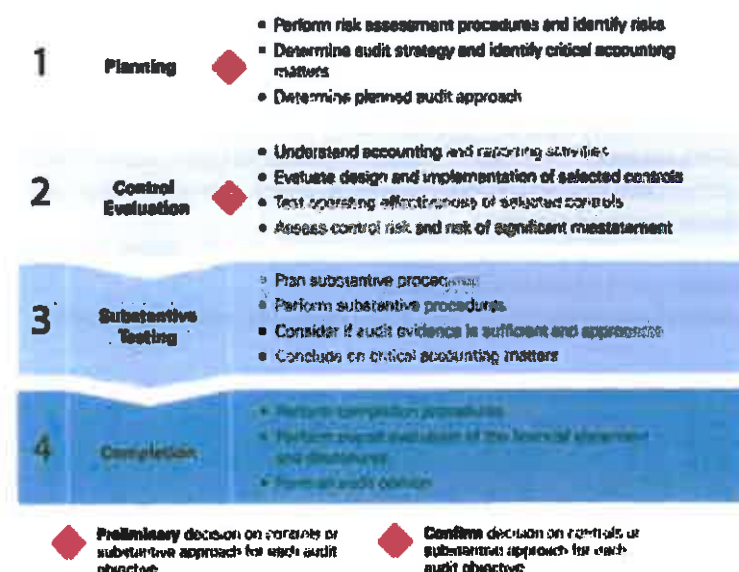
Audit quality is our top priority

We perform our audits in accordance with Canadian generally accepted auditing standards (GAAS) and other relevant national standards, such as those adopted by members of the Canadian Institute of Chartered Accountants (CICA) as appropriate. Our methodology also emphasizes the critical nature of substantive procedures and effective risk assessment and control testing activities, with every aspect of the audit focusing on a rigorous examination of your financial statements, namely:

- The risks that can effect financial statement captions
- The audit procedures to address these risks
- The areas of higher risk for misstatement
- The effectiveness of internal controls at mitigating these risks
- How closely the transactions and balances are calculated and recorded.

Our external audit takes a multidisciplinary approach, employing professionals experienced in the Municipal sector and specialists in information risk management, taxation, forensic services, and other advisory services.

Members of our team are also required to have a strong understanding of the Town's business processes, accounting policies, internal controls and financial reporting issues, and each is committed to meeting and even exceeding your expectations.



Audit planning

Our methodology begins with the development of our audit plan, which is based on obtaining a thorough understanding of the Town's business and environment and significant issues and risks. Based upon discussions with your Administration and drawing upon our municipal knowledge, we will assess risk at the financial statement level and identify assertion level risks related to the identified significant accounts. We will evaluate the design and implementation of entity-level controls for each municipal entity. Each year, this understanding is updated in light of current developments. Specifically, we may consider your:

- Financial reporting framework
- Accounting policies and practices
- Financial performance
- Internal controls.

Control evaluation

Using a structured approach, we may evaluate controls in order to assess the risk of material misstatement for each significant account. Our control evaluation includes:

- Evaluating the design and implementation of organization-wide controls, including the entity-level and general IT controls. The results of this work will determine the nature and extent of our testing in the substantive testing phase of our audit
- Understanding the relevant accounting and reporting activities for each significant account. For transactions processing, we look for significant risk points – places where errors could occur
- Evaluating selected controls over the significant risk points where material misstatements may occur
- Evaluating and testing selected anti-fraud controls that have been implemented
- Testing the operating effectiveness of selected controls
- Performing a "walk-through test," tracing a transaction through the accounting activities and selected controls, to confirm that we understand how your accounting activities and controls work.

Substantive testing

In this phase, we perform substantive audit procedures, both analytical and sampling, around balances and transactions required to supplement our control testing. We assess the information gathered, develop an assessment of residual risks that may affect the financial statements and design additional audit procedures as necessary. We will conclude on critical accounting matters and assess whether the financial statements of the Town as a whole reflect our understanding of the Town's operations, and comply with the applicable laws, regulations and standards. Our testing may include:

- Using analytical procedures designed to confirm our expectation of an overall balance
- Agreeing individual transactions to supporting documentation, such as invoices
- Confirming balances and relevant information directly with third parties, such as banks
- Physically inspecting assets
- Verifying the objectivity of assumptions, the quality of data, and the calculations underlying accounting estimates
- Concluding on critical accounting matters
- Checking financial statements back to the underlying accounting records.

Completion

We review the financial statements and determine whether the audit evidence obtained for each significant account reduces the risk of material misstatements in the financial statements to an acceptably low level. We form conclusions on specific topics, such as litigation and claims, and prepare a final evaluation of fraud-related matters.

A summary of our significant findings and matters identified helps us determine trends and potential Administration bias. Our audit opinion is based on a review of the final financial statements and an evaluation of all audit evidence. The summary addresses matters such as:

- The selection, application, and consistency of accounting principles, including related disclosures
- Significant and other deficiencies in internal controls over financial reporting
- Material misstatements and omissions in financial statements;
- Circumstances that caused significant difficulties in applying audit procedures
- Significant findings and issues, such as those related to critical areas of judgment
- Significant changes in the assessed level of audit risk.

Our audit opinion is based on a review of the final financial statements and an evaluation of all audit evidence in accordance with Canadian auditing standards.

Qualified statements

We confirm that immediately, upon discovery of information or conditions which would otherwise lead to the inclusion of a statement of qualification with respect to the financial statements, we will inform and fully discuss such matters with the Director Financial Services. In addition, we will allow a reasonable period of time to investigate, analyze, report and take such corrective action as to avoid the inclusion of such a qualification.

Sampling methods

We determine the extent of testing based on our professional judgment, our assessment of risk, the effectiveness of controls over business processes, and the dollar materiality of the transactions or balances subject to testing. Generally, material non-routine and complex balances or transactions are singled out for scrutiny. Statistical sampling (monetary unit sampling) or other representative sampling techniques are reserved for material account populations to obtain assurance over the integrity of the systems that generate the account balance. In our audits of municipalities, we tend to utilize statistical sampling techniques in the areas of user charges and tangible capital assets.

Communications and deliverables

Our reporting function goes beyond the auditors' report. When we complete the audit, we will hold a closing conference with Administration to review our draft auditors' report, the financial statements and management letter, discuss accounting policies, disclosure items and adjustments, as well as unadjusted and corrected audit differences, and review the respective performance of the Town and KPMG staff during the course of the audit.

We will provide you with deliverables at various stages throughout the audit. The appropriate timelines will be established in conjunction with your internal reporting deadlines. Key deliverables will include:

- **Audit Planning Report** – We will present this report to Council during the planning phase of the audit. This report includes an overview of how we will approach the audit and any key issues we have identified to-date. Should any issues be identified at this stage, they would be communicated to the Town formally through the Audit Planning Report or if appropriate, informally through oral or other written communications. The Audit Planning Report will be provided to the Director of Financial Services/Treasurer and Chief Administrative Officer for review prior to its distribution to Council. The presentation of this report is not something that all auditors do, but something that we find extremely beneficial for Council as it allows them a chance to understand our work and provides them an opportunity to identify any issues they have at the planning stage of the audit.

- **Audit Findings Report** – We will present this report to Council prior to issuing the financial statements, which summarizes the key issues encountered and addressed during the audit, as well as any audit differences, control deficiencies, and performance improvement observations that we identified. The Audit Findings Report will be provided to the Financial Services/Treasurer and Chief Administrative Officer for review prior to its distribution to Council.
- **Year-End Reporting** – Our annual audit report on the financial statements of the Town will indicate whether they have been fairly presented in accordance with Canadian Public Sector Accounting Standards. Our year-end reporting will also include the audit reports covering the BIA and Gas Tax audits associated with the Town.
- **Management Letter** – Our management letter will include our findings relating but not limited to governance, business risk management, internal control, and information systems. Our letter describes any control deficiencies and performance improvement observations noted during the course of our audit, along with our recommendations for improvement. Where appropriate, the details of our management letter are included as part of the Audit Findings Report, as noted above.

In summary, the KPMG audit approach means effective and efficient auditing. It provides our audit team with an overall view of your operations so they can make timely, practical suggestions for dealing with your financial, operating, and administrative challenges.

Computer use in the auditing process

Our audit is supported by an array of software applications our professionals use to enhance their effectiveness and productivity. These include:

- **eAudit** – a global electronic audit management tool created by KPMG to provide the methodology, guidance, and industry knowledge needed to perform the most efficient, highest quality audit possible
- **IDEA** – a powerful, data management tool that allows audit personnel to manipulate data to extract content with common criteria.

Our Information Risk Management professionals also have a powerful set of other proprietary and vendor-based automated data analysis and IT audit tools to assist in the identification and assessment of controls and data retrieval for a wide variety of systems.

Audit team and percentage of time spent

KPMG's audit approach also calls for greater involvement by senior professionals than a traditional audit. It is our policy that our audit senior and field staff be present at our client's location throughout the majority of the audit fieldwork. Partner and manager reviews will also primarily be conducted at your location. Performing such reviews in the field results in more efficient and effective completion of the audit engagement and contributes to improving lines of communication with our clients.

Below is our estimate of the approximate percentage of time spent on the audit by each staff level assigned:

Engagement Partner	Manager	Senior Accountant	Staff Accountants
11%	14%	40%	35%

Audit time schedule

Adherence to requirements outlined within your RFP and the annual schedule will be an essential feature of satisfactory performance under the audit contract. Together we will construct a plan to the appropriate level of detail to meet your desired timetable. We find that the initial planning meeting, when we cover more detailed scheduling of the audit, helps synchronize our timing and confirms that it meets the deadline dates as specified annually.

An important element in meeting our deadlines is the support we receive in terms of the agreed upon audit schedules and draft financial statements. Before November of each year, we will meet with your Administration to define a schedule of joint activities. It will set out:

- The important key dates by which necessary information is to be assembled by both parties
- A list of all the necessary schedules, working papers, analyses and other information to be prepared by the Town staff.

Based on our understanding of your financial reporting requirements, the following chart identifies our preliminary audit timing schedule:

Event	Timetable
Pre-Audit Meeting	October (November in 2013)
Interim Audit	November
Detailed Audit Plan and Schedule	November
Listing of Schedules to be completed by the Town staff	November
Year-End Audit	March - April
Audit Report and Management Letter to the Director of Financial Services/Treasurer and Chief Administrative Officer	May
Audited statements to Town Council	May

We are confident in our ability to meet your schedule. Our audit team is focused solely on providing audit services throughout this period and will therefore dedicate the time and energy to completing the audit and the financial statement reporting.

Quality Control

Audit quality, and the respective roles of the auditor and Town Council, is fundamental to the integrity of financial reporting in our capital markets. This is why audit quality is at the core of everything we do at KPMG. And we believe that it is not just about reaching the right opinion, but how we reach that opinion. To help ensure that every partner and employee concentrates on the fundamental skills and behaviours required to deliver an appropriate and independent opinion, we have developed our global Audit Quality Framework.

Our own professional standards dictate technical requirements for reaching and communicating an audit opinion. And we live and abide by these requirements. We invest heavily in our quality, and the Audit Quality Framework helps ensure these investments are the right ones—that they help us continuously drive and maximize our quality improvements. KPMG member firms across the world use this audit quality framework to describe, focus on and enhance audit quality for the benefit of the entities we audit and in support of the efficacy of our capital markets. It is our hope that sharing our vision of what audit quality means is a significant step in building confidence in the value of our audits.

The independence, judgment and professional skepticism of your auditors add value to your financial statements, and we believe it is important to be transparent about the processes we follow to develop a KPMG audit report. We want you to

have absolute confidence in us and in the quality of your audit. The framework comprises seven key drivers of audit quality.

The seven key drivers of audit quality

Driver	What it does	What it means to you
Tone at the top	Audit quality is part of our culture and our values and therefore non-negotiable Allows the right behaviours to permeate across our entire organization and each of our engagements	<p>Assures you that:</p> <ul style="list-style-type: none"> • Our culture supports our promise to you of excellent service and a high quality audit—consistently • You're receiving an independent, transparent, audit opinion • You're receiving an effective and high quality audit that will help you maintain investor confidence in your financial statements. <p>Provides you with:</p> <ul style="list-style-type: none"> • An engagement team handpicked for your business needs – a team with relevant professional and industry experience • An audit engagement team whose qualifications evolve as your business grows and changes • An audit opinion that continues to meet your needs as a participant in the capital markets <p>Assists you with:</p> <ul style="list-style-type: none"> • Assessing the effectiveness and efficiency of the audit • Performing your governance role with confidence.
Association with the right entities	Ethics above all Eliminates any potential independence and conflict-of-interest issues	
Clear standards and robust audit tools	A solid rule book Rigorous internal policies and guidance that help ensure our work meets applicable professional standards, regulatory requirements, and KPMG's standards of quality	
Recruitment, development and assignment of appropriately qualified personnel	People who add value Helps us attract and retain the best people and reinforces the importance of developing their talents Assigns Partners' portfolios based on their specific skill sets	
Commitment to technical excellence and quality service delivery	The right tools for the right job Promotes technical excellence and quality service delivery through training and accreditation, developing business understanding and industry knowledge, investment in technical support, development of specialist networks, and effective consultation processes	
Performance of effective audits	We understand that how an audit is conducted is as important as the final result. A code of conduct, audit delivery tools, and internal policies and procedures that help ensure the work performed by engagement personnel meets applicable professional standards, regulatory requirements, and our standards of quality	
Commitment to continuous improvement	Comprehensive and effective monitoring We regularly solicit feedback from the audit committees of the entities we audit. Our robust internal quality review program ensures the work of each partner is reviewed every three years. Additionally, our procedures and a sample of our	

Driver	What it does	What it means to you
	audits of listed entities are reviewed by the Canadian Public Accountability Board (CPAB), the independent regulator of the accountancy profession in Canada. The Public Company Accounting Oversight Board (PCAOB) in the US also conducts an annual inspection of a sample of our audits of SEC registrants. Finally, a sample of other audits and reviews is undertaken annually by the various provincial institutes in Canada. We consider the recommendations that come from these reviews and implement actions to strengthen our policies and procedures, as appropriate.	

KPMG is committed to providing its clients with professional services of the highest quality. We will meet your deadlines, provide staff continuity and be available to offer assistance and advice. We believe in the importance of accountability to maintain a long-term relationship with the Town, and to do so build quality control in all our internal processes.

We set out to accomplish our goal of providing the highest quality service to all our clients in three ways:

First, we put senior people in the field for effective project management. This also gives us more flexibility to fine tune our fieldwork to adapt to ongoing changes in your operations.

Second, our firm's services and technical review policies represent a further means of checking that we meet our clients' needs and maintain a high level of technical excellence. KPMG's quality control procedures include:

- An annual service review, based on interviews or questionnaires with senior staff, to measure your satisfaction with our team's performance
- A file review conducted by a team member more senior than the person doing the work
- Annual office reviews performed by our national department of professional practice.

Third, we have developed a Client Feedback Review that allows the Town to assess and grade our team's performance against your expectations, and identify any areas for service improvement. Individual members of the team are also evaluated at least once a year against our performance measurement system used to promote our core values – Clients, People and Knowledge – at all levels of the firm.



8. Other

Active Involvement In the NPO sector

KPMG's commitment to the not-for-profit sector includes developing, presenting, sponsoring and supporting initiatives aimed at helping Canada's NPOs, both large and small, address the legislative, regulatory and administrative challenges they face. For example:

- **Funding Portal** – KPMG is a **Preferred Service Provider** to the Funding Portal. The Funding Portal is a Canadian company that provides a concierge service for business executives, chief financial officers, entrepreneurs, venture capitalists, non-profits and universities to search and access Canada's \$16 billion government funding marketplace to meet their growth objectives. The types of Canadian public funding include: small business funding, start-up funding, industrial loans, grants, contribution agreements, SR&ED and innovation tax credits, tax incentives, tax refunds, business funding, public funding, government funding, business grants, government grants, job creation funding, wage subsidies, loan guarantees and repayable funding.
- **CommunityShift**—Creating value in not-for-profit organizations – Founded by KPMG Enterprise and the Richard Ivey School of Business, this is an annual five-day developmental program and network for C-level leaders of Canadian charities and not-for-profit organizations that will change the way the participants look at their operations and provide a catalyst for change. For more information: please visit <http://www.communityshift.ca>
- **Charity tax tools – essential information for Canada's charities** – The Charity Tax Tools website, a free information website launched January 26, 2010, provides key information on the basic legal requirements for registered Canadian charities entitled to issue tax receipts for charitable donations. Charity Tax Tools is operated by Imagine Canada. KPMG is proud to be involved with this valuable resource to the charitable sector as one of the sponsors, along with Scotiabank and Carters Professional Corporation. The website is available at: <http://charitytax.imaginecanada.ca>
- **Webinar – New Accounting Standards (ASPE + 4400) for Not-for-Profit Organizations (Webcast Replay and Slides)** – KPMG professionals from our Not-for-Profit group discussed accounting standards proposed by the Public Sector Accounting Standards Board (PSAB) and Accounting Standards Board (AcSB) for not-for-profit organizations. Webcast replay and slides are available at: <http://charitytax.imaginecanada.ca/demand-webinars>

Thought leadership

KPMG Canada's Public Sector practice has played a leading role in the development of our thought leadership publications. We produce documents, reports and other publications to share our ideas and information relating to new developments, regulatory changes and industry and technical issues. Examples are:



Shifting Gears: Paths to Fiscal Sustainability in Canada

This publication provides the view that all levels of government should work to return to fiscal sustainability over the medium term by focusing on

those strategies that modernize policy frameworks and service delivery models.



Performance Agenda: An International Government Survey

Based on a major international survey and in-depth interviews with public sector executives, this KPMG International report

looks at how governments are working to improve their operational efficiency.



The Wolf is at the Door: The Global Economic Crisis and the Public Sector

This report identifies measures being taken by public sector organizations to respond to increasing fiscal pressures. Decision makers across a range of government departments were interviewed spanning six countries.



Holy Grail or Achievable Quest? International Perspectives on Public Sector Performance Management

KPMG International in association with the public administration organizations for Canada, Australia and the Commonwealth has published this book to provide fresh perspectives on public sector performance management and measurement practices.



An Achievable Quest: High Performing Public Sector Organizations

As trusted advisers to many government organizations, KPMG member firms support an integrated performance management approach that takes into account the distinct and dynamic environment in which political leaders and civil servants operate.



Achieving the Potential

Discussion about the way in which we pay for our public services has become increasingly topical as the demand for high quality services grows rapidly and the scope for comparable public spending increases seems limited.

Other services

KPMG has one of the largest advisory services practices of any professional services firm. Our practice provides municipalities with advisory services that help them achieve their business objectives and manage their risks. Services that may be of interest to the Town include:

Strategic management improvements

Strategic management improvements are initiatives specifically aimed at setting the strategic direction of the municipality. To do so, a municipality may consult with its customers to determine how they perceive its performance and where these improvements could be made (customer satisfaction survey), or the municipality may endeavour to conduct a strategic planning exercise focused on setting a "vision" for the municipality at some point in the future. KPMG can assist with the following strategic management initiatives:

- **Transformation portfolio management** to oversee all transformation initiatives in a municipality to ensure there is no overlap, to integrate initiatives where the change can serve multiple purposes and to rank/prioritize the value and allocate scarce resources
- **Customer satisfaction survey** to canvas public opinion or satisfaction with the services offered by a municipality
- **Policy and needs analysis** to determine if the policy framework supports a broader set of program needs currently offered by the municipality and to identify additional policies to support unmet needs
- **Program design** to set out a new program by defining its profile, its respective service offerings to achieve the program outcomes, the linkage to the overall municipal strategic plan/direction, etc.
- **Program review** to consider the programs offered by the municipality and, for those that withstand the test of review, to set goals and outcomes that will ensure the municipality remains subject to public accountability
- **Service design** to establish a new service by defining its profile, its linkage to its respective program(s), the organization unit accountable for its service delivery, etc.

- **Service planning** to set out operational (one-year) and strategic (five-year) objectives to improve efficiency, effectiveness and quality of a service
- **Service review** to review all of the services offered by a municipality in terms of the continued relevance and contribution to program goals and outcomes and to achieve specific service objectives
- **Service integration** to look for opportunities for services to more closely interact with each other in support of common program outcomes
- **Multi-channel service delivery** to identify the service delivery channels currently provided by a municipality and opportunities for other channels to be added to a service's delivery mechanisms
- **Multi-jurisdictional service delivery** to seek opportunities for different jurisdictions to better collaborate in serving one or more target groups
- **Service level review** to determine if the municipality is optimizing the cost, quality and quantity of each service under review and the appropriate level of service to be offered in support of expectations from the clients/customers
- **Strategic plan development (community/corporate)** to set out a vision, mission, core values, program goals and service objectives for a municipality—an initiative that often includes elected officials and may involve public input and which may embrace the entire municipality, a portion of the municipality (departmental strategic plan) and/or focus on a specific program (program strategic plan)
- **Performance measurement design and implementation** to determine what program outcomes, outputs and process/activity/task results should be measured to determine if a municipality is optimizing its service delivery
- **Performance benchmarking** to compare a specific municipality with others based on efficiency, effectiveness and quality indicators
- **Service level agreement development** to develop an agreement between two parties around the efficiency and effectiveness of the output delivered from one service to another (e.g. purchasing service supporting a potable water supply service).

Process and quality management improvements

Process and quality management improvements are initiatives that seek out operational efficiencies and improved effectiveness by examining the processes used to deliver services. Some municipalities have focused on specific services such as streamlining purchasing and accounts payable services, while others have embraced continuous improvement frameworks such as the National Quality Institute (NQI) Certification or ISO 9000 Certification by which all processes are identified and regularly reviewed to generate improvement initiatives. KPMG can assist with the following process and quality management initiatives:

- **Process mapping** to define the processes associated with one or more services
- **Process re-engineering/optimization** to examine specific services that may have been deemed opportunities for streamlining of business processes, where detailed processes are mapped out to identify those that can be eliminated or modified to increase efficiency or improve the quality of work
- **Quality control certification** to introduce frameworks or methodologies for examining all of a municipality's programs and services, in search of improved quality of service such as the adoption of a National Quality Institute (NQI) approach or ISO9000/ISO14000 certification.

Human resource management improvements

As municipal councils continue to cut budget allocations, or at a minimum hold back on budget increases, managers must find creative ways in which to deliver the same services for less money. In addition, more and more municipalities are facing a tremendous challenge as their work force ages, resulting in a succession planning challenge. As a result, municipalities are interested in discovering different ways in which to efficiently and effectively deliver their services through better ways of managing their human resources. KPMG can assist with the following human resource management initiatives:

- **Position/job description definition** to clarify the roles employees play in their positions by developing clear, concise job descriptions based on the processes, activities and tasks that they carry out in their day-to-day roles within an organization
- **Employee performance plan development** to map out a work plan or set of goals and objectives for a given position and how employees can more effectively carry out their responsibilities relative to an overall program and service plan for a department
- **Staff training and development** to identify the education and training requirements of one or more employees based on their changing roles within an organization relative to the service(s) they support and which may be based on prospective career path choices
- **Communication plan development** to improve communications among and between management and employees on a range of topics including their roles within the organization, how to keep employees aware of change, how to solicit employee input into change/improvement in service delivery, etc.



Appendix A: Proposal check list

BEFORE SEALING THE ENVELOPE, PLEASE CHECK THAT THE FOLLOWING THINGS HAVE BEEN DONE:

- | | | |
|---|---|------------|
| 1 | a) Has your proposal been SIGNED by the proper officers of your firm? | <u>✓</u> |
| | b) Has your corporate or individual SEAL been affixed over or alongside the signature of the officers | <u>N/A</u> |
| 2 | Have you included a copy of Public Accounting License? (Section (iii) 1 a)) | <u>✓</u> |
| 3 | Have you addressed all requirements of Section (iii) – Proposal Content | <u>✓</u> |

Appendix B: Public accounting license





Appendix C: Insurance certificates



Verification of Insurance

We, the undersigned Insurance Brokers, hereby verify that Westport Insurance Corporation has issued the following described insurance, which is in force as at the date hereof:

To: The Corporation of the Town of Tecumseh
817 Lesperance Road
Tecumseh, ON • N8N 1W9

Type of Insurance: PROFESSIONAL INDEMNITY INSURANCE

Name of Assured: KPMG LLP

Policy No: 0656313

Insurer: Westport Insurance Corporation

Period: 12:01 a.m. November 29, 2012 to 12:01 a.m. November 29, 2013

Limit: \$ 2,000,000 (each claim)

Subject to the terms, conditions, exclusions and limitations of the policy.

This document is furnished as a matter of information only. The issuance of this document does not make the person or organization to whom it is issued an additional Assured, nor does it modify in any manner the contract of insurance between the Assured and Westport Insurance Corporation. Any amendment, change or extension of such contract can only be effected by specific endorsement attached hereto.

Date: October 18, 2013

Per: 

Rosanna Truffa, Professional Services

Aon UK Limited
Registered Office | 8 Devonshire Square | London | EC2M 4PL
Registered in England & Wales No. 210725 | VAT Registration No. 480 8401 48
Aon UK Limited is authorized and regulated by the Financial Conduct Authority



Clearance Certificate / Certificat de décharge

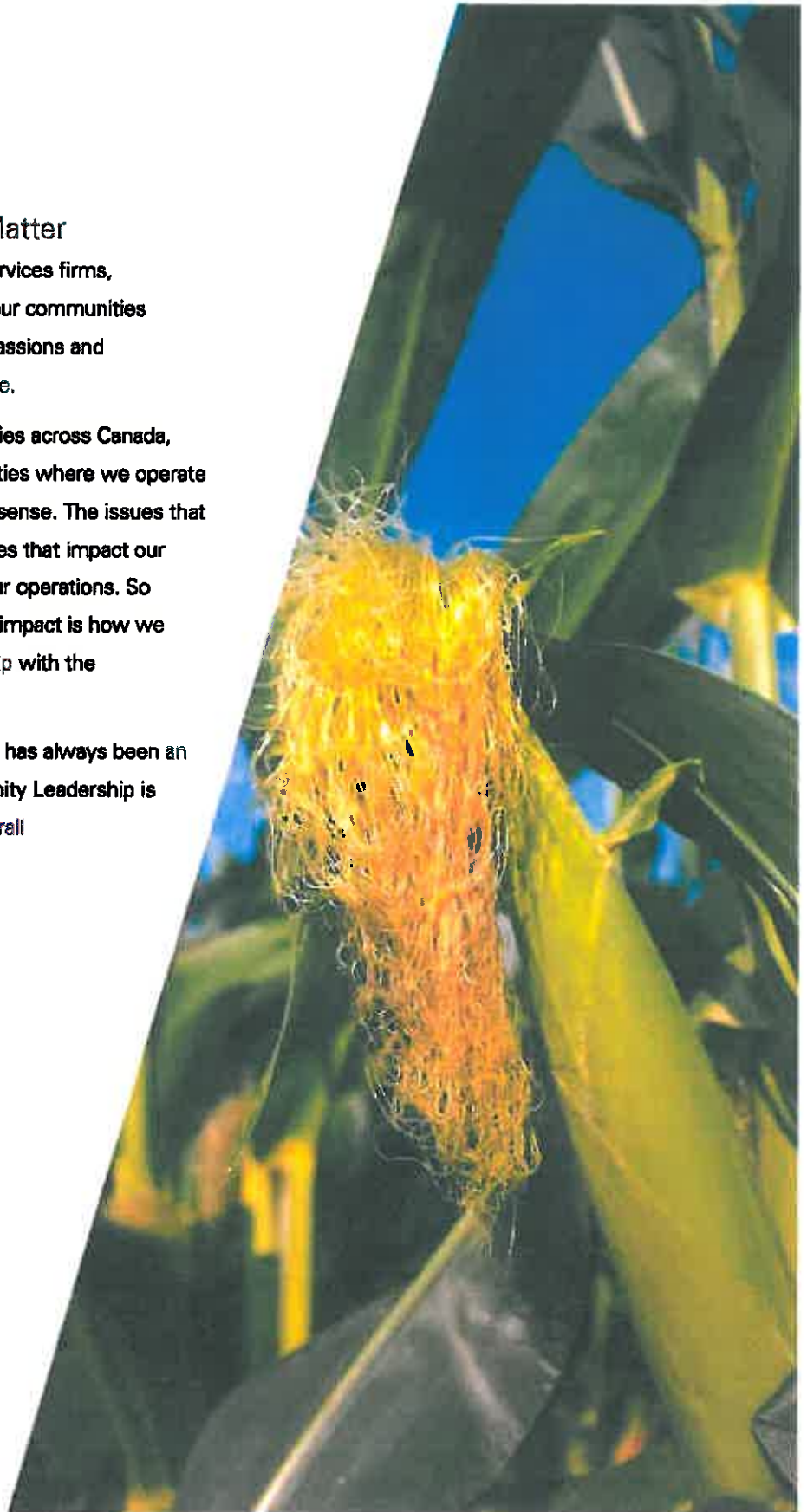
Contractor Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur	Contractor Address / Adresse de l'entrepreneur	Contractor Classification Unit and Description / Unité de classification de l'entrepreneur et description	Principal Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur principal	Principal Address / Adresse de l'entrepreneur principal	Clearance Certificate Number / Numéro du certificat de décharge	Validity period (dd- mm-yy) / Période de validité (jj-mm-aaaa)
KPMG LLP / K P M G	C/O PAYROLL MANAGER, 383 UNIVERSITY AVE SUITE 1100, TORONTO, ON, M5G 2N9, CAN	7731-000: CHARTERED ACCOUNTANTS	CORPORATION OF THE TOWN OF TECUMSEH	917 LESPERANCE RD, WINDSOR, ON, N9N 1W9, CAN	W2000003HBVD	18-Oct-2013 to 18-Nov- 2013

At KPMG, Our Communities Matter

As one of Canada's leading professional services firms, we have an incredible opportunity to help our communities thrive by engaging our skills, knowledge, passions and financial resources to make a real difference.

As a firm with locations in more than 30 cities across Canada, we are actively connected to the communities where we operate – as a business, as an employer – in every sense. The issues that impact our communities are the same issues that impact our people and their families, our clients and our operations. So making a commitment to having a positive impact is how we recognize the significance of our relationship with the communities where we operate and live.

Being actively engaged in our communities has always been an important part of KPMG's culture. Community Leadership is one of the four key components of our overall business strategy.



www.kpmg.ca

This proposal is made by KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity and is in all respects subject to the satisfactory completion of KPMG's client acceptance procedures, as well as negotiation, agreement and signing of a specific engagement letter or contract. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

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The Corporation of the Town of Tecumseh

Planning & Building Services

To: Mayor and Members of Council

From: Chad Jeffery, Manager Planning Services

Date to Council: November 27, 2018

Report Number: PBS-2018-40

Subject: Zoning By-law Amendment
Agricultural Surplus Dwelling – 5500 Sexton Side Road
Condition of Consent for Surplus Dwelling Lot (B-06/18)
OUR FILE: D19 5500SE

Recommendations

It is recommended:

1. **That** the scheduling of a public meeting, to be held on Tuesday, January 22, 2019, at 6:30 p.m., for the application submitted by 538073 Ontario Inc., to amend Sandwich South Zoning By-law 85-18 to rezone an approximate 19.4 hectare (48.0 acre) agricultural property situated on the east side of Sexton Side Road (5500 Sexton Side Road), approximately 325 metres south of its intersection with County Road 46, from “Agricultural Zone (A)” to a site specific “Agricultural Zone (A-28)” in order to:
 - i) prohibit the construction of a residential dwelling unit in accordance with Section 2.3.4.1 c) of the Provincial Policy Statement; and
 - ii) prohibit a livestock facility within the existing farm building, in accordance with the Minimum Distance Separation (MDS) Formula, **be authorized**;
2. **And that** the preparation of a draft zoning by-law amendment for consideration at the same meeting, **be authorized**.

Background

Severance application B-06/18 was granted provisional consent by the Committee of Adjustment at its March 19, 2018 meeting. The application proposed the creation of a 0.4

hectare (1.0 acre) surplus dwelling lot from an agricultural property and the retention of the remnant 19.4 hectare (48.0 acre) agricultural parcel on the east side of Sexton Side Road (5500 Sexton Side Road), approximately 325 metres south of its intersection with County Road 46 (see Attachment 1). The Committee determined that the application conformed to the Land Division Policies for Surplus Dwelling Lots on lands designated Agricultural in the Sandwich South Official Plan.

In addition to standard conditions, the consent was granted subject to the passing of a zoning by-law amendment on the retained 19.4 hectare farm parcel that would prohibit:

- a new residential dwelling, in accordance with the requirements of Section 2.3.4.1 c) of the Provincial Policy Statement; and
- a livestock facility within the existing farm building, in accordance with the Minimum Distance Separation (MDS) Formula.

Based on the foregoing, an application to amend the Sandwich South Zoning By-law 85-18 for the subject retained farm parcel has now been filed with the Town.

Comments

Provincial Policy Statement, 2014

The Planning Act establishes that Council, when making decisions that affect a planning matter, “shall be consistent with” the 2014 Provincial Policy Statement (“PPS”) issued under *The Planning Act*. The PPS establishes the following land division policy for surplus dwelling severances on Agricultural lands:

“2.3.4 Lot Creation and Lot Adjustments

2.3.4.1 Lot creation in prime agricultural areas is discouraged and may only be permitted for:

- c) a residence surplus to a farming operation as a result of farm consolidation, provided that:
 - 1. the new lot will be limited to a minimum size needed to accommodate the use and appropriate sewage and water services; and
 - 2. the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance. The approach used to ensure that no new residential dwellings are permitted on the remnant parcel may be recommended by the Province, or based on municipal approaches which achieve the same objective.”

The subject rezoning is intended to satisfy the condition that new residential dwellings are prohibited on the vacant retained farm parcel created by application B-06/18. In addition, the rezoning will prohibit livestock operations from operating within the existing farm building that is located on the retained farm parcel, as this farm building will be in close proximity to the severed residential dwelling. The zoning will not prevent a new farm building from being constructed on the retained farm parcel for livestock operations if such farm building complies with the Minimum Distance Separation (MDS) Formula.

Official Plan Designation

The subject property is designated “Agricultural” on Schedule “A” of the former Sandwich South Official Plan (see Attachment 2). The policies encourage the conservation and preservation of land for agricultural purposes and agricultural related uses. The proposed rezoning ensures that the retained farm parcel is not used for residential uses or non-agricultural related purposes.

Zoning

The subject property is currently zoned Agricultural Zone (A) (see Attachment 3), which permits agricultural and agricultural related uses, including a single unit dwelling. In order to conform to subsection 2.3.4.1 c) of the Provincial Policy Statement, and to satisfy the previously noted conditions of severance application B-06/18, it is necessary to place the retained farm parcel in a site-specific Agricultural Zone that will allow the full range of agricultural uses but prohibit the construction of a residential dwelling and the establishment of a livestock operation within the existing farm building.

Summary

The proposed zoning by-law amendment is in keeping with the Provincial Policy Statement and, if adopted, fulfills the condition of consent for application B-09/16 regarding the prohibition of a new residential dwelling and the establishment of a livestock operation in the existing farm building. A public meeting to consider the rezoning in accordance with the requirements of the *Planning Act* will provide an opportunity to hear concerns and comments, if any, of neighbouring owners and public agencies.

Consultations

None

Financial Implications

None

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☐

Website ☒ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Enrico DeCecco, BA (Hons), MCIP, RPP
Junior Planner

Reviewed by:

Chad Jeffery, MA, MCIP, RPP
Manager Planning Services

Reviewed by:

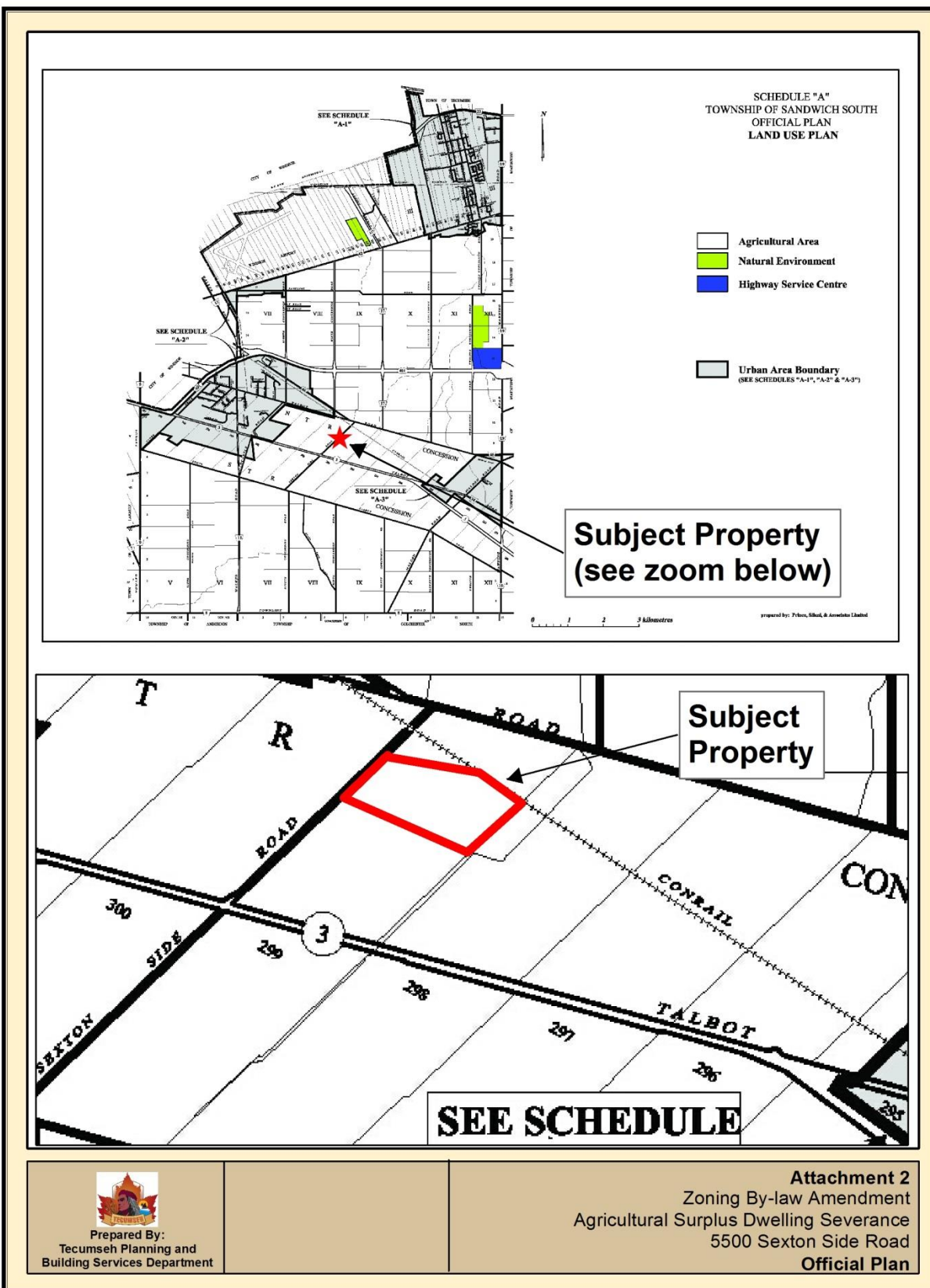
Brian Hillman, MA, MCIP, RPP
Director Planning & Building Services

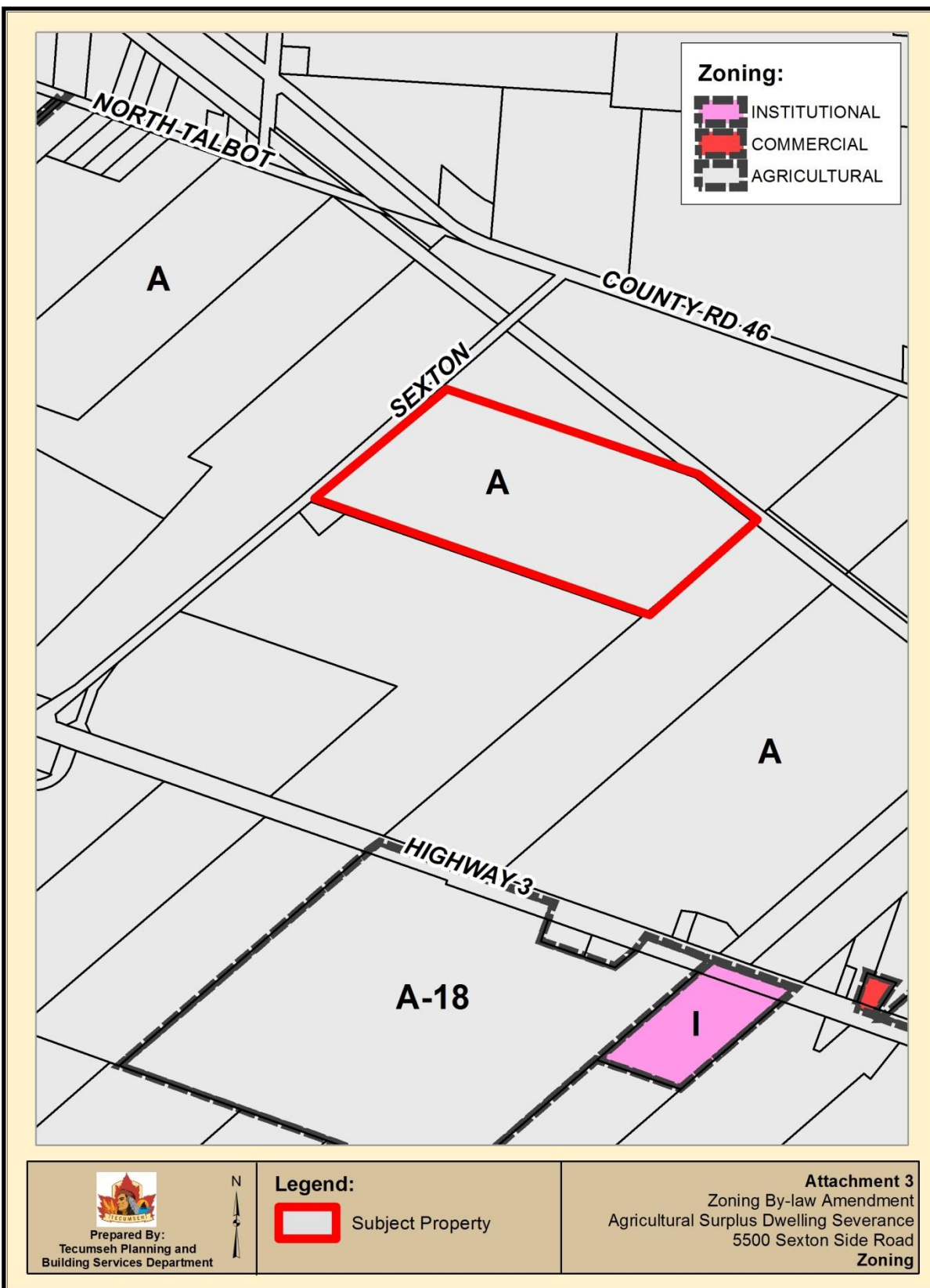
Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
1	Property Location Map
2	Official Plan Map
3	Zoning Map









The Corporation of the Town of Tecumseh

Planning & Building Services

To: Mayor and Members of Council

From: Mike Voegeli, Manager Building Services & Chief Building Official

Date to Council: November 27, 2018

Report Number: PBS-2018-41

Subject: 2018 Nine Month Permit Report

Recommendations

It is recommended:

1. **That** Planning and Building Services Report No. PBS-2018-41 "2018 Nine Month Permit Report," **be received.**

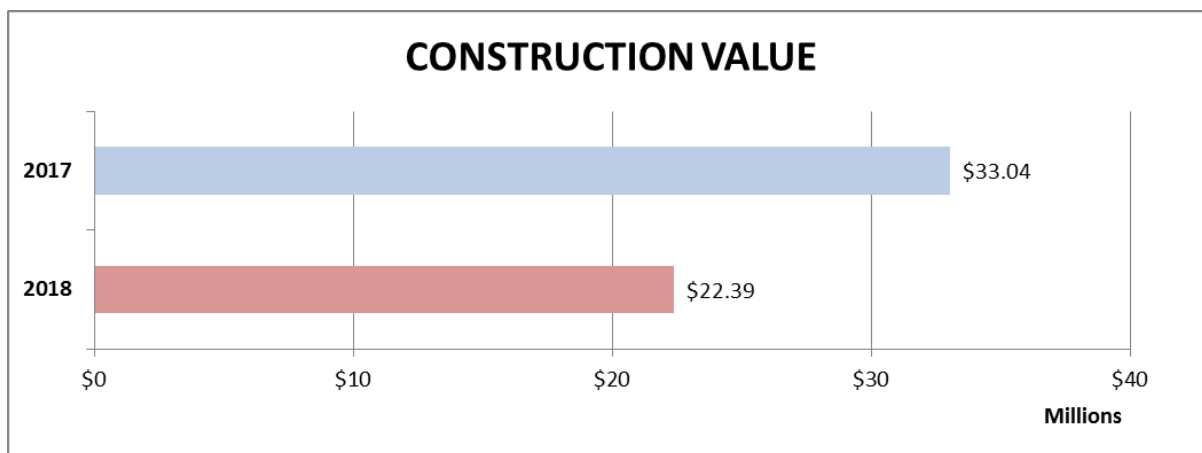
Background

This Report summarizes the permits issued for the year of 2018, from January to September and compares the values of the same period of the previous year.

Comments

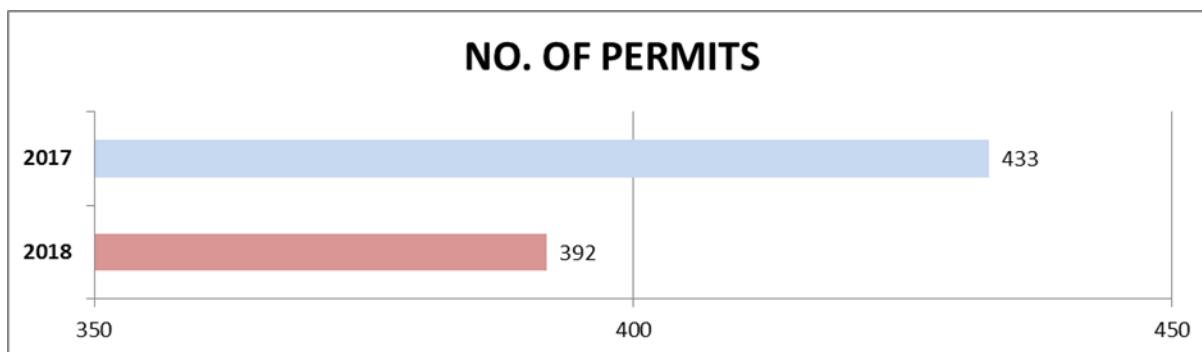
1) Construction Value:

The following chart summarizes the reported construction value of permits for the period, comparing 2017 and 2018. Construction value is down by \$10,652,301 or 32.2 percent over last year. This is due in part to a decrease in new residential construction over the previous year.



2) Number of Permits:

The following chart summarizes the number of permits issued for the period, comparing 2017 and 2018. The number of permits is down by 41 dwelling units. This is due in part to a decrease in new residential construction over the previous year. Eighty-three backwater valve permits were issued for the period.



3) Permit Types:

The following chart summarizes the number of permits issued by type for the period, comparing 2017 and 2018. A total of 16 new dwelling unit permits were issued, which resulted in 17 new residential units. For the same period last year there were 45 new residential units.

Permit Activity		
Types of Permits	No of Permits	
	2018	2017
New Residential Buildings	15	33
New Multi-Residential Buildings	1 (2 units)	2 (12 units)
Residential Additions and Improvements	174	341
New Non-Residential Buildings	4	10
Non-Residential Additions and Improvements	72	57
Swimming Pools	28	50
Lot Grading	9	4
Fences	35	45
Signs	13	9
Portable Signs	29	37
Demolitions	12	12
Totals	392	600

Consultations

None

Financial Implications

Total revenue for the period is \$249,636 which is 69 percent of the budgeted 2018 amount of \$361,800.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐

Social Media ☐

News Release ☐

Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Mike Voegeli
Manager Building Services & Chief Building Official

Reviewed by:

Brian Hillman, MA, MCIP, RPP
Director Planning & Building Services

Recommended by:

Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
None	None



The Corporation of the Town of Tecumseh

Planning & Building Services

To: Mayor and Members of Council

From: Brian Hillman, Director Planning & Building Services

Date to Council: November 27, 2018

Report Number: PBS-2018-42

Subject: Financial Incentive Program Grant Application
Tecumseh Road Main Street Community Improvement Plan
1122 Lesperance Road (2586168 Ontario Inc.)
Building Façade Improvement Grant
OUR FILE: D18 CIPFIP - CIP-08/18

Recommendations

It is recommended:

1. **That** the Grant Application for the Tecumseh Road Main Street Community Improvement Plan Financial Incentive Program, for the property located at 1122 Lesperance Road (Roll No. 374415000002200), **be approved and deemed eligible** for the following Financial Incentive in accordance with Section 11.3 (5):

- i) Building Façade Improvement Grant, for a total amount of \$15,000.00 towards the cost of the proposed building façade improvement works

all of which is in accordance with the Tecumseh Road Main Street Community Improvement Plan and PBS-2018-42.

Background

The Council-adopted Tecumseh Road Main Street Community Improvement Plan (CIP) applies to an area that represents the historical commercial core of the Town and comprises an approximate 1.2 kilometre corridor centred on Tecumseh Road from the VIA Railway on the east to the Town's border with the City of Windsor just beyond Southfield Drive on the west (see CIP Area in Figure 1). The area encompasses 96 acres and approximately 115

properties with a mix of commercial and residential along with many tracks of underutilized land.

The CIP establishes a community developed vision and provides a means for planning and promoting development activities to more effectively and efficiently use lands, buildings, and facilities. Its goal is to bring about revitalization and encourage both private and public investment in the CIP Area. To help achieve this vision, the CIP provides for a range of financial incentive programs to registered Owners and tenants of land and buildings within the CIP Area. Attachment 1 contains a table that outlines the financial incentives available for lands in the CIP Area, subject to satisfying various criteria and rules.



Comments

Proposal

In October of 2018, Town Administration held a pre-consultation meeting with the Owner of the commercial property located at 1122 Lesperance Road (see Attachments 2 and 2A for location). The subject property is currently occupied by a building that is divided into three units, each of which are occupied by professional offices. The Owner is completing interior renovations and is also proposing to undertake exterior renovations to the façade of the existing building (see image below).



On November 13, 2018, Council approved a CIP grant in the amount of \$3,000 to assist in the preparation of construction drawings associated with proposed façade improvements to the building.

The Owner has now applied for the Building Façade Improvement Grant in order to assist in the construction costs of the aforementioned building façade improvements. The Owner met with Town Administration and it was determined that the architectural drawings prepared in relation to the proposed exterior improvements would qualify for financial incentives under the CIP. Architectural renderings provided by the Owner of the proposed façade improvements are provided in the images that follow.

Proposed Renovation: View of Building from Corner of Lesperance and Lachance showing west and south facing facades:



Proposed Renovation: View of Building from Lesperance Road showing west facing facade:



Proposed Grant Details

Based on the foregoing, the Owner has submitted a Financial Incentive Program Grant Application seeking financial incentives under the Building Façade Improvement Grant in the amount of \$15,000 (Note: HST is not included as part of the grant). As required by the CIP, the Owner has provided two reliable cost estimates for the proposed building façade improvement, as identified below:

1. Azar Homes Limited - \$46,800
2. Goulet Homes - \$49,500

The requested amount of \$15,000 represents the maximum amount of grant available (50% of the total eligible costs or up to \$15,000), as established by the selected preferred quote of Azar Homes Limited.

The Planning, Design and Architectural Grant Program application has been reviewed/evaluated by Town Administration against the requirements of the CIP. Town Administration has no concerns with the application and recommends that the application be approved and be deemed eligible in accordance with Section 11.3 (5) of the CIP.

Next Steps

Upon Council approval, a letter from the Town to the Owner advising of Council's approval will represent a grant commitment. The CIP establishes the following:

- i) the Owner will have a period of six months to start the project and one year to complete the proposed works from the date of Council approval;
- ii) extensions will be considered on a case by case basis; and
- iii) an application may be cancelled if work does not commence within the six-month period or if the approved works are not completed within a one-year period from the date of Council approval.

Upon final completion of the proposed building façade works, Administration will conduct a review of the work to ensure all requirements of the CIP have been complied with. Once it has been determined that the CIP requirements have been met and, upon the receipt of invoices from the Owner and proof of payment, the Grant will be issued.

Consultations

Planning & Building Services
Financial Services
Fire & Emergency Services

Financial Implications

The Tecumseh Road CIP provides for Support Programs and Incentives that can total up to \$417,000 per calendar year commencing in 2016. The \$417,000 is the sum of annual maximum limits per individual incentive program category within the CIP. Actual incentives available will depend on approved budget funding.

The 2018 budget includes CIP grant funding of \$125,000. An additional \$88,631 of uncommitted budget allocation from prior period budgets was carried forward, thus totalling \$213,631 in funds available for 2018. To date, seven CIP grant fund applications have been approved during 2018, thus the current available funding total is \$121,615.

Upon approval of the recommendation of this report, remaining available program funds for 2018 will be \$106,615 as referenced in the table in Attachment 3.

Link to Strategic Priorities

Applicable	2017-18 Strategic Priorities
<input checked="" type="checkbox"/>	Make the Town of Tecumseh an even better place to live, work and invest through a shared vision for our residents and newcomers.
<input checked="" type="checkbox"/>	Ensure that the Town of Tecumseh's current and future growth is built upon the principles of sustainability and strategic decision-making.
<input type="checkbox"/>	Integrate the principles of health and wellness into all of the Town of Tecumseh's plans and priorities.
<input checked="" type="checkbox"/>	Steward the Town's "continuous improvement" approach to municipal service delivery to residents and businesses.
<input type="checkbox"/>	Demonstrate the Town's leadership role in the community by promoting good governance and community engagement, by bringing together organizations serving the Town and the region to pursue common goals.

Communications

Not applicable ☒

Website ☐ Social Media ☐ News Release ☐ Local Newspaper ☐

This report has been reviewed by Senior Administration as indicated below and recommended for submission by the Chief Administrative Officer.

Prepared by:

Enrico DeCecco, BA (Hons), MCIP, RPP
Junior Planner

Reviewed by:

Chad Jeffery, MA, MCIP, RPP
Manager Planning Services

Reviewed by:

Luc Gagnon, CPA, CA, BMath
Director Financial Services & Treasurer

Reviewed by:

Brian Hillman, MA, MCIP, RPP
Director Planning & Building Services

Recommended by:

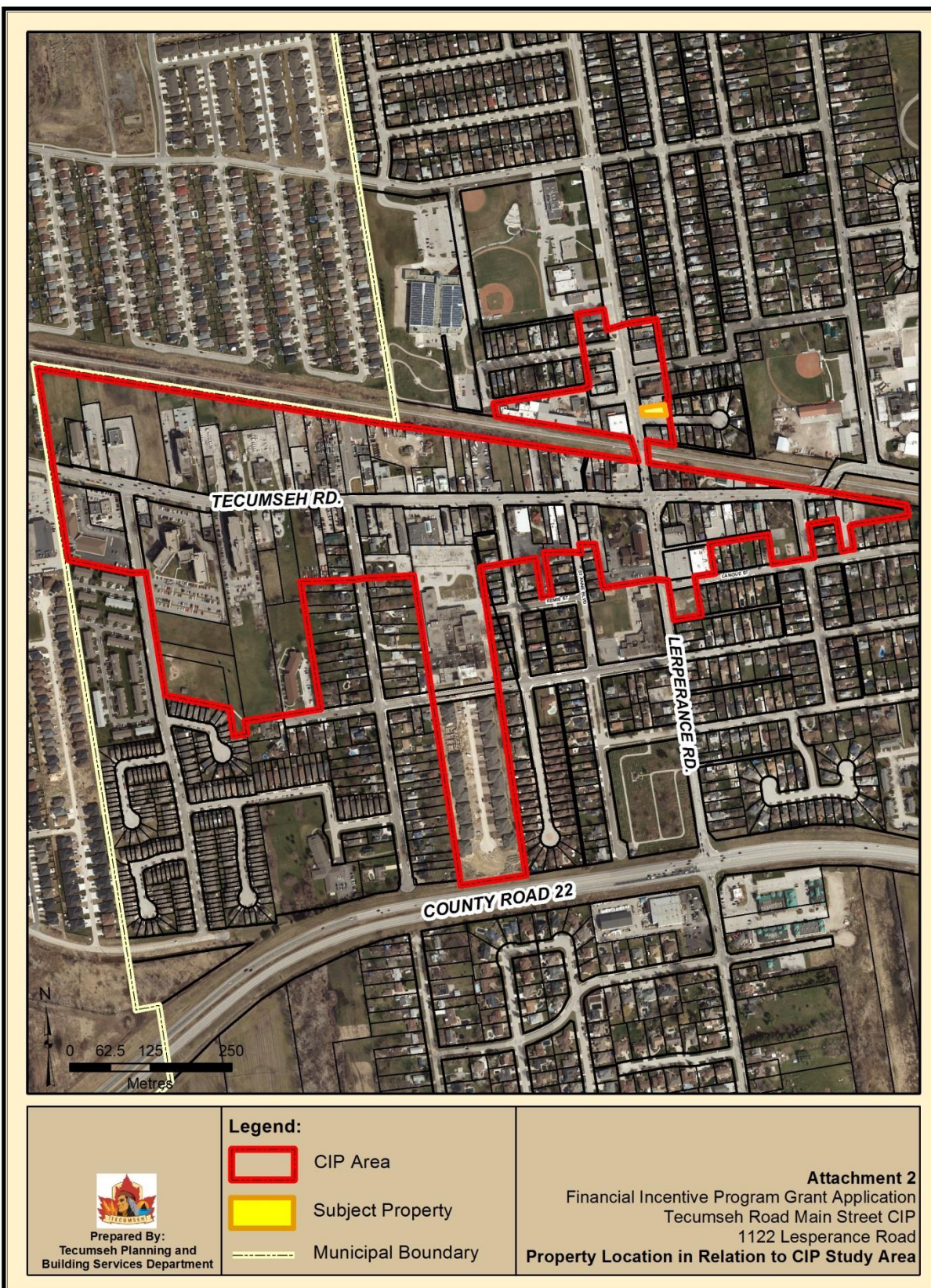
Tony Haddad, MSA, CMO, CPFA
Chief Administrative Officer

Attachment Number	Attachment Name
1	CIP Support Programs and Incentives Summary
2	Property Location in Relation to CIP Study Area
2A	Property Location, Detail View
3	CIP Incentives Financial Summary

Attachment 1
Financial Incentive Program Grant Application
Tecumseh Road Main Street Community Improvement Plan
1122 Lesperance Road
CIP Support Programs and Incentives Summary

11.4 SUPPORT PROGRAMS AND INCENTIVES SUMMARY

Grant Program	Monetary Incentive	Annual Program Allocation
Planning, Design, and Architectural Grants	Matching grant of 50% of the cost of eligible planning, design and architectural work to a maximum grant of \$3,000 with a maximum of one study per property.	\$15,000
Planning Application and Permit Fee Grant Program	Grant will be provided for 100% of the normal application or permit fees paid by the applicant to a maximum of \$2,000 for approved projects.	\$10,000
Development Charges Grant Program	One-time grant of an amount equivalent to the Town of Tecumseh Development Charge for the buildings being constructed.	\$200,000
Building Façade Improvement Grant Program (BFIP)	Matching grant of 50% of the cost of eligible façade improvements to existing commercial properties to a maximum grant of \$15,000, with a maximum of one grant per property per year. Improvements must cost \$2,000 or greater to be eligible.	\$45,000
Building and Property Improvement Grant Program (BPIG)	Amount to be determined based upon the incremental increase in the municipal taxes that results from the work being completed.	N/A
Building Rehabilitation Loan Program (BRLP)	Loan equivalent to a proportion of the work value and on a matching funds basis, to a maximum of 50% of eligible costs. The maximum loan is \$15,000.	N/A
Residential Grant Program (RGP)	Grant equal to the cost of rehabilitating existing residential units and/or constructing new residential units on the basis of \$30 per square foot of habitable floor space rehabilitated or constructed, to a maximum grant of \$20,000 per unit.	\$100,000
Parking Area Improvement Program (PAIP)	Matching grant of 50% of the cost of eligible parking area improvement work to a maximum grant of \$10,000, with a maximum of one grant per property per year.	\$30,000
Sidewalk Café Grant Program	One-time grant of 50% of the cost, up to a maximum of \$2,000 for the design of a sidewalk café. Additionally, the Town will provide eligible candidates an annual grant of 50% of the costs for related work, up to a maximum of \$2,000.	\$12,000
Mural/Public Art Program	One-time grant of a maximum of \$1,000.	\$5,000





Attachment 3
Financial Incentive Program Grant Application
Tecumseh Road Main Street Community Improvement Plan
1122 Lesperance Road
CIP Incentives Financial Summary Charts

CIP Incentives Summary - Year-to-Date, November 2018				
Grant Program	Annual Program Allocation Limit	Projects Committed	Projects Proposed	Paid
1. Planning, Design, and Architectural Grants	\$ 15,000	\$ 6,000		\$ -
2. Planning Application and Permit Fee Grant Program	\$ 10,000	\$ 600		\$ 600
3. Development Charges Grant Program	\$ 200,000	\$ 5,416		\$ -
4. Building Façade Improvement Grant Program (BFIP)	\$ 45,000	\$ 19,000	\$ 15,000	\$ -
5. Residential Grant Program (RGP)	\$ 100,000	\$ 60,000		\$ -
6. Parking Area Improvement Program (PAIP)	\$ 30,000	\$ -	\$ -	\$ -
7. Sidewalk Café Grant Program	\$ 12,000	\$ -	\$ -	\$ -
8. Mural/Public Art Program	\$ 5,000	\$ 1,000		\$ -
	\$ 417,000	\$ 92,016	\$ 15,000	\$ 600
Actual Budget Allocations:				
2018	\$ 125,000			
Prior Years - Carry-forward	\$ 88,631			
Total Available for 2018	\$ 213,631			
2018 Annual Funding Shortfall including carry-overs	\$ (203,369)			
Total Available for 2018 less Projects Committed		\$ 121,615		
Remaining Available less Projects Proposed			\$ 106,615	

CIP Approved Projects and Funding Since Inception										
Project Code / Year	Project Name	1	2	3	4	5	6	7	8	Total
CIP-01/16	Buckingham Realty	\$ 1,475								\$ 1,475
CIP-02/16	Frank Brewing Co.							\$ 2,000		\$ 2,000
CIP-03/16	1614840 Ontario Ltd.		\$ 2,000	\$ 80,784						\$ 82,784
CIP-04/16	Valente Development Corp.			\$ 80,003						\$ 80,003
CIP-02/17	Valente Development Corp.			\$ 78,120						\$ 78,120
CIP-03/17	Lesperance Plaza Inc				\$ 15,000					\$ 15,000
CIP-04/17	St. Anne Church				\$ 15,000					\$ 15,000
CIP-05/17	Carrots N Dates							\$ 2,000		\$ 2,000
CIP-06/17	Buckingham Realty				\$ 15,000					\$ 15,000
CIP-01/18	1071 Lesperance Road – c/o Lesperance Square Inc.	\$ 3,000								\$ 3,000
CIP-02/18	12350 Tecumseh Rd. - Tecumseh Historical Society							\$ 1,000		\$ 1,000
CIP-03/18	Buckingham Realty		\$ 600							\$ 600
CIP-04/18	1071 Lesperance Road – c/o Lesperance Square Inc.			\$ 5,416	\$ 15,000	\$ 40,000				\$ 60,416
CIP-05/18	12357 Tecumseh Road - Bosely Hair				\$ 20,000					\$ 20,000
CIP-06/18	12122 Tecumseh Road - Team Goran Realty				\$ 4,000					\$ 4,000
CIP-07/18	1122 Lesperance Road	\$ 3,000								\$ 3,000
Total		\$ 7,475	\$ 2,600	\$ 244,323	\$ 64,000	\$ 60,000	\$ -	\$ 4,000	\$ 1,000	\$ 380,398

The Corporation of the Town of Tecumseh

By-Law Number 2018-66

A by-law of the Corporation of the Town of Tecumseh to authorize the borrowing upon amortizing debentures in the principal amount of \$134,000.00 towards the cost of the North Talbot Road Sanitary Sewer

And Whereas subsection 401 (1) of the Municipal Act, 2001, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

And Whereas subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

And Whereas the Council of The Corporation of The Town of Tecumseh (the “Municipality”) has passed the By-law or By-laws, as applicable, enumerated in column (1) of Schedule “A” attached hereto and forming part of this By-law authorizing the capital work described in column (2) of Schedule “A” (individually a “Capital Work” and collectively the “Capital Works”, as the case may be), and authorizing the entering into of a Financing Agreement dated effective as of May 01, 2012 for the provision of temporary and long term borrowing from Ontario Infrastructure and Lands Corporation (“OILC”) in respect of the Capital Work(s) (the “Financing Agreement”) and the Municipality desires to issue debentures for the Capital Work(s) in the amount or respective amounts, as applicable, specified in column (5) of Schedule “A”;

And Whereas before authorizing the Capital Work(s) and before authorizing any additional cost amount and any additional debenture authority in respect thereof the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Municipality authorizing the Capital Work(s), each such additional cost amount and each such additional debenture authority, the Treasurer determined that the estimated annual amount payable in respect of the Capital Work(s), each such additional cost amount and each such additional debenture authority, would not cause the Municipality to exceed the updated limit and that the approval of the Capital Work(s), each such additional cost amount and each such additional debenture authority, by the Ontario Municipal Board pursuant to such regulation was not required;

And Whereas the Municipality has submitted an application to OILC for long term borrowing through the issue of debentures to OILC in respect of the Capital Work(s) (the “Application”) and the Application has been approved;

And Whereas to provide long term financing for the Capital Work(s) and to repay certain temporary advances in respect of the Capital Work(s) made by OILC pursuant to the Financing Agreement, it is now deemed to be expedient to borrow money by the issue of amortizing debentures in the principal amount of \$134,000.00 dated December 03, 2018 and maturing on December 03, 2023, and payable in semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2023, both inclusive on the terms hereinafter set forth

Now Therefore the Council of The Corporation of The Town of Tecumseh Enacts as follows:

1. For the Capital Work(s), the borrowing upon the credit of the Municipality at large of the principal amount of \$134,000.00 and the issue of amortizing debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.
2. The Mayor and the Treasurer of the Municipality are hereby authorized to cause any number of amortizing debentures to be issued for such amounts of money as may be required for the Capital Work(s) in definitive form, not exceeding in total the said principal amount of \$134,000.00 (the "Debentures"). The Debentures shall bear the Municipality's municipal seal and the signatures of Mayor and the Treasurer of the Municipality, all in accordance with the provisions of the Act. The municipal seal of the Municipality and the signatures referred to in this section may be printed, lithographed, engraved or otherwise mechanically reproduced. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.
3. The Debentures shall be in fully registered form as one or more certificates in the principal amount of \$134,000.00, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule "B" hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Municipality may agree.
4. In accordance with the provisions of section 25 of the Ontario Infrastructure and Lands Corporation Act, 2011, as amended from time to time hereafter, as security for the payment by the Municipality of the indebtedness of the Municipality to OILC under the Debentures (the "Obligations"), the Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding the amounts that the Municipality fails to pay OILC on account of the Obligations and to pay such amounts to OILC from the Consolidated Revenue Fund.
5. The Debentures shall all be dated December 03, 2018, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 3.00% per annum and mature during a period of 5 year(s) from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by December 03, 2023 and be payable in equal semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2023, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set forth in Schedule "C" attached hereto and forming part of this By-law ("Schedule "C").
6. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or executive order to be closed (a "Toronto Business Day") and if any date for payment is not a Toronto Business Day, payment shall be made on the next following Toronto Business Day.
7. Interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the

date such amounts become overdue for so long as such amounts remain overdue and the Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

“Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “Reference Banks”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. In each year in which a payment of equal semi-annual instalments of combined principal and interest becomes due in respect of the Capital Work(s) including the last ‘non-equal’ instalment, there shall be raised as part of the Municipality’s general levy the amounts of principal and interest payable by the Municipality in each year as set out in Schedule “C” to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality.
9. The Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.
10. The Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
11. The Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Municipality.
12. The Debentures will be transferable or exchangeable at the office of the Treasurer of the Municipality upon presentation for such purpose

accompanied by an instrument of transfer or exchange in a form approved by the Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Mayor and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferee, in the case of a transfer or as directed by the registered holder in the case of an exchange.

13. The Mayor and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Municipality in its discretion; and (c) surrendered to the Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
14. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
15. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
16. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Municipality. When new Debentures are issued in substitution in these circumstances the Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.

- 18. The Mayor and the Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Clerk and Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Municipality’s municipal seal to any of such documents and papers.
- 19. The money received by the Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be apportioned and applied to the Capital Work(s) and to no other purpose except as permitted by the Act.
- 20. Subject to the Municipality’s investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Municipality may in its discretion determine.
- 21. This By-law takes effect on the day of passing.

Read a first, second and third time and finally passed this 27th day of November, 2018.

Gary McNamara, Mayor

Laura Moy, Clerk

The Corporation of the Town of Tecumseh
Schedule “A” to By-Law Number 2018-66

(1)	(2)	(3)	(4)	(5)	(6)
By-law	Project Description	Approved Amount to be Financed Through the Issue of Debentures	Amount of Debentures Previously Issued	Amount of Debentures to be Issued	Term of Years of Debentures
2012-17	North Talbot Road Sanitary Sew	\$3,060,250.00	\$0.00	\$134,000.00	5 years

The Corporation of The Town of Tecumseh
Schedule “B” to By-law Number 2018-66

No. 2018-02	<table border="1"><tr><td>\$134,000.00</td></tr></table>	\$134,000.00
\$134,000.00		

Canada
Province of Ontario
The Corporation of The Town of Tecumseh

Fully Registered Interest Rate 3.00% Amortizing Debenture

The Corporation of The Town of Tecumseh (the “Municipality”), for value received, hereby promises to pay to

Ontario Infrastructure and Lands Corporation (“OILC”)

or registered assigns, subject to the Conditions attached hereto which form part hereof (the “Conditions”), upon presentation and surrender of this debenture (or as otherwise agreed to by the Municipality and OILC) by the maturity date of this debenture (December 03, 2023), the principal amount of

One Hundred Thirty Four Thousand Dollars

----- (\$134,000.00) -----

by equal semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2023, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, in the amounts set forth in the attached Amortizing Debenture Schedule (the “Amortization Schedule”) and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (December 03, 2018) or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 3.00 % per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Municipality, pursuant to section 25 of the Ontario Infrastructure and Lands Corporation Act, 2011 (the “OILC Act, 2011”) hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding any amounts that the Municipality fails to pay OILC on account of indebtedness evidenced by this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

This debenture is subject to the Conditions.

Dated at The Corporation of The Town of Tecumseh as at the 3rd day of December, 2018

In Testimony Whereof and under the authority of By-law Number 2018-66 of the Municipality duly passed on the 27th day of November, 2018 (the “By-law”), this debenture is sealed with the municipal seal of the Municipality and signed by the Mayor and by the Treasurer thereof.

Date of Registration: December 03, 2018

(Seal)

Gary McNamara, MayorLuc Gagnon, Treasurer

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

By: _____ by: _____

Authorized signing OfficerAuthorized Signing Officer

Legal Opinion

We have examined the By-law of the Municipality authorizing the issue of amortizing debentures in the principal amount of \$134,000.00 dated December 03, 2018 and maturing on December 03, 2023 payable in equal semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2023, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments as set out in Schedule “C” to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Municipality. The debenture issued under the By-law in the within form (the “Debenture”) is the direct, general, unsecured and unsubordinated obligation of the Municipality. The Debenture is enforceable against the Municipality subject to the special jurisdiction and powers of the Ontario Municipal Board over defaulting municipalities under the Municipal Affairs Act. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

December 03, 2018

Edwin C. Hooker, Barrister & Solicitor

Conditions of The Debenture

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.
2. The Debentures are direct, general, unsecured and unsubordinated obligations of the Municipality. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date including the maturity date. Principal of and interest on the Debentures are payable by the Municipality to the persons registered as holders in the registry on the relevant record date. The Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.
7. The Municipality shall make all payments in respect of equal semi-annual instalments of combined principal and interest including the last ‘non-equal’

instalment on the Debentures on the Payment Dates commencing on June 03, 2019 and ending on December 03, 2023 as set out in Schedule "C" to the By-law, by pre-authorized debit in respect of such interest and principal to the credit of the registered holder on such terms as the Municipality and the registered holder may agree.

8. The Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.
9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
10. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or executive order to be closed (a "Toronto Business Day"), and if any date for payment is not a Toronto Business Day, payment shall be made on the next following Toronto Business Day as noted on the Amortization Schedule.
11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferee, in the case of a transfer or as directed by the registered holder in the case of an exchange.
12. The Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Municipality in its discretion; and (c) surrendered to the Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same

terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Municipality. When new Debentures are issued in substitution in these circumstances the Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
16. If OILC elects to terminate its obligations under the financing agreement entered into between the Municipality and OILC, pursuant to which the Debentures are issued, OILC, at its discretion, shall assess any losses that it may incur as a result of the termination as follows: if on the date of termination the outstanding principal balance on the Debentures is less than the net present value of the Debentures, the Municipality shall pay the difference between these two amounts to OILC.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Toronto Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Toronto Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

- (a) "Prime Rate" means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce;

The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “Reference Banks”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

The Corporation of The Town of Tecumseh

Schedule “C” to By-law Number 2018-66

Loan Amortization Schedule

Name Tecumseh, The Corporation of The Town of
Principal: \$134,000.00
Rate 3.00%
Term 60 months
Paid Semi-annually
Matures 12/03/2023

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
1	06/03/2019	14,530.18	12,520.18	2,010.00	121,479.82
2	12/03/2019	14,530.18	12,707.98	1,822.20	108,771.84
3	06/03/2020	14,530.18	12,898.60	1,631.58	95,873.24
4	12/03/2020	14,530.18	13,092.08	1,438.10	82,781.16
5	06/03/2021	14,530.18	13,288.46	1,241.72	69,492.70
6	12/03/2021	14,530.18	13,487.79	1,042.39	56,004.91
7	06/03/2022	14,530.18	13,690.11	840.07	42,314.80
8	12/03/2022	14,530.18	13,895.46	634.72	28,419.34
9	06/03/2023	14,530.18	14,103.89	426.29	14,315.45
10	12/03/2023	14,530.18	14,315.45	214.73	0.00
		145,301.80	134,000.00	11,301.80	

The Corporation of the Town of Tecumseh

By-Law Number 2018-67

A by-law of the Corporation of the Town of Tecumseh to authorize the borrowing upon amortizing debentures in the principal amount of \$42,000.00 towards the cost of the North Talbot Road Sanitary Sewer

And Whereas subsection 401 (1) of the Municipal Act, 2001, as amended (the “Act”) provides that a municipality may incur a debt for municipal purposes, whether by borrowing money or in any other way, and may issue debentures and prescribed financial instruments and enter prescribed financial agreements for or in relation to the debt;

And Whereas subsection 408 (2.1) of the Act provides that a municipality may issue a debenture or other financial instrument for long-term borrowing only to provide financing for a capital work;

And Whereas the Council of The Corporation of The Town of Tecumseh (the “Municipality”) has passed the By-law or By-laws, as applicable, enumerated in column (1) of Schedule “A” attached hereto and forming part of this By-law authorizing the capital work described in column (2) of Schedule “A” (individually a “Capital Work” and collectively the “Capital Works”, as the case may be), and authorizing the entering into of a Financing Agreement dated effective as of May 01, 2012 for the provision of temporary and long term borrowing from Ontario Infrastructure and Lands Corporation (“OILC”) in respect of the Capital Work(s) (the “Financing Agreement”) and the Municipality desires to issue debentures for the Capital Work(s) in the amount or respective amounts, as applicable, specified in column (5) of Schedule “A”;

And Whereas before authorizing the Capital Work(s) and before authorizing any additional cost amount and any additional debenture authority in respect thereof the Council of the Municipality had its Treasurer calculate an updated limit in respect of its most recent annual debt and financial obligation limit received from the Ministry of Municipal Affairs and Housing in accordance with the applicable regulation and, prior to the Council of the Municipality authorizing the Capital Work(s), each such additional cost amount and each such additional debenture authority, the Treasurer determined that the estimated annual amount payable in respect of the Capital Work(s), each such additional cost amount and each such additional debenture authority, would not cause the Municipality to exceed the updated limit and that the approval of the Capital Work(s), each such additional cost amount and each such additional debenture authority, by the Ontario Municipal Board pursuant to such regulation was not required;

And Whereas the Municipality has submitted an application to OILC for long term borrowing through the issue of debentures to OILC in respect of the Capital Work(s) (the “Application”) and the Application has been approved;

And Whereas to provide long term financing for the Capital Work(s) and to repay certain temporary advances in respect of the Capital Work(s) made by OILC pursuant to the Financing Agreement, it is now deemed to be expedient to borrow money by the issue of amortizing debentures in the principal amount of \$42,000.00 dated December 03, 2018 and maturing on December 03, 2028, and payable in semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2028, both inclusive on the terms hereinafter set forth;

Now Therefore the Council of The Corporation of The Town of Tecumseh Enacts as follows:

1. For the Capital Work(s), the borrowing upon the credit of the Municipality at large of the principal amount of \$42,000.00 and the issue of amortizing debentures therefor to be repaid in semi-annual instalments of combined principal and interest as hereinafter set forth, are hereby authorized.
2. The Mayor and the Treasurer of the Municipality are hereby authorized to cause any number of amortizing debentures to be issued for such amounts of money as may be required for the Capital Work(s) in definitive form, not exceeding in total the said principal amount of \$42,000.00 (the "Debentures"). The Debentures shall bear the Municipality's municipal seal and the signatures of Mayor and the Treasurer of the Municipality, all in accordance with the provisions of the Act. The municipal seal of the Municipality and the signatures referred to in this section may be printed, lithographed, engraved or otherwise mechanically reproduced. The Debentures are sufficiently signed if they bear the required signatures and each person signing has the authority to do so on the date he or she signs.
3. The Debentures shall be in fully registered form as one or more certificates in the principal amount of \$42,000.00, in the name of OILC, or as OILC may otherwise direct, substantially in the form attached as Schedule "B" hereto and forming part of this By-law with provision for payment of principal and interest (other than in respect of the final payment of principal and outstanding interest on maturity upon presentation and surrender) by pre-authorized debit in respect of such principal and interest to the credit of such registered holder on such terms as to which the registered holder and the Municipality may agree.
4. In accordance with the provisions of section 25 of the Ontario Infrastructure and Lands Corporation Act, 2011, as amended from time to time hereafter, as security for the payment by the Municipality of the indebtedness of the Municipality to OILC under the Debentures (the "Obligations"), the Municipality is hereby authorized to agree in writing with OILC that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding the amounts that the Municipality fails to pay OILC on account of the Obligations and to pay such amounts to OILC from the Consolidated Revenue Fund.
5. The Debentures shall all be dated December 03, 2018, and as to both principal and interest shall be expressed and be payable in lawful money of Canada. The Debentures shall bear interest at the rate of 3.28% per annum and mature during a period of 10 year(s) from the date thereof payable semi-annually in arrears as described in this section. The Debentures shall be paid in full by December 03, 2028 and be payable in equal semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2028, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, as set forth in Schedule "C" attached hereto and forming part of this By-law ("Schedule "C").
6. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or executive order to be closed (a "Toronto Business Day") and if any date for payment is not a Toronto Business Day, payment shall be made on the next following Toronto Business Day.

7. Interest shall be payable to the date of maturity of the Debentures and on default shall be payable on any overdue amounts both before and after default and judgment at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debentures for such amounts plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amounts become overdue for so long as such amounts remain overdue and the Municipality shall pay to the registered holders any and all costs incurred by the registered holders as a result of the overdue payment. Any amounts payable by the Municipality as interest on overdue principal or interest and all costs incurred by the registered holders as a result of the overdue payment in respect of the Debentures shall be paid out of current revenue. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.

“Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the **“Reference Banks”**) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

8. In each year in which a payment of equal semi-annual instalments of combined principal and interest becomes due in respect of the Capital Work(s) including the last ‘non-equal’ instalment, there shall be raised as part of the Municipality’s general levy the amounts of principal and interest payable by the Municipality in each year as set out in Schedule “C” to the extent that the amounts have not been provided for by any other available source including other taxes or fees or charges imposed on persons or property by a by-law of any municipality.
9. The Debentures may contain any provision for their registration thereof authorized by any statute relating to municipal debentures in force at the time of the issue thereof.
10. The Municipality shall maintain a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of the cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.
11. The Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Municipality shall deem and treat registered holders of the Debentures as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the

contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Municipality.

12. The Debentures will be transferable or exchangeable at the office of the Treasurer of the Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, the Mayor and the Treasurer shall issue and deliver a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations as directed by the transferee, in the case of a transfer or as directed by the registered holder in the case of an exchange.
13. The Mayor and the Treasurer shall issue and deliver new Debentures in exchange or substitution for Debentures outstanding on the registry with the same maturity and of like form which have become mutilated, defaced, lost, subject to a mysterious or unexplainable disappearance, stolen or destroyed, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case when a Debenture is mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed) furnished the Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Municipality in its discretion; and (c) surrendered to the Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
14. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of this By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.
15. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
16. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of any of the principal and interest cheques (if any) that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed may be imposed by the Municipality. When new Debentures are issued in substitution in these circumstances the Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new

- Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
- 17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder.
 - 18. The Mayor and the Treasurer are hereby authorized to cause the Debentures to be issued, one or more of the Clerk and Treasurer are hereby authorized to generally do all things and to execute all other documents and other papers in the name of the Municipality in order to carry out the issue of the Debentures and the Treasurer is authorized to affix the Municipality’s municipal seal to any of such documents and papers.
 - 19. The money received by the Municipality from the sale of the Debentures to OILC, including any premium, and any earnings derived from the investment of that money, after providing for the expenses related to their issue, if any, shall be apportioned and applied to the Capital Work(s) and to no other purpose except as permitted by the Act.
 - 20. Subject to the Municipality’s investment policies and goals, the applicable legislation and the terms and conditions of the Debentures, the Municipality may, if not in default under the Debentures, at any time purchase any of the Debentures in the open market or by tender or by private contract at any price and on such terms and conditions (including, without limitation, the manner by which any tender offer may be communicated or accepted and the persons to whom it may be addressed) as the Municipality may in its discretion determine.
 - 21. This By-law takes effect on the day of passing

Read a first, second and third time and finally passed this 27th day of November, 2018.

Gary McNamara, Mayor

Laura Moy, Clerk

The Corporation of The Town of Tecumseh

Schedule “A” to By-Law Number 2018-67

(1)	(2)	(3)	(4)	(5)	(6)
By-law	Project Description	Approved Amount to be Financed Through the Issue of Debentures	Amount of Debentures Previously Issued	Amount of Debentures to be Issued	Term of Years of Debentures
2012-17	North Talbot Road Sanitary Sew	\$939,750.00	\$0.00	\$42,000.00	10 year(s)

The Corporation of The Town of Tecumseh
Schedule “B” to By-law Number 2018-67

No. 2018-03	\$42,000.00
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Canada
Province of Ontario
The Corporation of The Town of Tecumseh

Fully Registered Interest Rate 3.28% Amortizing Debenture

The Corporation of The Town of Tecumseh (the “Municipality”), for value received, hereby promises to pay to

Ontario Infrastructure and Lands Corporation (“OILC”)

or registered assigns, subject to the Conditions attached hereto which form part hereof (the “Conditions”), upon presentation and surrender of this debenture (or as otherwise agreed to by the Municipality and OILC) by the maturity date of this debenture (December 03, 2028), the principal amount of

Forty Two Thousand Dollars

----- **(\$42,000.00)** -----

by equal semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2028, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments, in the amounts set forth in the attached Amortizing Debenture Schedule (the “Amortization Schedule”) and subject to late payment interest charges pursuant to the Conditions, in lawful money of Canada. Subject to the Conditions: interest shall be paid until the maturity date of this debenture, in like money in semi-annual payments from the closing date (December 03, 2018) or from the last date on which interest has been paid on this debenture, whichever is later, at the rate of 3.28 % per annum, in arrears, on the specified dates, as set forth in the Amortization Schedule; and interest shall be paid on default at the applicable rate set out in the Amortization Schedule both before and after default and judgment. The payments of principal and interest and the outstanding amount of principal in each year are shown in the Amortization Schedule.

The Municipality, pursuant to section 25 of the Ontario Infrastructure and Lands Corporation Act, 2011 (the “OILC Act, 2011”) hereby irrevocably agrees that the Minister of Finance is entitled, without notice to the Municipality, to deduct from money appropriated by the Legislative Assembly of Ontario for payment to the Municipality, amounts not exceeding any amounts that the Municipality fails to pay OILC on account of indebtedness evidenced by this debenture, and to pay such amounts to OILC from the Consolidated Revenue Fund.

This debenture is subject to the Conditions.

DATED at The Corporation of The Town of Tecumseh as at the 3rd day of December, 2018

In Testimony Whereof and under the authority of By-law Number 2018-67 of the Municipality duly passed on the 27th day of November, 2018 (the “By-law”), this debenture is sealed with the municipal seal of the Municipality and signed by the Mayor and by the Treasurer thereof.

Date of Registration: December 03, 2018

_____	(Seal)	_____
Gary McNamara, Mayor		Luc Gagnon, Treasurer

OILC hereby agrees that the Minister of Finance is entitled to exercise certain rights of deduction pursuant to section 25 of the OILC Act, 2011 as described in this debenture.

Ontario Infrastructure and Lands Corporation

By: _____	by: _____
Authorized signing Officer	Authorized Signing Officer

Legal Opinion

We have examined the By-law of the Municipality authorizing the issue of amortizing debentures in the principal amount of \$42,000.00 dated December 03, 2018 and maturing on December 03, 2028 payable in equal semi-annual instalments of combined principal and interest on the third day of June and on the third day of December in each of the years 2019 to 2028, both inclusive, save and except for the last instalment which may vary slightly from the preceding equal instalments as set out in Schedule "C" to the By-law.

In our opinion, the By-law has been properly passed and is within the legal powers of the Municipality. The debenture issued under the By-law in the within form (the "Debenture") is the direct, general, unsecured and unsubordinated obligation of the Municipality. The Debenture is enforceable against the Municipality subject to the special jurisdiction and powers of the Ontario Municipal Board over defaulting municipalities under the *Municipal Affairs Act*. This opinion is subject to and incorporates all the assumptions, qualifications and limitations set out in our opinion letter.

December 03, 2018

Edwin C. Hooker, Barrister & Solicitor

Conditions of the Debenture

Form, Denomination, and Ranking of the Debenture

1. The debentures issued pursuant to the By-law (collectively the “Debentures” and individually a “Debenture”) are issuable as fully registered Debentures without coupons.
2. The Debentures are direct, general, unsecured and unsubordinated obligations of the Municipality. The Debentures rank concurrently and equally in respect of payment of principal and interest with all other debentures of the Municipality except for the availability of money in a sinking or retirement fund for a particular issue of debentures.
3. This Debenture is one fully registered Debenture registered in the name of OILC and held by OILC.

Registration

4. The Municipality shall maintain at its designated office a registry in respect of the Debentures in which shall be recorded the names and the addresses of the registered holders and particulars of the Debentures held by them respectively and in which particulars of cancellations, exchanges, substitutions and transfers of Debentures, may be recorded and the Municipality is authorized to use electronic, magnetic or other media for records of or related to the Debentures or for copies of them.

Title

5. The Municipality shall not be bound to see to the execution of any trust affecting the ownership of any Debenture or be affected by notice of any equity that may be subsisting in respect thereof. The Municipality shall deem and treat registered holders of Debentures, including this Debenture, as the absolute owners thereof for all purposes whatsoever notwithstanding any notice to the contrary and all payments to or to the order of registered holders shall be valid and effectual to discharge the liability of the Municipality on the Debentures to the extent of the amount or amounts so paid. Where a Debenture is registered in more than one name, the principal of and interest from time to time payable on such Debenture shall be paid to or to the order of all the joint registered holders thereof, failing written instructions to the contrary from all such joint registered holders, and such payment shall constitute a valid discharge to the Municipality. In the case of the death of one or more joint registered holders, despite the foregoing provisions of this section, the principal of and interest on any Debentures registered in their names may be paid to the survivor or survivors of such holders and such payment shall constitute a valid discharge to the Municipality.

Payments of Principal and Interest

6. The record date for purposes of payment of principal of and interest on the Debentures is as of 5:00 p.m. on the sixteenth calendar day preceding any Payment Date including the maturity date. Principal of and interest on the Debentures are payable by the Municipality to the persons registered as holders in the registry on the relevant record date. The Municipality shall not be required to register any transfer, exchange or substitution of Debentures during the period from any record date to the corresponding Payment Date.
7. The Municipality shall make all payments in respect of equal semi-annual instalments of combined principal and interest including the last ‘non-equal’ instalment on the Debentures on the Payment Dates commencing on June 03, 2019 and ending on December 03, 2028 as set out in Schedule “C” to the By-law, by pre-authorized debit in respect of such interest and principal

to the credit of the registered holder on such terms as the Municipality and the registered holder may agree.

8. The Municipality shall pay to the registered holder interest on any overdue amount of principal or interest in respect of any Debenture, both before and after default and judgment, at a rate per annum equal to the greater of the rate specified on the Schedule as attached to and forming part of the Debenture for such amount plus 200 basis points or Prime Rate (as defined below) plus 200 basis points, calculated on a daily basis from the date such amount becomes overdue for so long as such amount remains overdue and the Municipality shall pay to the registered holder any and all costs incurred by the registered holder as a result of the overdue payment.
9. Whenever it is necessary to compute any amount of interest in respect of the Debentures for a period of less than one full year, other than with respect to regular semi-annual interest payments, such interest shall be calculated on the basis of the actual number of days in the period and a year of 365 days or 366 days as appropriate.
10. Payments in respect of principal of and interest on the Debentures shall be made only on a day on which banking institutions in Toronto, Ontario, are not authorized or obligated by law or executive order to be closed (a "Toronto Business Day"), and if any date for payment is not a Toronto Business Day, payment shall be made on the next following Toronto Business Day as noted on the Amortization Schedule.
11. The Debentures are transferable or exchangeable at the office of the Treasurer of the Municipality upon presentation for such purpose accompanied by an instrument of transfer or exchange in a form approved by the Municipality and which form is in accordance with the prevailing Canadian transfer legislation and practices, executed by the registered holder thereof or such holder's duly authorized attorney or legal personal representative, whereupon and upon registration of such transfer or exchange and cancellation of the Debenture or Debentures presented, a new Debenture or Debentures of an equal aggregate principal amount in any authorized denomination or denominations will be delivered as directed by the transferee, in the case of a transfer or as directed by the registered holder in the case of an exchange.
12. The Municipality shall issue and deliver Debentures in exchange for or in substitution for Debentures outstanding on the registry with the same maturity and of like form in the event of a mutilation, defacement, loss, mysterious or unexplainable disappearance, theft or destruction, provided that the applicant therefor shall have: (a) paid such costs as may have been incurred in connection therewith; (b) (in the case of a mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed Debenture) furnished the Municipality with such evidence (including evidence as to the certificate number of the Debenture in question) and an indemnity in respect thereof satisfactory to the Municipality in its discretion; and (c) surrendered to the Municipality any mutilated or defaced Debentures in respect of which new Debentures are to be issued in substitution.
13. The Debentures issued upon any registration of transfer or exchange or in substitution for any Debentures or part thereof shall carry all the rights to interest if any, accrued and unpaid which were carried by such Debentures or part thereof and shall be so dated and shall bear the same maturity date and, subject to the provisions of the By-law, shall be subject to the same terms and conditions as the Debentures in respect of which the transfer, exchange or substitution is effected.

14. The cost of all transfers and exchanges, including the printing of authorized denominations of the new Debentures, shall be borne by the Municipality. When any of the Debentures are surrendered for transfer or exchange the Treasurer of the Municipality shall: (a) in the case of an exchange, cancel and destroy the Debentures surrendered for exchange; (b) in the case of an exchange, certify the cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debenture or Debentures issued in exchange; and (d) in the case of a transfer, enter in the registry particulars of the registered holder as directed by the transferor.
15. Reasonable fees for the substitution of a new Debenture or new Debentures for any of the Debentures that are mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed and for the replacement of mutilated, defaced, lost, mysteriously or unexplainably missing, stolen or destroyed principal and interest cheques (if any) may be imposed by the Municipality. When new Debentures are issued in substitution in these circumstances the Municipality shall: (a) treat as cancelled and destroyed the Debentures in respect of which new Debentures will be issued in substitution; (b) certify the deemed cancellation and destruction in the registry; (c) enter in the registry particulars of the new Debentures issued in substitution; and (d) make a notation of any indemnities provided.
16. If OILC elects to terminate its obligations under the financing agreement entered into between the Municipality and OILC, pursuant to which the Debentures are issued, OILC, at its discretion, shall assess any losses that it may incur as a result of the termination as follows: if on the date of termination the outstanding principal balance on the Debentures is less than the net present value of the Debentures, the Municipality shall pay the difference between these two amounts to OILC.

Notices

17. Except as otherwise expressly provided herein, any notice required to be given to a registered holder of one or more of the Debentures will be sufficiently given if a copy of such notice is mailed or otherwise delivered to the registered address of such registered holder. If the Municipality or any registered holder is required to give any notice in connection with the Debentures on or before any day and that day is not a Toronto Business Day (as defined in section 10 of these Conditions) then such notice may be given on the next following Toronto Business Day.

Time

18. Unless otherwise expressly provided herein, any reference herein to a time shall be considered to be a reference to Toronto time.

Governing Law

19. The Debentures are governed by and shall be construed in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable in Ontario.

Definitions:

- “Prime Rate” means, on any day, the annual rate of interest which is the arithmetic mean of the prime rates announced from time to time by the following five major Canadian Schedule I banks, as of the issue date of this Debenture: Royal Bank of Canada; Canadian Imperial Bank of Commerce; The Bank of Nova Scotia; Bank of Montreal; and The Toronto-Dominion Bank (the “Reference Banks”) as their reference rates in effect on such day for Canadian dollar commercial loans made in Canada. If fewer than five of the Reference Banks quote a prime rate on such days, the “Prime Rate” shall be the arithmetic mean of the rates quoted by those Reference Banks.

The Corporation of The Town Of Tecumseh

Schedule “C” to By-law Number 2018-67

Loan Amortization Schedule

Name Tecumseh, The Corporation of The Town of

Principal: \$42,000.00

Rate 3.28%

Term 120 months

Paid Semi-annually

Matures 12/03/2028

Pay #	Date	Amount Due	Principal Due	Interest Due	Rem. Principal
1	06/03/2019	2,480.22	1,791.42	688.80	40,208.58
2	12/03/2019	2,480.22	1,820.80	659.42	38,387.78
3	06/03/2020	2,480.22	1,850.66	629.56	36,537.12
4	12/03/2020	2,480.22	1,881.01	599.21	34,656.11
5	06/03/2021	2,480.22	1,911.86	568.36	32,744.25
6	12/03/2021	2,480.22	1,943.21	537.01	30,801.04
7	06/03/2022	2,480.22	1,975.08	505.14	28,825.96
8	12/03/2022	2,480.22	2,007.47	472.75	26,818.49
9	06/03/2023	2,480.22	2,040.40	439.82	24,778.09
10	12/03/2023	2,480.22	2,073.86	406.36	22,704.23
11	06/03/2024	2,480.22	2,107.87	372.35	20,596.36
12	12/03/2024	2,480.22	2,142.44	337.78	18,453.92
13	06/03/2025	2,480.22	2,177.58	302.64	16,276.34
14	12/03/2025	2,480.22	2,213.29	266.93	14,063.05
15	06/03/2026	2,480.22	2,249.59	230.63	11,813.46
16	12/03/2026	2,480.22	2,286.48	193.74	9,526.98
17	06/03/2027	2,480.22	2,323.98	156.24	7,203.00
18	12/03/2027	2,480.22	2,362.09	118.13	4,840.91
19	06/03/2028	2,480.22	2,400.83	79.39	2,440.08
20	12/03/2028	2,480.10	2,440.08	40.02	0.00
		49,604.28	42,000.00	7,604.28	

THE CORPORATION OF THE TOWN OF TECUMSEH

BY-LAW NUMBER 2018-68

Being a by-law to appoint Municipal Auditors for The Corporation of the Town of Tecumseh for the fiscal years 2018 to 2022.

WHEREAS pursuant to Section 296(1) of the *Municipal Act, 2001, S.O. 2001, c.25* as amended, a municipality shall appoint an auditor licensed under the *Public Accounting Act, 2004*, who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit, and performing duties required by the municipality or local board.

AND WHEREAS pursuant to Section 296(3) an auditor of a municipality shall not be appointed for a term exceeding five years;

AND WHEREAS the Town of Tecumseh wishes to accept the proposal by KPMG LLP for external auditing services for the fiscal years 2018 to 2022;

NOW THEREFORE the Council of The Corporation of the Town of Tecumseh enacts as follows:

- 1. **That** the auditing firm of KPMG LLP be appointed as auditor for the Town of Tecumseh; and
- 2. **That** KPMG LLP perform the audits for the Town of Tecumseh and its local boards, for the years ending 2018 through to and including 2022; and
- 3. **That** the auditing services of KPMG LLP be carried out in accordance with the terms and conditions of their “Proposal to Serve”, dated October 24, 2013, and their request for renewal letter dated August 2, 2018, attached hereto as Schedules “A” and “B” forming part of this by-law; and
- 4. **That** any and all by-laws inconsistent with this by-law are hereby repealed; and,
- 5. **That** this by-law shall come into force and take effect on the third and final reading thereof.

READ a first, second and third time, and finally passed this 27th day of November 2018.

Gary McNamara, Mayor

“SEAL”

Laura Moy, Clerk



cutting through complexity

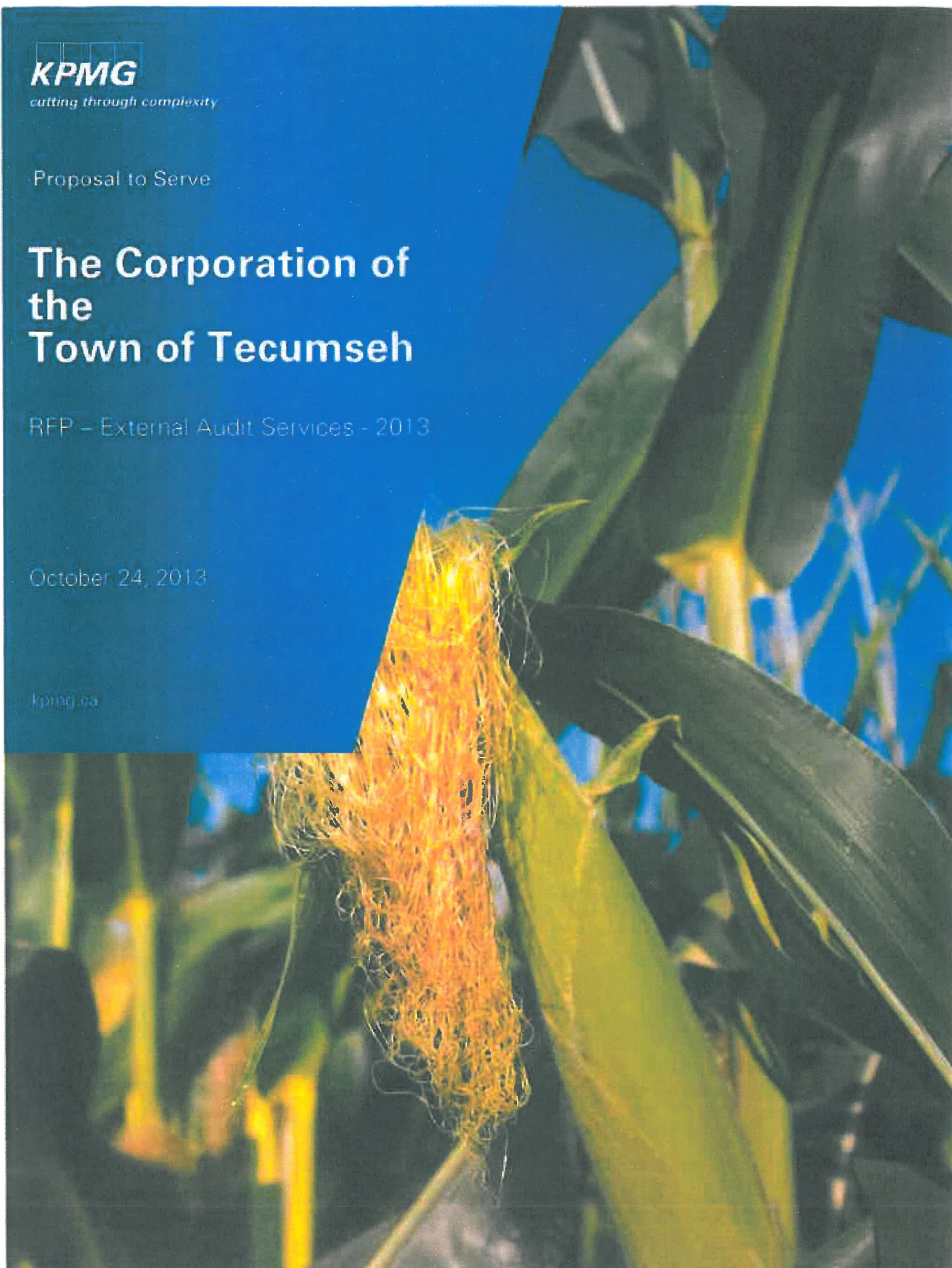
Proposal to Serve

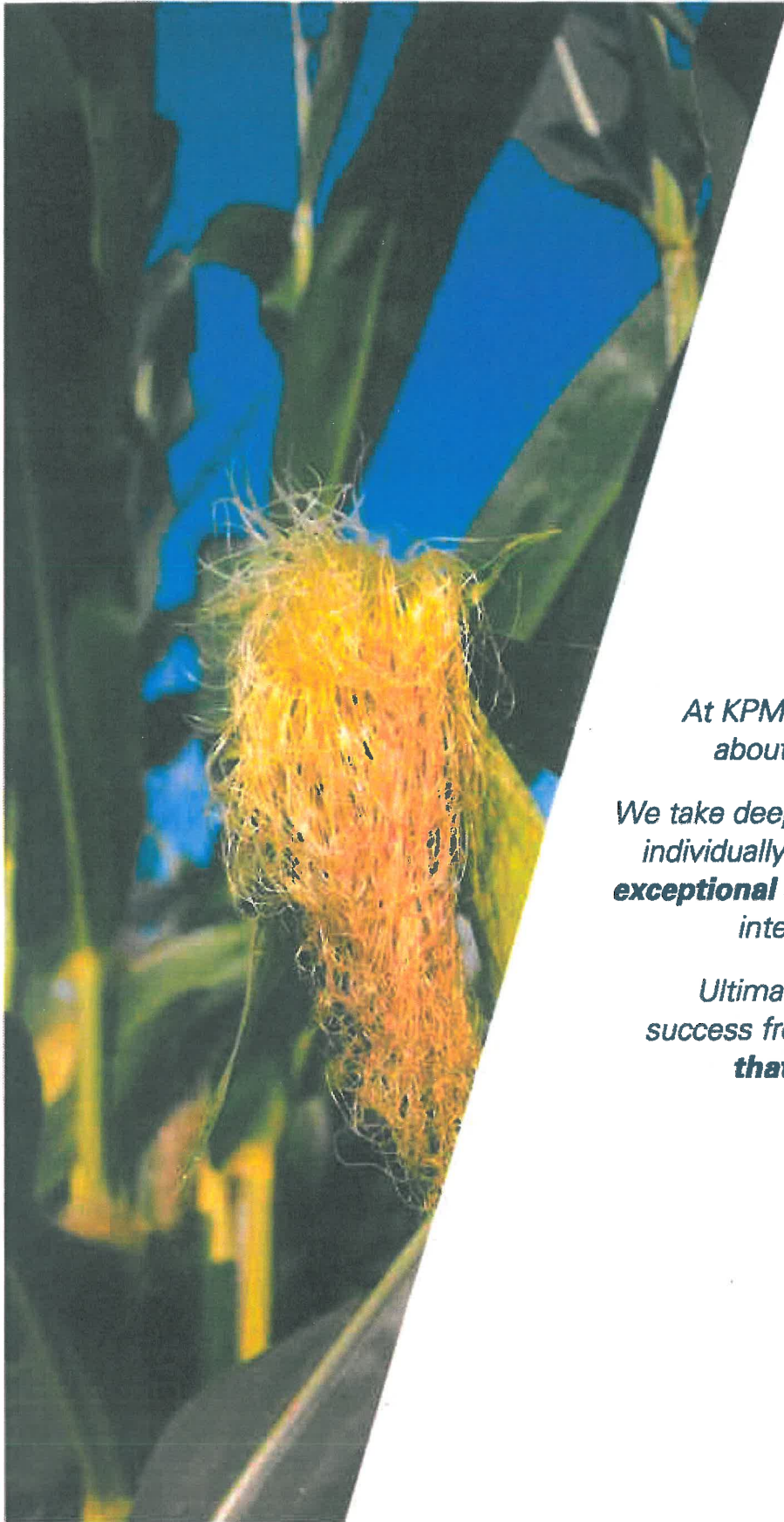
The Corporation of the Town of Tecumseh

RFP – External Audit Services – 2013

October 24, 2013

kpmg.ca





At KPMG, we are **passionate**
about earning your **trust**.

We take deep **personal accountability**,
individually and as a team, to deliver
exceptional service and value in all our
interactions with you.

Ultimately, we measure our
success from the **only perspective**
that matters – yours.



KPMG LLP
618 Greenwood Centre
3200 Daziel Drive
Windsor Ontario N8W5K8

Telephone (519) 251-3500
Fax (519) 251-3530
Internet www.kpmg.ca

Mr. Luc Gagnon CPA, CA, BMath
Corporation of the Town of Tecumseh
917 Lesperance Road
Tecumseh, Ontario N8N 1W9

October 24, 2013

Re: Request for Proposals - External Audit Services - 2013

Dear Mr Gagnon,

I am delighted to submit our proposal to provide external audit services to the Town of Tecumseh ("the Town") for the five-year term commencing with the year-end of December 31, 2013. We are very enthusiastic about the prospect of working with the Town and thank you for the opportunity to show how KPMG is best suited to meet your external audit needs.

Running a local government can be much like running a business in the traditional sense. There are services to dispense, customers to satisfy, and costs to contain. And some professional advisors might approach the audit of the Town in the manner of a traditional business, applying a standardized methodology. Other firms might have a respectable understanding of the unique nuances of a municipal business structure. No other firm can match the hands-on, much sought after public sector resources of KPMG in Southwestern Ontario. We do not just understand your operating environment and financial reporting standards, we are specialized in this environment. We understand the budgetary reporting environment and how it interacts with PSAB reporting and the problems that can create. We have educated and developed our gurus who, in turn, educate others. We provide input into the accounting standards and requirements with which you comply. The Town deserves the best of the best in municipal auditing and PSAB accounting. Choosing KPMG means taking the business of the Town of Tecumseh to the next level.

We do realize that KPMG's size, dedicated industry gurus and the extent of our client base can be daunting to locally-based organizations. The perception is that we are not interested in the "small fish" but, the reality is: 1) We do not view any of our clients as fish and 2) We have a clear focus on small and mid-size public sector organizations. In fact, our public sector clients account for a significant portion of our client base in Southwestern Ontario. For the Town, our size simply means that **you will receive the high quality service and access to a variety of resources** that one would expect from a "Big Four" firm. Our dedication to, and appreciation for, our smaller to medium-sized clients means that you will never be a "small fish in a big pond."

KPMG LLP is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International, a Swiss cooperative. KPMG Canada provides services to KPMG LLP.

We very much look forward to proceeding to the next stage of your selection process. As the main point of contact for the Town, I remain available to answer any questions you may have.

Please note that KPMG LLP is a limited liability partnership formed pursuant to the laws of Ontario. KPMG LLP does not have and is not required by law to have a corporate seal. I do have the authority to bind this proposal.

Yours sincerely,

A handwritten signature in black ink that reads "Cynthia Swift". The signature is written in a cursive, flowing style.

Cynthia Swift, CPA, CA, B.Math

Partner

(519) 251 3520



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Executive Summary

KPMG is pleased to submit this proposal to serve as external auditors to the Town of Tecumseh (the Town), and sees itself to be best suited to meet the requirements set out in your Request for Proposals (RFP). We have a solid understanding of the Municipal sector, and will provide an effective audit based on your key issues and concerns. We are committed to delivering a high quality, independent and objective audit, capitalizing on our knowledge of local government.

As the Town positions itself for the future, you will need external auditors and business advisors with a thorough understanding of your organization, its resources, the risks and opportunities it faces, and the accounting standards under which you operate. At KPMG, we understand the business relationship this involves, the results you require, and the importance of being familiar with key municipal and community issues. We will deliver practical and pragmatic advice directed towards making optimal use of resources, safeguarding key assets and identifying opportunities to improve controls. We commit to being proactive, as well as offering timely and quality service throughout the engagement.

Choosing KPMG

For Ontario municipalities, it has become increasingly important to demonstrate fiscal responsibility and public accountability to the people you service. Municipal governments in Southwestern Ontario in particular are continuously challenged to find solutions for economic development, infrastructure replacement and renewal, and minimizing tax increases while maintaining service levels. With the increasing challenges and pressures, the Town needs external auditors and business advisors with a thorough understanding of the issues, the risks and opportunities it faces, the limited resource with which you operate, and the accounting standards under which you operate. KPMG is that firm and we believe we are most suited for this assignment. Here's why:

Deep municipal sector experience in Windsor

KPMG proudly serves more local government organizations in Windsor, throughout Southwestern Ontario and across Canada than any other professional services firm. We are the audit leader in local government and municipal markets.

The skilled resources you need are all located in the Windsor office and you can be assured that all have the municipal experience required to meet your needs and bring tangible value to your audit. All audit team members receive in-house developed training on municipal auditing that covers the significant audit risk areas, common audit issues as well as municipal budgeting concepts and their interaction with financial reporting. Our significant Public Sector involvement and client experience will enable us to hit the ground running. We do not have to look beyond the local office to find the expertise required to complete your audit and assist you when challenges arise.

Our firm has made a commitment to industry specialization and to keeping informed of the latest techniques, legislation and other service opportunities. Because municipalities are a significant segment of our Public Sector practice, we have extensive local and national experience in Public Sector Accounting Board (PSAB) Standards. We approach industry issues from your perspective, not ours, and will work with you to take advantage of emerging opportunities and to create sustainable business development strategies. For example, a number of municipalities have undertaken a review of their user fee rates in order to mitigate property tax impacts of providing municipal services, ensure compliance with legislation and ensure rates reflect the "true" costs of the service. KPMG has provided assistance to a number of municipalities in conducting such reviews. Our approach ensures any proposed rates are consistent with benchmarked standards and the expectations of community stakeholders while performing a comprehensive review of current rates, policies and legislation. We would be pleased to discuss how we can assist the Town in conducting such a review of its user fees.

A tailored municipal audit approach

The most successful audit comes from a co-ordinated effort between the client and the auditor. KPMG will maintain regular contact with the Town's Administration throughout the year, and when appropriate, Council, ensuring timely identification of and action on any issues.

Our proposed audit approach demonstrates our knowledge of the local government sector. It focuses our work on your key operational cycles: taxation and user charges, government transfers, budgeting and procurement, tangible capital assets and human resources and payroll. We focus on the areas of greatest risk, which means that we are not wasting your time on matters that are not significant. Our experience serving local governments means we understand the issues you face, including growth opportunities and challenges, infrastructure renewal, shared service opportunities and full cost recovery models for rate setting. Our familiarity with these issues gives us a unique perspective and the ability to provide the Town proactive assistance with new initiatives, issues and opportunities. We understand the impact of the financial reporting changes experienced with the transition to tangible capital asset accounting. We have worked with our clients to prepare financial statements that present the Municipality's financial information in a manner that can be understood by the users of the financial statements. We have assisted our clients with developing financial reporting processes that streamline the collection of financial information and leads to a smoother, less time-consuming financial statement preparation process. Our service approach stresses knowledge sharing, timely communication, value-added feedback, and no surprises.

Wide range of resources and support services

Beyond the audit, KPMG can bring added value to the Town through our additional resources and support services. Today's competitive and challenging business and economic environment is forcing municipalities to take a harder look at their support functions with an eye to reducing costs, increasing service efficiency and quality, overcoming impediments to growth and improving organizational agility. KPMG has the technical skills, sector-focused teams, and resources to provide the in-depth advice and insight that today's public sector requires. Additional resources to the team, **Janice Cardinali (commodity tax)** and **Roger Bryan (public sector advisor)** have significant experience in serving municipal clients. Janice has assisted his municipal clients with obtaining HST/GST refunds and defending their positions with CRA during HST audits. Roger has worked with a number of municipal clients advising on governance design and relationships, policy, organizational assessment, design and effectiveness, strategic planning, service delivery reviews and continuous improvement projects.

Value for fees

KPMG is determined to keep its fees competitive as well as consistent with the high quality of services we provide. Our success in leveraging this balance from other engagements demonstrates KPMG's position as a leading auditor and advisor to municipalities. We aim to deliver an effective and efficient audit and concentrate our audit efforts on your key issues. We will proactively identify opportunities relating to your operations, business processes and financial reporting, and will provide the best possible advice.

Our team is committed to delivering exceptional service and value to the Town—we want to serve you!



1. Eligibility

	Criteria For Assessment	Page #
a)	Provide satisfactory evidence that the partner(s) is licensed as a Public Accountant under the Public Accountancy Act;	Please refer Appendix B for a copy of the engagement partner's license.
b)	Provide a list of the firm's current and prior municipal clients indicating the types of services performed, the number of years served for each and the local office which served each client, include names and telephone numbers of senior staff of these municipalities that may be contacted as references;	Please see pages 9 and 11 for a client list and references.
c)	Describe your approach to the audit. This should include at least the following points: <ul style="list-style-type: none">• Type of audit program used (general, municipal standard, etc.);• Members of the audit team and approximate percentage of time spent on the audit by each member;• Audit time schedule.	Please see pages 17-23
d)	Indicate the number of people, by level, located in the office assigned to the audit.	Please see page 7



2. Audit personnel technical qualifications

KPMG is confident that the quality and skills of each member of our team greatly add to the value of our audit. We carefully staff our engagements with professionals selected for their relevant technical qualifications, strong municipal credentials and track record in helping municipalities meet a variety of challenges similar to the Town's.

We are passionate in what we do and look forward to showing the Town of what we can do for you and begin by introducing your KPMG team below.



Cynthia Swift, CPA, CA – Lead Engagement Partner

Tel : (519) 251 3520 | caswift@kpmg.ca

Role: Cynthia will have overall responsibility for KPMG's services to the Town. She will coordinate all services and ensure your timely access to resources and will assume responsibility for the quality, timeliness and effectiveness of KPMG's service. She will maintain contact with Administration to keep informed of your activities and plans and she will attend such meetings as required to keep you abreast of our work. She will ensure Administration and Council are informed of the progress of the audits and the results of all audit findings.

Why Selected: Cynthia is an Audit Partner in our Windsor office with 23 years of public sector experience. Cynthia is involved in the audits of a number of medium to large clients including, areas of local government, hospitals and not-for-profits and works with PSAB accounting principles on a regular basis. Her municipal clients include:

- The City of Windsor (various Boards and Commissions) – Engagement Partner – 5 Years
- County of Essex – Engagement Partner – 10 Years
- Town of Lakeshore – Engagement Partner – 3 Years

Cynthia's other relevant clients include Enwin Utilities, ELK Energy Inc., the Greater Essex County District School Board, University of Windsor, Windsor-Essex Children's Aid Society and Foundation, John McGivney Children's Centre and School Authority, Erie St. Clair Community Care Access Centre, Sexual Assault Crisis Centre and Hiatus House.

Cynthia is the Windsor office's Financial Instrument specialist. She also participates in KPMG's internal Quality Performance Review program as a reviewer. This involves completing a peer review of another office's audit files to ensure they meet with our firm's audit quality standards. She is a People Leader in the Windsor office and the Chair of the Windsor office Community Leader Committee, which has a mandate to oversee the firm's investments in supporting local community organizations and charities and the engagement of our staff in making a positive impact in our community.

Professional Qualifications and Education

- B. Math, University of Waterloo
- Chartered Accountant, Ontario



Nick Thomas, CPA, CA – Engagement Quality Control Review Partner

Tel: (519) 251 5212 | nkthomas@kpmg.ca

Role: Nick will review selected reports and other information on which KPMG provides an opinion or attests to, helping to ensure that the form, content and disclosure meet the latest firm and professional standards. In addition, He will conduct a quality review of the engagement file and will serve as an additional senior resource to the Town.

Why Selected: Nick is an Audit Partner and Office Managing Partner in our Windsor office with over 24 years of significant public sector and not-for-profit experience. His municipal clients include:

- The City of Windsor – Engagement Partner – 20 Years
- Town of LaSalle – Engagement Partner – 23 Years

Nick also services as engagement partner for the University of Windsor, Windsor Essex Community Housing Corporation, Windsor Regional Hospital and Hotel-Dieu Grace Hospital. He is currently the Local Office Leader for recruiting and professional development matters. He is also the Treasurer of the Canadian Mental Health Association – Windsor Branch, member of the Circle of 7 and Treasurer of Windsor-Essex Gift of Life Association.

Professional Qualifications and Education

- B. Comm., Honours, University of Windsor
- Chartered Accountant, Ontario



Lorie Gregg, CPA, CA – Audit Senior Manager

Tel: (519) 251 3525 | lgregg@kpmg.ca

Role: Lorie will be responsible for ensuring that the audit strategy and the detailed procedures developed by the team are properly executed and completed on a timely basis, as per your requirements.

Why Selected: Lorie has spent 13 years with the County of Essex audit team and has been involved with the City of Windsor, including several related entities for several years. She has developed an in-depth knowledge of the PSAB requirements.

- The City of Windsor– Senior Manager – 7 Years
- County of Essex– Senior Manager – 13 Years
- Town of Lakeshore – Senior Manager – 3 Years

Additional public sector clients include Enwin Utilities, ELK Energy Inc., Windsor Essex Community Housing Corporation, the Essex-Windsor Solid Waste Authority, the Town of Lakeshore, Windsor Essex Children's Aid Society, Greater Essex County District School Board and the University of Windsor. Her responsibilities have included advising clients on accounting and financial reporting matters, performing financial and systems analysis, conducting external audits and evaluation of financial statements.

Professional Qualifications and Education

- B. Comm., Honours, University of Windsor
- Chartered Accountant, Ontario

Additional Resources



Janice Cardinali – Senior Manager, Indirect Tax

Tel- (519) 747 8833 | jcardinali@kpmg.ca

Janice is a Senior Manager in our Indirect Tax practice. In her 16 years of practice Janice has worked with a broad cross section of businesses and public sector organizations working to provide common sense solutions to the challenges inherent in the dynamic field of sales tax.

During the transition to HST, Janice served as a trusted advisor for several municipalities in Southwestern Ontario. Her experience at the municipal level includes comprehensive reviews of rates and fees, training sessions for staff, contractors and other stakeholders in the community, preparing ruling requests and liaising with staff to find common sense solutions to everyday tax problems. She has also assisted national private companies in staff training, software implementation and developing sound and compliant HST reporting from coast to coast. Her areas of expertise include identifying compliance issues, negotiating settlements to audit assessments, recovery of overpaid sales and excise taxes and minimizing the costs of compliance. Through much of her career Janice has worked with participants in the public sector in identifying ways to minimize commodity tax obligations within the confines of Canadian and Provincial legislation.



Roger Bryan, MBA – Senior Principal, Advisory

Tel:(519) 251 3501 | rogerbryan@kpmg.ca

An Associate Partner and member of our Ontario Performance & Technology Advisory Services practice, Roger has management advisory experience with public sector municipal government, not-for-profit, hospitals and university entities in the areas of strategic thinking and implementation, business process improvement, group problem-solving facilitation and implementing and sustaining organizational change.

Some of Roger's clients have included: the Town of LaSalle, the Town of Essex, the Windsor and Essex County Land Ambulance Service, the Windsor Public Library, the County of Essex, the City of Windsor, Hotel Dieu Grace Hospital, the Windsor Police Department, the Erie St. Clair LHIN and the University of Windsor.

Maintaining continuity of our engagement team

We appreciate the importance you place on staff continuity to your operations. At KPMG, we find it to be a winning condition for efficient and consistent service. It is also the foundation for a good working relationship with you and your team throughout the engagement. We do our best to maintain the same team members on the audit from beginning to end and year over year.

If a change is unavoidable, we will draw from our pool of professionals to bring in a new team member with comparable experience. We will discuss staffing with you during our audit planning meetings each year, with an objective to satisfy any concerns you might have about the team. We will promptly inform you of any staffing changes that may arise and will seek your approval where possible.

Specialized skills and training

All of our proposed team members have experience in a number of functional areas that we expect will be critical to the overall conduct and success of this project, including:

- **Presentation skills** – Each of the team members has extensive experience preparing and delivering concise presentations to various entities including Administration and Audit Committees and Boards of Directors.
- **Interviewing skills** – Training has been provided on interview guide development, development of interview questions, interview preparation techniques, interviewing skills and post-interview procedures, including follow-up and documentation standards;
- **Risk assessment** – Team members have been trained in risk assessment procedures for the purpose of measuring and prioritizing risks on the basis of likelihood and impact. They also have experience in developing and conducting risk assessment surveys and interviews as a means of identifying and prioritizing risks.
- **Data analysis** – The team has skills in analyzing data qualitatively, through comparison to best practices and industry standards, and corroborating data with other known conditions, as well quantitatively, including performing various quantitative techniques including various statistical analyses such as trend analysis, ratio analysis, reasonableness testing and data extrapolation.
- **Report writing** – Key team members have extensive experience in the planning and preparation of audit, evaluation and Administration consulting reports. We place great importance on making sure that our reports are well organized, with findings, conclusions and recommendations clearly presented and communicated using plain English.

Office assigned to the audit

The audit for the Town of Tecumseh will be conducted from our **Windsor office** located at 618 Greenwood Centre, 3200 Deziel Drive Windsor, ON N8W 5K8.

KPMG LLP has offices in 34 locations across the country comprising approximately 725 partners and more than 5,500 employees. We are the Canadian member firm of KPMG International, whose member firms together have 152,000 people including more than 8,100 partners in 156 countries.

Locally, we provide a full range of audit, tax and advisory services to clients in a variety of industries in Windsor and the surrounding areas. KPMG's Windsor clientele represents a variety of industries, sizes and corporate structures and is a mixture of privately owned companies, public corporations, not-for-profit organizations and the public sector.

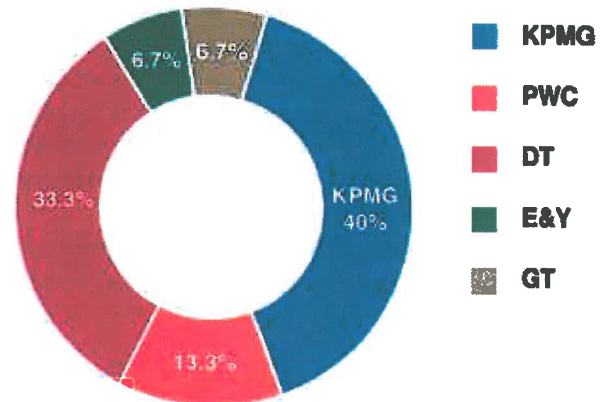
The following table outlines the resource allocation in the Windsor office:

Staff	Advisory	Audit	Tax	Local Admin/NSS	Total
Partner/Associate Partner	1	3	4	-	8
Senior Manager	-	4	3	-	7
Manager	-	2	5	1	8
Specialist	-	-	4	-	4
Senior & Staff Accountant	-	13	1	-	14
Administrative	-	1	2	2	5
Senior Staff/Supervisory	-	-	-	1	1
TOTAL	1	23	19	4	47

Municipal audit experience

For Ontario municipalities, it has become increasingly important to demonstrate fiscal responsibility and public accountability to the people you service. Municipal governments in Southwestern Ontario in particular are continuously challenged to find solutions for economic development, infrastructure replacement and renewal, and minimizing tax increases while maintaining service levels. With the increasing challenges and pressures, the Town needs external auditors and business advisers with a thorough understanding of the issues, the risks and opportunities it faces, the limited resources with which you operate, and the accounting standards under which you operate. KPMG is that firm and we believe we are most suited for this assignment.

You need external auditors who know the public sector and understand the challenges you face in planning and financing a local government. You need a trusted advisor who can support your business agenda. KPMG is that firm. KPMG has a market share of 40% within the Public Sector – **more than any other firm** – and we are a leading auditor of municipalities across Ontario. The firm and our proposed team have extensive local and national experience in Public Sector Accounting Board standards, information risk management, tax and other issues as these relate to municipalities. The Town will receive the benefit of this market leadership: access at all times to knowledgeable professionals who meet your deadlines; the right answer the first time on technical matters; and professionals with a wide range of audit, accounting and specialized expertise – in local government. We work with local government officials every day, understand what makes local government unique, and have a clear understanding of the legislative framework within which you operate.



Source: FP 600, RoB Public 1000, RoB Private 350, 2012

As one of the country's leading accounting firms, KPMG is committed to bringing thought leadership to the public sector. We work with several organizations representing the interests of financial professionals in the public sector, and are active in several trade associations through our participation in various government and industry conferences and events.

Our clients

Locally, approximately 33% of our Audit practice is dedicated to serving clients in the Public and Not-For-Profit sectors. We have an extremely deep "bench" when it comes to providing public accounting and advisory services to these extremely important sectors. This is further enhanced by our ability to draw upon other professionals throughout Southwestern Ontario that are equally experienced in providing professional services to these sectors.

KPMG has a nationwide practice of partners and other professionals committed to serving the public sector including municipalities, and who receive industry-specific training at all levels of service. Their in-depth knowledge and experience enables us to provide the Town with insights firmly grounded in understanding the business challenges of the current economic environment and the municipal sector. This group of professionals meets via teleconference on a regular basis to share insights. Your team members participate in these calls.

The table below lists a selection of our Southwestern Ontario municipal clients, the local office that serves the client, and the services provided. **This information is not to be disclosed without prior written consent by an authorized representative of KPMG LLP.**

Client	KPMG Office	Years served	Services performed
Blue Mountains, Town of the	Waterloo	New	A
Bluewater, Municipality of	Waterloo	3	TCA
Centre Wellington, Township of	Waterloo	8	A, Ad, GST
Dufferin, County of	Waterloo	1	A
Essex, County of	Windsor	20+	A, Ad, GST
Fort Erie, Town of	Niagara	1	TCA
Halton, Region of	Hamilton/Niagara	17	A, Ad, GST, TCA
Halton Hill, Town of	Hamilton/Niagara	2	A, Ad, GST, TCA
Hamilton, City of	Hamilton/Niagara	New	A, Ad
Howick, Township of	Waterloo	1	TCA
Huron, County of	Waterloo	3	TCA, Ad
Kitchener, City of	Waterloo	8	A, Ad
Lakeshore, Town of	Windsor	3	A
LaSalle, Town of	Windsor	50+	A, Ad
Lincoln, Town of	Hamilton/Niagara	30+	A, Ad, GST, TCA
London, City of	London	14	A, Ad, TCA
Middlesex, County of	London	6	A, GST, TCA
Milton, Town of	Hamilton/Niagara	5	A, Ad, TCA
Morris-Turnberry, Township of	Waterloo	1	TCA
Niagara, Region of	Hamilton/Niagara	21	A, GST, TCA
Niagara-on-the-Lake, Town of	Hamilton/Niagara	1	A, Ad, GST
Oakville, Town of	Hamilton/Niagara	4	A, Ad, TCA
Oxford, County of	Waterloo	3	TCA
Thames Centre, Municipality of	London	5	A, TCA, GST
Waterloo, City of	Waterloo	9	A, Ad, GST
Wellington, County of	Waterloo	8	A, Ad
Windsor, City of	Windsor	50+	A, Ad
Woolwich, Township of	Waterloo	10+	A, Ad, GST
LEGEND A - Audit and Accounting Services Ad - Advisory Services – PSAB 3150, Policy, Strategic Planning, Program Evaluation, Performance Measurement, Operations Review, or other GST - Indirect Tax Services – Goods and Services Tax, Provincial Tax, Workplace Safety & Insurance Board (WSIB), etc. TCA - Tangible Capital Assets			

Particular strengths relevant to the audit

At KPMG, we place a high priority on keeping abreast of industry issues and trends so that we can provide our clients with the best possible advice. We therefore offer an extensive portfolio of in-house training programs to our professionals, covering business, legislative and financial matters unique to the public sector and not-for-profit sector. In addition, we regularly issue internal publications to keep our people up-to-date on changes in accounting, auditing, tax and other matters of special concern to local governments.

This commitment to professional development helps us understand the challenges of your environment, can help you take advantage of new opportunities, and allows us to deliver the highest quality service to the Town. Our dedicated professionals will also share with you their knowledge on technology and emerging business, legislative and accounting issues that may affect your organization, such as PSAB developments.

We work with organizations representing the interests of financial professionals in the public sector, and are active in several trade associations, conferences and events including:

- **Public Sector Training** – KPMG professionals have developed course materials for several of the provincial Institutes of Chartered Accountants relating to government financial reporting based on the standards and principals set out in the Public Sector Accounting Board (PSAB) standards. Our professionals also deliver this training on behalf of many of the provincial Institutes, and serve as board members and participate on various task forces.
- **Public Sector Accounting Board (PSAB)** – KPMG is represented on the Public Sector Accounting Board and many of its task forces and committees. This allows our team members to gain access to the views and trends in PSAB accounting standards and bring those views forward to the benefit of our clients, solicit their feedback and provide early warning for coming changes.
- **The Government Finance Officers Association (GFOA)** – For years, KPMG has attended and provided speakers at GFOA's annual conferences. Several KPMG partners act as reviewers for GFOA's Canadian Award for Financial Reporting (CanFr) program for excellence in financial reporting. As the leader in auditing and advising large governments in North America, we have been frequent exhibitors of products and services at GFOA events.
- **The Municipal Finance Officers Association (MFOA)** – KPMG is a founding member of MFOA and has provided speakers on a variety of subjects such as Electricity Restructuring and Fraud Awareness. KPMG became the MFOA's external auditors effective with its 1999 fiscal year. MFOA's annual conference is attended by KPMG members, and we are a sponsor.
- **Association of Municipalities of Ontario (AMO)** – KPMG has been the external auditor of AMO for the last several years, and has been a sponsor of its annual conference.
- **Association of Municipal Managers, Clerks and Treasurers of Ontario** – In addition to being the external auditors of the Association, KPMG has been involved in many of its programs for more than 15 years and has been a sponsor of recent conferences and seminars.

Knowledge of provincial municipal financial reporting requirements

KPMG's leading municipal audit market share translates into bench strength for the Town's audit. Locally, we have skilled municipal auditors at all levels, available to deliver an effective audit on time. The team we propose also has over 50 years of combined experience with PSAB Standards and have served a number of local government clients for a number of years. The team understands the difference between the reporting framework used in the budget and the PSAB framework used for the external audited financial statements. These differences can present challenges in the year end financial reporting process. Our team for the Town is able to assist you with these challenges and propose solutions that are acceptable under both frameworks. We bring relevant experience to the table to assist you with the completion of your year end financial reporting on a timely basis.

References

We feel proud of our contributions to our clients in the local government sector. We encourage you to contact any of the following references to gain further insight into the level of service that you can expect to receive from KPMG.

County of Essex	
Contact name and title	Mr. Robert Maisonville, Director of Corporate Services/Treasurer
Address	360 Fairview Avenue West, Essex ON N8M 1Y6
Phone number	(519) 776-6441

Town of Lakeshore	
Contact name and title	Ms. Sylvia Rammelaere, Director of Finance & Performance Services
Address	419 Notre Dame Street, Belle River ON NOR 1A0
Phone number	(519) 728-5009 ext. 226

Town of LaSalle	
Contact name and title	Mr. Joe Milicia, Director of Finance/Treasurer
Address	5950 Malden Road, LaSalle ON N9H 1S4
Phone number	(519) 969-7770 ext. 224



3. Statement of guarantee

Through our submission of this proposal document KPMG is indicating acceptance of the conditions contained in the Request for Proposal.

Cynthia Suyst

October 24, 2013

Signature of Authorized Signing Officer

Date



4. Fees and expenses

As professional service providers, we understand your concern to maximize value for the fees you pay. We strive to keep fees at the lowest possible level consistent with high professional standards. We believe value translates into providing high quality service, bringing experience directly related to your activity sector and assigning the best people for the engagement. At KPMG we commit to meeting your deadline and consistently identifying ways for greater efficiency.

Our proposed fees

Our proposed fees reflect our strong desire to serve as external auditors to the Town. Our fees for five years ending on December 31, 2017 are detailed as follows:

Entity	2013	2014	2015	2016	2017
The Town of Tecumseh	\$19,000	\$19,000	\$19,400	\$19,800	\$20,200
Federal Gas Tax Revenue	\$750	\$750	\$765	\$780	\$800
The Business Improvement Area (BIA)	\$750	\$750	\$765	\$780	\$800
Total	\$20,500	\$20,500	\$20,930	\$21,360	\$21,800

Our proposed fees do not include taxes (HST), but are inclusive of all out-of-pocket expenses as this will be considered a local audit. Our fees are billed as the engagement progresses, starting with the interim work.

Our proposed fees assume that we will receive full cooperation from your staff and that all necessary information will be in order for us to deliver our audit opinion. It is further expected that any accounting issues identified during our initial meeting will be resolved before the start of the engagement and that our team will encounter no major accounting or auditing problems during the engagement. Our fees are based on your existing operations and will be adjusted if a change in your structure occurs, or new accounting or auditing standards are established. We will review and discuss our fees with you annually and will also work with you to continuously improve the effectiveness and efficiency of our audit.

We will track actual time spent on each major audit task and submit to the Director of Financial Services, if requested, upon the completion of the audit, a schedule comparing the actual audit time spent with the time budgeted. If less time is required to perform the audit a fee reduction will be given to the Town or any other entity requiring audit services.

Adding value to the Town from the start

KPMG will absorb all costs associated with making the transition from your current auditor. We are also offering a \$1,000 credit towards any Advisory services performed within the first three years of our appointment.

Estimated Hours

The following table summarizes our estimate of the level of effort required for the audit, broken down among the various responsibilities we have identified and the category of staff assigned to each responsibility.

Section	Partner	Senior Manager	Staff	Total
Planning & Strategy	2	3	7	12
Control Evaluation	1	2	8	11
Substantive Testing	5	8	100	113
Completion	4	4	5	13
Financial Statements	5	5	10	20
Council Meetings	3	3	-	6
TOTAL	20	25	130	175

Fees for special services

In the future, you may also require other services and resources from KPMG that fall outside the scope of this engagement. When required, we will discuss and agree upon the scope, timing and related fees associated with any of these engagements in advance with the Town before starting the work.

Fees for special services would be billed on a project-by-project basis as services are provided.



5. Proposal expiry date

Through our submission of this proposal document we are committing to the terms and conditions of the Request for Proposal. We further commit that the proposal is open for acceptance up to 60 days i.e. December 14, 2013.



6. Accessibility

Accessibility to KPMG's Windsor office

The Windsor office will be responsible for the provision of audit services and is located at:

KPMG LLP

618 Greenwood Centre,

3200 Deziel Drive

Windsor, ON N8W 5K8

Telephone (519) 251-3500

Fax (519) 251-3530

KPMG understands the importance of accessibility to our clients. This goes beyond your ability to reach us via phone or email throughout the day. We are in close proximity to the Town of Tecumseh and we are committed to performing our audit fieldwork and review on-site, as well as being available for on-site meetings.



7. Audit firm technical qualifications

KPMG's commitment to integrity demands that we be vigilant in ensuring our audit complies with changing regulations and applicable professional standards and has us in the forefront of adopting the new rules intended to rebuild confidence in financial reporting. Our methodology is designed to meet all applicable national and international standards and guides us in our goal of bringing the Town a high quality, independent and rigorous external audit.

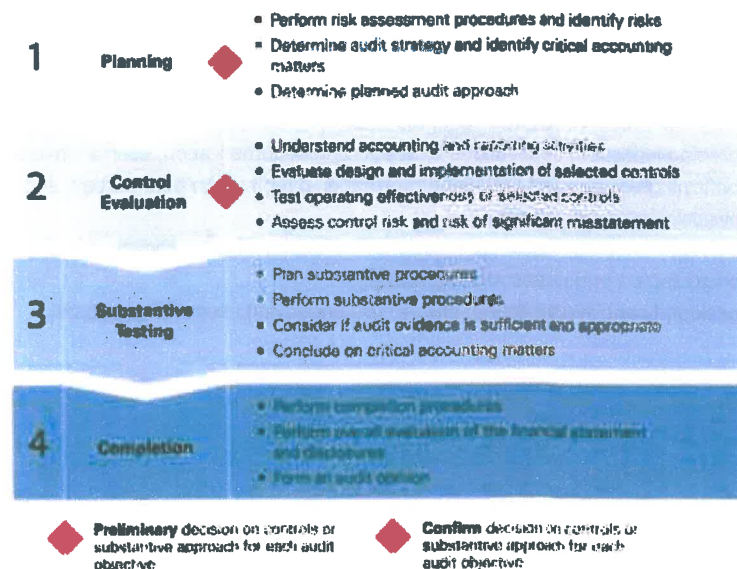
Audit quality is our top priority

We perform our audits in accordance with Canadian generally accepted auditing standards (GAAS) and other relevant national standards, such as those adopted by members of the Canadian Institute of Chartered Accountants (CICA) as appropriate. Our methodology also emphasizes the critical nature of substantive procedures and effective risk assessment and control testing activities, with every aspect of the audit focusing on a rigorous examination of your financial statements, namely:

- The risks that can affect financial statement captions
- The audit procedures to address these risks
- The areas of higher risk for misstatement
- The effectiveness of internal controls at mitigating these risks
- How closely the transactions and balances are calculated and recorded.

Our external audit takes a multidisciplinary approach, employing professionals experienced in the Municipal sector and specialists in information risk management, taxation, forensic services, and other advisory services.

Members of our team are also required to have a strong understanding of the Town's business processes, accounting policies, internal controls and financial reporting issues, and each is committed to meeting and even exceeding your expectations.



Audit planning

Our methodology begins with the development of our audit plan, which is based on obtaining a thorough understanding of the Town's business and environment and significant issues and risks. Based upon discussions with your Administration and drawing upon our municipal knowledge, we will assess risk at the financial statement level and identify assertion level risks related to the identified significant accounts. We will evaluate the design and implementation of entity-level controls for each municipal entity. Each year, this understanding is updated in light of current developments. Specifically, we may consider your:

- Financial reporting framework
- Accounting policies and practices
- Financial performance
- Internal controls.

Control evaluation

Using a structured approach, we may evaluate controls in order to assess the risk of material misstatement for each significant account. Our control evaluation includes:

- Evaluating the design and implementation of organization-wide controls, including the entity-level and general IT controls. The results of this work will determine the nature and extent of our testing in the substantive testing phase of our audit
- Understanding the relevant accounting and reporting activities for each significant account. For transactions processing, we look for significant risk points – places where errors could occur
- Evaluating selected controls over the significant risk points where material misstatements may occur
- Evaluating and testing selected anti-fraud controls that have been implemented
- Testing the operating effectiveness of selected controls
- Performing a "walk-through test," tracing a transaction through the accounting activities and selected controls, to confirm that we understand how your accounting activities and controls work.

Substantive testing

In this phase, we perform substantive audit procedures, both analytical and sampling, around balances and transactions required to supplement our control testing. We assess the information gathered, develop an assessment of residual risks that may affect the financial statements and design additional audit procedures as necessary. We will conclude on critical accounting matters and assess whether the financial statements of the Town as a whole reflect our understanding of the Town's operations, and comply with the applicable laws, regulations and standards. Our testing may include:

- Using analytical procedures designed to confirm our expectation of an overall balance
- Agreeing individual transactions to supporting documentation, such as invoices
- Confirming balances and relevant information directly with third parties, such as banks
- Physically inspecting assets
- Verifying the objectivity of assumptions, the quality of data, and the calculations underlying accounting estimates
- Concluding on critical accounting matters
- Checking financial statements back to the underlying accounting records.

Completion

We review the financial statements and determine whether the audit evidence obtained for each significant account reduces the risk of material misstatements in the financial statements to an acceptably low level. We form conclusions on specific topics, such as litigation and claims, and prepare a final evaluation of fraud-related matters.

A summary of our significant findings and matters identified helps us determine trends and potential Administration bias. Our audit opinion is based on a review of the final financial statements and an evaluation of all audit evidence. The summary addresses matters such as:

- The selection, application, and consistency of accounting principles, including related disclosures
- Significant and other deficiencies in internal controls over financial reporting
- Material misstatements and omissions in financial statements;
- Circumstances that caused significant difficulties in applying audit procedures
- Significant findings and issues, such as those related to critical areas of judgment
- Significant changes in the assessed level of audit risk.

Our audit opinion is based on a review of the final financial statements and an evaluation of all audit evidence in accordance with Canadian auditing standards.

Qualified statements

We confirm that immediately, upon discovery of information or conditions which would otherwise lead to the inclusion of a statement of qualification with respect to the financial statements, we will inform and fully discuss such matters with the Director Financial Services. In addition, we will allow a reasonable period of time to investigate, analyze, report and take such corrective action as to avoid the inclusion of such a qualification.

Sampling methods

We determine the extent of testing based on our professional judgment, our assessment of risk, the effectiveness of controls over business processes, and the dollar materiality of the transactions or balances subject to testing. Generally, material non-routine and complex balances or transactions are singled out for scrutiny. Statistical sampling (monetary unit sampling) or other representative sampling techniques are reserved for material account populations to obtain assurance over the integrity of the systems that generate the account balance. In our audits of municipalities, we tend to utilize statistical sampling techniques in the areas of user charges and tangible capital assets.

Communications and deliverables

Our reporting function goes beyond the auditors' report. When we complete the audit, we will hold a closing conference with Administration to review our draft auditors' report, the financial statements and management letter, discuss accounting policies, disclosure items and adjustments, as well as unadjusted and corrected audit differences, and review the respective performance of the Town and KPMG staff during the course of the audit.

We will provide you with deliverables at various stages throughout the audit. The appropriate timelines will be established in conjunction with your internal reporting deadlines. Key deliverables will include:

- **Audit Planning Report** – We will present this report to Council during the planning phase of the audit. This report includes an overview of how we will approach the audit and any key issues we have identified to-date. Should any issues be identified at this stage, they would be communicated to the Town formally through the Audit Planning Report or if appropriate, informally through oral or other written communications. The Audit Planning Report will be provided to the Director of Financial Services/Treasurer and Chief Administrative Officer for review prior to its distribution to Council. The presentation of this report is not something that all auditors do, but something that we find extremely beneficial for Council as it allows them a chance to understand our work and provides them an opportunity to identify any issues they have at the planning stage of the audit.

- **Audit Findings Report** – We will present this report to Council prior to issuing the financial statements, which summarizes the key issues encountered and addressed during the audit, as well as any audit differences, control deficiencies, and performance improvement observations that we identified. The Audit Findings Report will be provided to the Financial Services/Treasurer and Chief Administrative Officer for review prior to its distribution to Council.
- **Year-End Reporting** – Our annual audit report on the financial statements of the Town will indicate whether they have been fairly presented in accordance with Canadian Public Sector Accounting Standards. Our year-end reporting will also include the audit reports covering the BIA and Gas Tax audits associated with the Town.
- **Management Letter** – Our management letter will include our findings relating but not limited to governance, business risk management, internal control, and information systems. Our letter describes any control deficiencies and performance improvement observations noted during the course of our audit, along with our recommendations for improvement. Where appropriate, the details of our management letter are included as part of the Audit Findings Report, as noted above.

In summary, the KPMG audit approach means effective and efficient auditing. It provides our audit team with an overall view of your operations so they can make timely, practical suggestions for dealing with your financial, operating, and administrative challenges.

Computer use in the auditing process

Our audit is supported by an array of software applications our professionals use to enhance their effectiveness and productivity. These include:

- **eAudit** – a global electronic audit management tool created by KPMG to provide the methodology, guidance, and industry knowledge needed to perform the most efficient, highest quality audit possible
- **IDEA** – a powerful, data management tool that allows audit personnel to manipulate data to extract content with common criteria.

Our Information Risk Management professionals also have a powerful set of other proprietary and vendor-based automated data analysis and IT audit tools to assist in the identification and assessment of controls and data retrieval for a wide variety of systems.

Audit team and percentage of time spent

KPMG's audit approach also calls for greater involvement by senior professionals than a traditional audit. It is our policy that our audit senior and field staff be present at our client's location throughout the majority of the audit fieldwork. Partner and manager reviews will also primarily be conducted at your location. Performing such reviews in the field results in more efficient and effective completion of the audit engagement and contributes to improving lines of communication with our clients.

Below is our estimate of the approximate percentage of time spent on the audit by each staff level assigned:

Engagement Partner	Manager	Senior Accountant	Staff Accountants
11%	14%	40%	35%

Audit time schedule

Adherence to requirements outlined within your RFP and the annual schedule will be an essential feature of satisfactory performance under the audit contract. Together we will construct a plan to the appropriate level of detail to meet your desired timetable. We find that the initial planning meeting, when we cover more detailed scheduling of the audit, helps synchronize our timing and confirms that it meets the deadline dates as specified annually.

An important element in meeting our deadlines is the support we receive in terms of the agreed upon audit schedules and draft financial statements. Before November of each year, we will meet with your Administration to define a schedule of joint activities. It will set out:

- The important key dates by which necessary information is to be assembled by both parties
- A list of all the necessary schedules, working papers, analyses and other information to be prepared by the Town staff.

Based on our understanding of your financial reporting requirements, the following chart identifies our preliminary audit timing schedule:

Event	Timetable
Pre-Audit Meeting	October (November in 2013)
Interim Audit	November
Detailed Audit Plan and Schedule	November
Listing of Schedules to be completed by the Town staff	November
Year-End Audit	March - April
Audit Report and Management Letter to the Director of Financial Services/Treasurer and Chief Administrative Officer	May
Audited statements to Town Council	May

We are confident in our ability to meet your schedule. Our audit team is focused solely on providing audit services throughout this period and will therefore dedicate the time and energy to completing the audit and the financial statement reporting.

Quality Control

Audit quality, and the respective roles of the auditor and Town Council, is fundamental to the integrity of financial reporting in our capital markets. This is why audit quality is at the core of everything we do at KPMG. And we believe that it is not just about reaching the right opinion, but how we reach that opinion. To help ensure that every partner and employee concentrates on the fundamental skills and behaviours required to deliver an appropriate and independent opinion, we have developed our global Audit Quality Framework.

Our own professional standards dictate technical requirements for reaching and communicating an audit opinion. And we live and abide by these requirements. We invest heavily in our quality, and the Audit Quality Framework helps ensure these investments are the right ones—that they help us continuously drive and maximize our quality improvements. KPMG member firms across the world use this audit quality framework to describe, focus on and enhance audit quality for the benefit of the entities we audit and in support of the efficacy of our capital markets. It is our hope that sharing our vision of what audit quality means is a significant step in building confidence in the value of our audits.

The independence, judgment and professional skepticism of your auditors add value to your financial statements, and we believe it is important to be transparent about the processes we follow to develop a KPMG audit report. We want you to

have absolute confidence in us and in the quality of your audit. The framework comprises seven key drivers of audit quality.

The seven key drivers of audit quality

Driver	What it does	What it means to you
Tone at the top	<p>Audit quality is part of our culture and our values and therefore non-negotiable</p> <p>Allows the right behaviours to permeate across our entire organization and each of our engagements</p>	<p>Assures you that:</p> <ul style="list-style-type: none"> • Our culture supports our promise to you of excellent service and a high quality audit—consistently • You're receiving an independent, transparent, audit opinion • You're receiving an effective and high quality audit that will help you maintain investor confidence in your financial statements. <p>Provides you with:</p> <ul style="list-style-type: none"> • An engagement team handpicked for your business needs – a team with relevant professional and industry experience • An audit engagement team whose qualifications evolve as your business grows and changes • An audit opinion that continues to meet your needs as a participant in the capital markets <p>Assists you with:</p> <ul style="list-style-type: none"> • Assessing the effectiveness and efficiency of the audit • Performing your governance role with confidence.
Association with the right entities	<p>Ethics above all</p> <p>Eliminates any potential independence and conflict-of-interest issues</p>	
Clear standards and robust audit tools	<p>A solid rule book</p> <p>Rigorous internal policies and guidance that help ensure our work meets applicable professional standards, regulatory requirements, and KPMG's standards of quality</p>	
Recruitment, development and assignment of appropriately qualified personnel	<p>People who add value</p> <p>Helps us attract and retain the best people and reinforces the importance of developing their talents</p> <p>Assigns Partners' portfolios based on their specific skill sets</p>	
Commitment to technical excellence and quality service delivery	<p>The right tools for the right job</p> <p>Promotes technical excellence and quality service delivery through training and accreditation, developing business understanding and industry knowledge, investment in technical support, development of specialist networks, and effective consultation processes</p>	
Performance of effective audits	<p>We understand that how an audit is conducted is as important as the final result.</p> <p>A code of conduct, audit delivery tools, and internal policies and procedures that help ensure the work performed by engagement personnel meets applicable professional standards, regulatory requirements, and our standards of quality</p>	
Commitment to continuous improvement	<p>Comprehensive and effective monitoring</p> <p>We regularly solicit feedback from the audit committees of the entities we audit. Our robust internal quality review program ensures the work of each partner is reviewed every three years. Additionally, our procedures and a sample of our</p>	

Driver	What it does	What it means to you
	audits of listed entities are reviewed by the Canadian Public Accountability Board (CPAB), the independent regulator of the accountancy profession in Canada. The Public Company Accounting Oversight Board (PCAOB) in the US also conducts an annual inspection of a sample of our audits of SEC registrants. Finally, a sample of other audits and reviews is undertaken annually by the various provincial institutes in Canada. We consider the recommendations that come from these reviews and implement actions to strengthen our policies and procedures, as appropriate.	

KPMG is committed to providing its clients with professional services of the highest quality. We will meet your deadlines, provide staff continuity and be available to offer assistance and advice. We believe in the importance of accountability to maintain a long-term relationship with the Town, and to do so build quality control in all our internal processes.

We set out to accomplish our goal of providing the highest quality service to all our clients in three ways:

First, we put senior people in the field for effective project management. This also gives us more flexibility to fine tune our fieldwork to adapt to ongoing changes in your operations.

Second, our firm's services and technical review policies represent a further means of checking that we meet our clients' needs and maintain a high level of technical excellence. KPMG's quality control procedures include:

- An annual service review, based on interviews or questionnaires with senior staff, to measure your satisfaction with our team's performance
- A file review conducted by a team member more senior than the person doing the work
- Annual office reviews performed by our national department of professional practice.

Third, we have developed a Client Feedback Review that allows the Town to assess and grade our team's performance against your expectations, and identify any areas for service improvement. Individual members of the team are also evaluated at least once a year against our performance measurement system used to promote our core values – Clients, People and Knowledge – at all levels of the firm.



8. Other

Active involvement in the NPO sector

KPMG's commitment to the not-for-profit sector includes developing, presenting, sponsoring and supporting initiatives aimed at helping Canada's NPOs, both large and small, address the legislative, regulatory and administrative challenges they face. For example:

- **Funding Portal** – KPMG is a **Preferred Service Provider** to the Funding Portal. The Funding Portal is a Canadian company that provides a concierge service for business executives, chief financial officers, entrepreneurs, venture capitalists, non-profits and universities to search and access Canada's \$16 billion government funding marketplace to meet their growth objectives. The types of Canadian public funding include: small business funding, start-up funding, industrial loans, grants, contribution agreements, SR&ED and innovation tax credits, tax incentives, tax refunds, business funding, public funding, government funding, business grants, government grants, job creation funding, wage subsidies, loan guarantees and repayable funding.
- **CommunityShift**—Creating value in not-for-profit organizations – Founded by KPMG Enterprise and the Richard Ivey School of Business, this is an annual five-day developmental program and network for C-level leaders of Canadian charities and not-for-profit organizations that will change the way the participants look at their operations and provide a catalyst for change. For more information: please visit <http://www.communityshift.ca>
- **Charity tax tools – essential information for Canada's charities** – The Charity Tax Tools website, a free information website launched January 26, 2010, provides key information on the basic legal requirements for registered Canadian charities entitled to issue tax receipts for charitable donations. Charity Tax Tools is operated by Imagine Canada. KPMG is proud to be involved with this valuable resource to the charitable sector as one of the sponsors, along with Scotiabank and Carters Professional Corporation. The website is available at: <http://charitytax.imaginecanada.ca>
- **Webinar – New Accounting Standards (ASPE + 4400) for Not-for-Profit Organizations (Webcast Replay and Slides)** – KPMG professionals from our Not-for-Profit group discussed accounting standards proposed by the Public Sector Accounting Standards Board (PSAB) and Accounting Standards Board (AcSB) for not-for-profit organizations. Webcast replay and slides are available at: <http://charitytax.imaginecanada.ca/demand-webinars>

Thought leadership

KPMG Canada's Public Sector practice has played a leading role in the development of our thought leadership publications. We produce documents, reports and other publications to share our ideas and information relating to new developments, regulatory changes and industry and technical issues. Examples are:



Shifting Gears: Paths to Fiscal Sustainability in Canada

This publication provides the view that all levels of government should work to return to fiscal sustainability over the medium term by focusing on

those strategies that modernize policy frameworks and service delivery models.



Performance Agenda: An International Government Survey

Based on a major international survey and in-depth interviews with public sector executives, this KPMG International report

looks at how governments are working to improve their operational efficiency.



The Wolf is at the Door: The Global Economic Crisis and the Public Sector

This report identifies measures being taken by public sector organizations to respond to increasing fiscal pressures. Decision makers across a range of government departments were interviewed spanning six countries.



Holy Grail or Achievable Quest? International Perspectives on Public Sector Performance Management

KPMG International in association with the public administration organizations for Canada, Australia and the Commonwealth has published this book to provide fresh perspectives on public sector performance management and measurement practices.



An Achievable Quest: High Performing Public Sector Organizations

As trusted advisers to many government organizations, KPMG member firms support an integrated performance management approach that takes into account the distinct and dynamic environment in which political leaders and civil servants operate.



Achieving the Potential

Discussion about the way in which we pay for our public services has become increasingly topical as the demand for high quality services grows rapidly and the scope for comparable public spending increases seems limited.

Other services

KPMG has one of the largest advisory services practices of any professional services firm. Our practice provides municipalities with advisory services that help them achieve their business objectives and manage their risks. Services that may be of interest to the Town include:

Strategic management improvements

Strategic management improvements are initiatives specifically aimed at setting the strategic direction of the municipality. To do so, a municipality may consult with its customers to determine how they perceive its performance and where these improvements could be made (customer satisfaction survey), or the municipality may endeavour to conduct a strategic planning exercise focused on setting a "vision" for the municipality at some point in the future. KPMG can assist with the following strategic management initiatives:

- **Transformation portfolio management** to oversee all transformation initiatives in a municipality to ensure there is no overlap, to integrate initiatives where the change can serve multiple purposes and to rank/prioritize the value and allocate scarce resources
- **Customer satisfaction survey** to canvas public opinion or satisfaction with the services offered by a municipality
- **Policy and needs analysis** to determine if the policy framework supports a broader set of program needs currently offered by the municipality and to identify additional policies to support unmet needs
- **Program design** to set out a new program by defining its profile, its respective service offerings to achieve the program outcomes, the linkage to the overall municipal strategic plan/direction, etc.
- **Program review** to consider the programs offered by the municipality and, for those that withstand the test of review, to set goals and outcomes that will ensure the municipality remains subject to public accountability
- **Service design** to establish a new service by defining its profile, its linkage to its respective program(s), the organization unit accountable for its service delivery, etc.

- **Service planning** to set out operational (one-year) and strategic (five-year) objectives to improve efficiency, effectiveness and quality of a service
- **Service review** to review all of the services offered by a municipality in terms of the continued relevance and contribution to program goals and outcomes and to achieve specific service objectives
- **Service Integration** to look for opportunities for services to more closely interact with each other in support of common program outcomes
- **Multi-channel service delivery** to identify the service delivery channels currently provided by a municipality and opportunities for other channels to be added to a service's delivery mechanisms
- **Multi-jurisdictional service delivery** to seek opportunities for different jurisdictions to better collaborate in serving one or more target groups
- **Service level review** to determine if the municipality is optimizing the cost, quality and quantity of each service under review and the appropriate level of service to be offered in support of expectations from the clients/customers
- **Strategic plan development (community/corporate)** to set out a vision, mission, core values, program goals and service objectives for a municipality—an initiative that often includes elected officials and may involve public input and which may embrace the entire municipality, a portion of the municipality (departmental strategic plan) and/or focus on a specific program (program strategic plan)
- **Performance measurement design and implementation** to determine what program outcomes, outputs and process/activity/task results should be measured to determine if a municipality is optimizing its service delivery
- **Performance benchmarking** to compare a specific municipality with others based on efficiency, effectiveness and quality indicators
- **Service level agreement development** to develop an agreement between two parties around the efficiency and effectiveness of the output delivered from one service to another (e.g. purchasing service supporting a potable water supply service).

Process and quality management improvements

Process and quality management improvements are initiatives that seek out operational efficiencies and improved effectiveness by examining the processes used to deliver services. Some municipalities have focused on specific services such as streamlining purchasing and accounts payable services, while others have embraced continuous improvement frameworks such as the National Quality Institute (NQi) Certification or ISO 9000 Certification by which all processes are identified and regularly reviewed to generate improvement initiatives. KPMG can assist with the following process and quality management initiatives:

- **Process mapping** to define the processes associated with one or more services
- **Process re-engineering/optimization** to examine specific services that may have been deemed opportunities for streamlining of business processes, where detailed processes are mapped out to identify those that can be eliminated or modified to increase efficiency or improve the quality of work
- **Quality control certification** to introduce frameworks or methodologies for examining all of a municipality's programs and services, in search of improved quality of service such as the adoption of a National Quality Institute (NQi) approach or ISO9000/ISO14000 certification.

Human resource management improvements

As municipal councils continue to cut budget allocations, or at a minimum hold back on budget increases, managers must find creative ways in which to deliver the same services for less money. In addition, more and more municipalities are facing a tremendous challenge as their work force ages, resulting in a secession planning challenge. As a result, municipalities are interested in discovering different ways in which to efficiently and effectively deliver their services through better ways of managing their human resources. KPMG can assist with the following human resource management initiatives:

- **Position/job description definition** to clarify the roles employees play in their positions by developing clear, concise job descriptions based on the processes, activities and tasks that they carry out in their day-to-day roles within an organization
- **Employee performance plan development** to map out a work plan or set of goals and objectives for a given position and how employees can more effectively carry out their responsibilities relative to an overall program and service plan for a department
- **Staff training and development** to identify the education and training requirements of one or more employees based on their changing roles within an organization relative to the service(s) they support and which may be based on prospective career path choices
- **Communication plan development** to improve communications among and between management and employees on a range of topics including their roles within the organization, how to keep employees aware of change, how to solicit employee input into change/improvement in service delivery, etc.



Appendix A: Proposal check list

BEFORE SEALING THE ENVELOPE, PLEASE CHECK THAT THE FOLLOWING THINGS HAVE BEEN DONE:

- | | | |
|---|---|------------|
| 1 | a) Has your proposal been SIGNED by the proper officers of your firm? | <u>✓</u> |
| | b) Has your corporate or individual SEAL been affixed over or alongside the signature of the officers | <u>N/A</u> |
| 2 | Have you included a copy of Public Accounting License? (Section (iii) 1 a)) | <u>✓</u> |
| 3 | Have you addressed all requirements of Section (iii) – Proposal Content | <u>✓</u> |

Appendix B: Public accounting license





Appendix C: Insurance certificates



Verification of Insurance

We, the undersigned Insurance Brokers, hereby verify that Westport Insurance Corporation has issued the following described insurance, which is in force as at the date hereof:

To:	The Corporation of the Town of Tecumseh 917 Lesperance Road Tecumseh, ON • N8N 1W9
Type of Insurance:	PROFESSIONAL INDEMNITY INSURANCE
Name of Assured:	KPMG LLP
Policy No:	0656313
Insurer:	Westport Insurance Corporation
Period:	12:01 a.m. November 29, 2012 to 12:01 a.m. November 29, 2013
Limit:	\$ 2,000,000 (each claim)

Subject to the terms, conditions, exclusions and limitations of the policy.

This document is furnished as a matter of information only. The issuance of this document does not make the person or organization to whom it is issued an additional Assured, nor does it modify in any manner the contract of insurance between the Assured and Westport Insurance Corporation. Any amendment, change or extension of such contract can only be effected by specific endorsement attached hereto.

Date: October 18, 2013

Per: _____

Rosanna Truffa, Professional Services

Aon UK Limited
Registered Office | 8 Devonshire Square | London | EC2M 4PL
Registered in England & Wales No. 210725 | VAT Registration No. 460 8401 46
Aon UK Limited is authorised and regulated by the Financial Conduct Authority



Clearance Certificate / Certificat de décharge

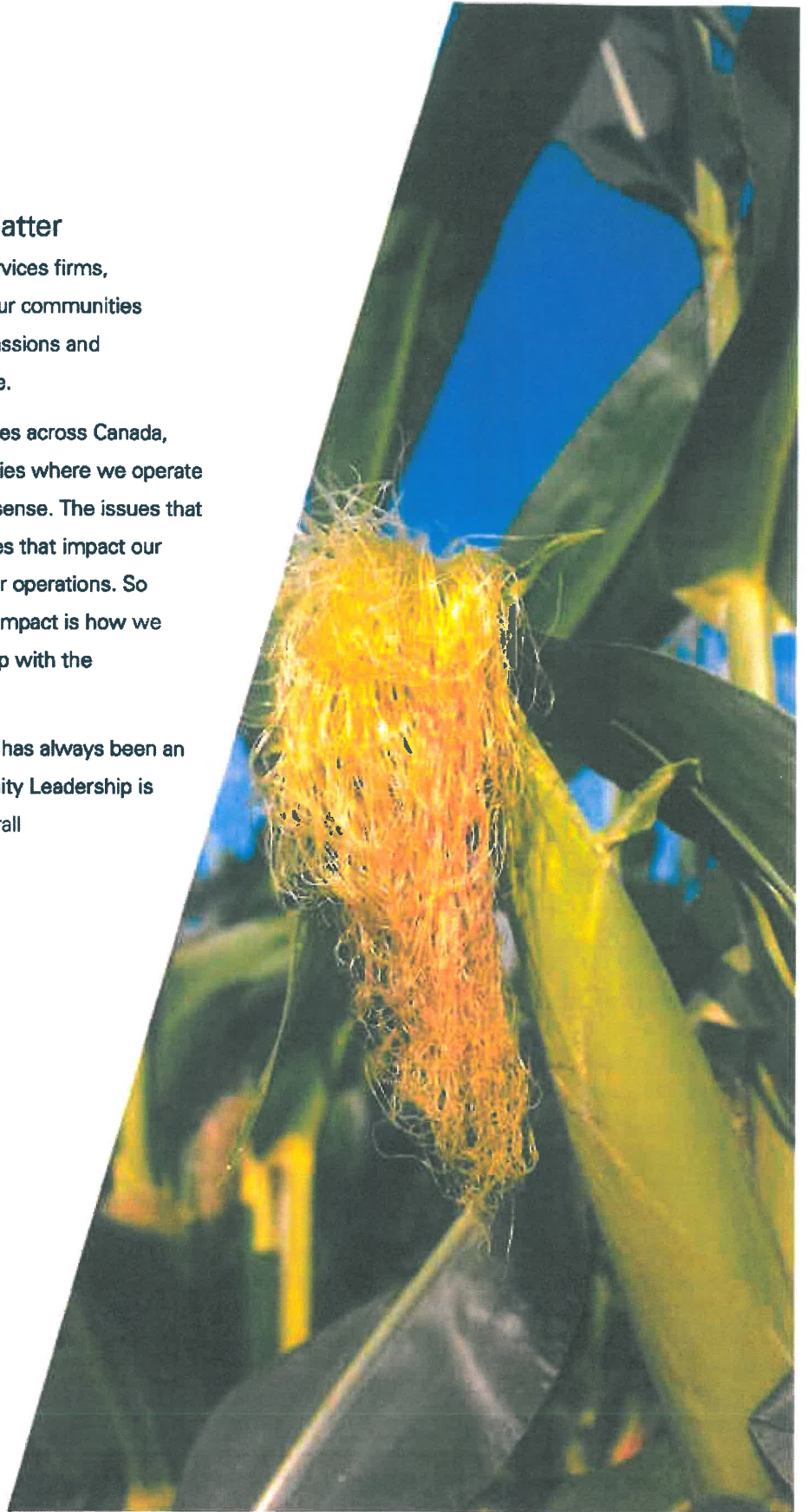
Contractor Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur	Contractor Address / Adresse de l'entrepreneur	Contractor Classification Unit and Description / Unité de classification de l'entrepreneur et description	Principal Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur principal	Principal Address / Adresse de l'entrepreneur principal	Clearance Certificate Number / Numéro du certificat de décharge	Validity period (dd- mm-yy) / Période de validité (J/mm/aaaa)
KPMG LLP / K P M G	C/O PAYROLL MANAGER, 383 UNIVERSITY AVE SUITE 1100, TORONTO, ON, M5G 2N9, CAN	7731-000: CHARTERED ACCOUNTANTS	CORPORATION OF THE TOWN OF TECUMSEH	817 LESPERANCE RD, WINDSOR, ON, N8N 1W9, CAN	W2000003HBVD	18-Oct-2013 to 18-Nov- 2013

At KPMG, Our Communities Matter

As one of Canada's leading professional services firms, we have an incredible opportunity to help our communities thrive by engaging our skills, knowledge, passions and financial resources to make a real difference.

As a firm with locations in more than 30 cities across Canada, we are actively connected to the communities where we operate – as a business, as an employer – in every sense. The issues that impact our communities are the same issues that impact our people and their families, our clients and our operations. So making a commitment to having a positive impact is how we recognize the significance of our relationship with the communities where we operate and live.

Being actively engaged in our communities has always been an important part of KPMG's culture. Community Leadership is one of the four key components of our overall business strategy.



www.kpmg.ca

This proposal is made by KPMG LLP, a Canadian limited liability partnership and a member firm of the KPMG network of independent firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity and is in all respects subject to the satisfactory completion of KPMG's client acceptance procedures, as well as negotiation, agreement and signing of a specific engagement letter or contract. KPMG International provides no client services. No member firm has any authority to obligate or bind KPMG International or any other member firm vis-à-vis third parties, nor does KPMG International have any such authority to obligate or bind any member firm.

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Windsor ON N8W 5K8
Canada
Tel 519 251-3500
Fax 519 251-3530

Private

Mr. Luc Gagnon, CPA, CA, BMath
Director of Financial Services
Corporation of the Town of Tecumseh
917 Lesperance Rd.
Tecumseh, ON N8N 1W9

August 2, 2018

Dear Luc:

As requested, we are writing to provide you some information to assist both you and members of Council in their upcoming consideration of the appointment of auditors for fiscal 2018 and subsequent years. In particular, the attached appendices are intended to illustrate why we believe KPMG is deserving of re-appointment as the Corporation's auditors. Appendix A is a summary of audit and assurance related fees paid to KPMG over the five year period ended December 31, 2017. Appendix B is a fee proposal for the five year period ending December 31, 2022 supplemented by commentary to explain the proposed increase in base audit fees over 2017 for 2018 and forward. Appendix C provides some rationale as to why we believe KPMG is the Corporation's best choice to continue to serve as its auditors.

Also included per your request are Appendix D- Certificate of Insurance, Appendix E- WSIB Clearance Certificate and Appendix F- Public Accounting License.

We would be pleased to meet with you, and/or Council to elaborate further upon the enclosed information.

In the interim, we want to thank you for this opportunity to present our credentials with a view to continuing to serve as auditors of the Corporation of the Town of Tecumseh.

Yours very truly

A handwritten signature in cursive script that reads 'Cynthia Swift'.

Cynthia Swift, CPA, CA
Partner
519-251-3520

Corporation of the Town of Tecumseh

Comparative Fee Information for the Five Years Ended December 31, 2017

The base audit fees discussed below and in Appendix B relate to audit examinations of the following financial statements:

- Corporation of the Town of Tecumseh (consolidated)
- Tecumseh B.I.A.
- Gas Tax Audit

	2013	2014	2015	2016	2017
Base audit fees	\$19,000	\$19,000	\$19,400	\$19,800	\$20,200
Gas tax audit	750	-	-	-	-
BIA	750	750	765	780	800
Total	<u>\$20,500</u>	<u>\$19,750</u>	<u>\$20,165</u>	<u>\$20,580</u>	<u>\$21,000</u>
% increase in base fees (excluding Gas Tax Audit)		0.0%	2.1%	2.1%	2.0%

% Total increase in base audit fees over five-year period	6.3%
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Corporation of the Town of Tecumseh

Proposed Fee Information 2018-2022

	2018	2019	2020	2021	2022
Base audit fees:					
Town	\$21,000	\$21,400	\$21,900	\$22,300	\$22,700
BIA	820	830	850	870	900
Total	<u>\$21,820</u>	<u>\$22,230</u>	<u>\$22,750</u>	<u>\$23,170</u>	<u>\$23,600</u>

Reasons for proposed increase in 2018 and beyond:

- The five-year period ended December 31, 2017 has seen an unprecedented change in generally accepted auditing standards. All of these standards require external auditors to expend more professional time, particularly in the areas of financial statement level fraud risks, related party transactions, revenue recognition, reliance upon management representations and audit documentation requirements. Our fees, which merely reflect the number of professional hours needed to comply with Canadian generally accepted auditing standards, have not increased proportionately with the increase in time we have recently spent, and will spend on future audit work.
- Public Sector Accounting Standards Board has introduced changes to municipal reporting requirements with a view to conforming accounting principles currently used by municipalities with those used in the private sector. Tangible capital assets was the latest significant change and future charges include asset retirement obligations and financial instruments.
- In summary, we are prepared to commit once again, as we did during our recent five-year term as auditors, to limiting any increase in the proposed 2019 base audit fee to the annual increase in the Consumers' Price Index over that reported at the end of the previous year, beginning December 31, 2018. For purposes of this proposal, we have estimated this change to approximate 2% per annum beginning in 2019. We will, however, adjust the fee by the actual percentage change.

Corporation of the Town of Tecumseh

Reasons to Re-Appoint KPMG as Your Auditors

<u>Reason</u>	<u>Benefit to the Corporation</u>
1. Unparalleled Municipal Experience Locally, regionally and nationally KPMG's government services practice is second to none.	The Corporation will benefit from our resources, knowledge and diversity of skills which will ensure you are provided with new ideas and creative approaches to meet the ever increasing demands of local government. KPMG has comprehensive knowledge of financial reporting requirements and relevant legislation affecting Ontario municipalities.
2. Continuity of Senior Staff Engagement partner Cynthia Swift has served the Corporation for several years.	Senior staff continuity has enabled the Corporation to build a strong working relationship with its external auditors. Continuity of staff not only enhances audit efficiencies and minimizes disruptions to the day-to-day routines of administration, but also ensures your service requirements are met promptly. We have, and will continue, to meet your deadlines.
3. Value for Money We understand you need to contain costs. As evidenced by our recent 5 year term, KPMG honoured its original fee commitments.	Your actual audit fees will be one expenditure unlikely to vary from budget. There will be no fee "surprises".
4. A Wide Range of Services Locally, and within our Southwestern Ontario regional practice, we can provide the specialized services and resources to identify opportunities to enhance your operations beyond the finance function.	Be it commodity tax services, advisory services, such as strategic planning, program evaluation or alternative service delivery, KPMG has demonstrated it has the ability to bring the right resources to the table in a cost-effective manner.
5. Measurable Service Quality We are committed to providing the Corporation with services of highest quality. During our tenure, we will meet your deadlines, provide staff continuity and be available to offer assistance and advice.	We formally, and informally solicit your input on our performance on an ongoing basis, including an annual Client Feedback Review. Administration, and Council members can assess and "grade" our team's performance against their expectations.
6. Proven Performance Record Reasons 1 – 5 above are not hollow representations. Our track record as auditors of the County is backed by a history of promises fulfilled and commitments honoured.	The Corporation is assured of KPMG's commitment to deliver the highest quality of service promptly and on a timely basis, in the most cost-efficient manner.

Corporation of the Town of Tecumseh

Certificate of Insurance



CERTIFICATE OF INSURANCE

Date: June 19, 2018

The Insurer(s) hereby states that it has issued to the insured named herein a policy or policies of insurance providing the type of insurance and limits of liability set forth herein. This certificate of insurance neither affirmatively nor negatively amends, extends or alters the coverage, limits, terms or conditions of the policy it certifies.

Certificate Holder: Town of Tecumseh, 917 Lesperance Rd, Tecumseh, ON N8N 1W9		Named Insured: KPMG LLP, Bay Adelaide Centre, Suite 4600, 333 Bay Street, Toronto, Ontario M5H 2S5			
COVERAGE PROVIDED ONLY FOR THE FOLLOWING SECTIONS: A,B,C,D,E,F,G,H & Q					
SECTION	TYPE OF POLICY	INSURER & POLICY NO.	POLICY PERIOD M / D / Y	LIMITS OF LIABILITY	
A	Commercial General Liability	Travelers Insurance Co. of Canada Policy # TRV0332521	12/31/17 to 12/31/18	Each Occurrence	\$2,000,000
B	Products and Completed Operations			Products / Completed Operations - Aggregate	\$2,000,000
C	Owners and Contractors protective				
D	Blanket Contractual Liability				
E	Occurrence Bodily Injury & Property Damage				
F	Employers Liability-Canada only				
G	Cross Liability - Severability of Interests Clause			Non-Owned Automobile	\$2,000,000
H	Personal Injury				
I	Property			Property of Every Description	
J	Certificate Holder Loss Payee			Building	
K	• All Risks, subject to policy exclusions			Equipment	
L	• Replacement Cost			Stock	
M	• Stated Amount of Co-insurance			Property of Others	
N	• Other:			Tenants Improvement	
				Business Interruption	
O	Boiler & Machinery			Limit Per Accident	
P	Umbrella Liability			Comprehensive Form	
Q	Re: Consulting. Town of Tecumseh is added to the policy(ies) as an additional insured but only with respect to liability arising out of the operations/negligence of the Named Insured.				

If required by contract, the certificate holder is added to the policy(ies) as an additional insured but only with respect to liability arising out of the operations/negligence of the Named Insured. The Insurer(s) will endeavour to provide 30 days notice to the holder of this certificate of any material change adverse to the certificate holder or cancellation by the Insurer of these policies.



 Authorized Representative
 THOMAS I. HULL INSURANCE LIMITED

Corporation of the Town of Tecumseh

WSIB Clearance Certificate



Clearance Certificate / Certificat de décharge

Contractor Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur	Contractor Address / Adresse de l'entrepreneur	Contractor Classification Unit and Description / Unité de classification de l'entrepreneur et description	Principal Legal / Trade Name / Appellation commerciale ou raison sociale de l'entrepreneur principal	Principal Address / Adresse de l'entrepreneur principal	Clearance certificate number / Numéro du certificat de décharge	Validity period (dd- mmm-yyyy) / Période de validité (jj/mm/aaaa)
KPMG LLP / K P M G	1400-100 NEW PARK PLACE, C/O: PAYROLL MANAGER, VAUGHAN, ON, L4K0J3, CA	7731-000: Offices of Professional Accountants	THE CORPORATION OF THE TOWN OF TECUMSEH / TOWN OF TECUMSEH-1	917 LESPERANCE RD, WINDSOR, ON, N8N1W9, CA	P200000EO29N	26-Jul-2018 to 19-Nov- 2018

Corporation of the Town of Tecumseh

Public Accounting License



LICENCE TO PRACTISE AS A
PUBLIC ACCOUNTANT
IN THE PROVINCE OF ONTARIO

Issued under the authority of the *Public Accounting Act, 2004*,
by Chartered Professional Accountants of Ontario.

Issued To: Mrs. Cynthia Swift, CPA, CA
618 Greenwood Centre
3200 Deziel Dr.
Windsor, ON N8W 5K8

Licence Number: 1-19532

Issue Date: November 01, 2017

Expiry Date: October 31, 2018

INGRID ENHAGEN, CPA, CA
ACTING REGISTRAR
Chartered Professional Accountants of Ontario

UNFINISHED REGULAR COUNCIL BUSINESS

	Meeting Date	Resolution	Subject	Action/Direction	Depart.	Status/Action Taken
3/17	Mar 14, 2017		Alley Closing Policy	An alley closing policy is requested to establish a uniform process for closing alleys.	Clerks	December 11, 2018
1/18	January 30, 2018		Video Surveillance	Administration to follow up on video surveillance and potential grant funding for acquiring a system.	ICS	Grant application is being investigated and met with local expert
18/18	April 24, 2018		Cada Library Renovations	It is directed that Administration provide a report on the Cada Library to include consultations with TAAC, SAC, YAC, CAC, and other stakeholders on the current options proposed to refresh or renovate the current library building.	PRS/CAO	The Library proposal has been presented to the May meetings of the SAC, YAC and CAAC and TAAC.
19/18	May 22, 2018		Property By-law	It is directed that Administration harmonize the by-law regarding disconnected tractor-trailers on residential properties to be consistent within the Town.	PBS	In progress
21/18	June 26, 2018		By-Law Enforcement	It is requested that a communication plan be developed to inform residents of property standards.	PBS/CAO	In progress
22/18	August 14, 2018		Cannabis Legislation	A report on the provincial and federal legislative regulation of cannabis is requested.	CS	December 11, 2018
23/18	August 14, 2018		Hot Temperatures in Vehicles with Children and Pets	It is requested that Administration provide a report on the issue of hot temperatures in vehicles with children and pets and include preventative options to raise public awareness such as monitoring options for vehicles, car seat warning labels.	CS	Nov 27, 2018
25/18	August 14, 2018		McAuliffe Park	It is directed that Administration investigate additional washroom facilities at McAuliffe Park.	PRS	2019 Budget
26/18	September 11, 2018		Insurance Companies	Administration is directed to send a letter to the Insurance Bureau of Canada and insurance companies to increase awareness on the Town's flood mitigation efforts.	CAO	In progress.
28/18	September 25, 2018		Municipal Tree Cutting	Administration is asked to look into a tree cutting and trimming policy for municipal trees that includes provisions for residents who wish to cost share in tree maintenance.	PWES/CS	In Progress
29/18	November 13, 2018		Customer Service Policy	A request for an update on a Town's Customer Service Policy	CS	

	Meeting Date	Resolution	Subject	Action/Direction	Depart.	Status/Action Taken
30/18	November 13, 2018		Planning Advisory Committee	A request is made to establish a Planning Advisory Committee	PBS	
31/18	November 13, 2018		Veteran's Parking	A request is made for a veteran's dedicated parking spot at the Legion.	PWES	

The Corporation of the Town of Tecumseh

By-Law Number 2018 - 69

Being a by-law to confirm the proceedings of the November 27, 2018 regular meeting of the Council of The Corporation of the Town of Tecumseh

Whereas pursuant to Section 5(1) of the Municipal Act, 2001, S.O. 2001, c.25 as amended, the powers of a municipality shall be exercised by its Council; and

Whereas pursuant to Section 5(3) of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, a municipal power, including a municipality's capacity, rights, powers and privileges under Section 8 of the *Municipal Act, 2001*, S.O. 2001, c.25 as amended, shall be exercised by by-law unless the municipality is specifically authorized to do otherwise; and

Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the Town of Tecumseh at this Session be confirmed and adopted by by-law.

Now Therefore the Council of The Corporation of The Town of Tecumseh Enacts as follows:

1. **That** That the actions of the Council of The Corporation of the Town of Tecumseh in respect of all recommendations in reports and minutes of committees, all motions and resolutions and all other action passed and taken by the Council of The Corporation of the Town of Tecumseh, documents and transactions entered into during the November 27, 2018, meeting of Council, are hereby adopted and confirmed, as if the same were expressly embodied in this By-law.
2. **That** the Mayor and proper officials of The Corporation of the Town of Tecumseh are hereby authorized and directed to do all the things necessary to give effect to the action of the Council of The Corporation of the Town of Tecumseh during the said November 27, 2018, meeting referred to in paragraph 1 of this By-law.
3. **That** the Mayor and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of The Corporation of the Town of Tecumseh to all documents referred to in said paragraph 1.

Read a first, second and third time and finally passed this 27th day of November, 2018.

Gary McNamara, Mayor

Laura Moy, Clerk