



TOWNSHIP OF MELANCTHON

A G E N D A

Thursday, July 18, 2019 - 5:00 p.m.

1. **Call to Order**
2. **Announcements**
3. **Additions/Deletions/Approval of Agenda**
4. **Declaration of Pecuniary Interest and the General Nature Thereof**
5. **Approval of Draft Minutes - June 20, 2019**
6. **Business Arising from Minutes**
7. **Point of Privilege or Personal Privilege**
8. **Public Question Period** (Please visit our website under Agenda & Minutes for information on Public Question Period)
9. **Public Works**
 1. Email from Dan Marshall advising of the Eager Beaver 100 Bicycle Ride/Race Route on August 10, 2019
 2. Accounts
 3. Recommendations from the Roads Sub-Committee meeting held on July 17, 2019
 4. Other
10. **Planning**
 1. Applications to Permit
 2. Other
 3. Unfinished Business
 1. Tripp/Serbin Zoning By-law Amendment - Lot 20, Concession 4 NE
11. **Police Services Board**
 1. OPP Community Meeting - Discussion & Proposed Dates
 2. FTE Officer shared with Mulmur Township - Information Update
 3. Community Safety and Well-Being Plan - Information Update and Passage of Motion to have County of Dufferin Coordinate the Development of the Plan
 4. Other
12. **County Council Update**
13. **Correspondence**
 - *Board & Committee Minutes**
 1. Grand River Conservation Authority General Membership Meeting - June 28, 2019
 2. Horning's Mills Park Board - May 25, 2019
 3. Shelburne Public Library - May 21, 2019
 4. Township of Melancthon Police Services Board - February 20, 2019
 - * Items for Information Purposes**
 1. Township of Warwick Resolution Regarding Enforcement for Safety on Family Farms
 2. Letter from George Watson, Chair - Nottawasaga Valley Conservation Authority regarding a request he resign as Chair
 3. Email from Olga Polnitsky regarding fireworks and noise in Bretton Estates
 4. Letter from Mrs. Sutter and the Avengers class at Centennial Hylands Elementary School regarding a sidewalk along County Road 11

5. Report from Sonya Pritchard regarding an update on the Strategic Plan process and to recommend Strategic Priority Areas for 2019-2022
6. NVCA Board Meeting Highlights June 28, 2019
7. Town of Shelburne Notice of Passing of Zoning By-law - 221 Owen Sound Street
8. Email from Jeremy Bullock regarding County-wide Business Retention and Expansion initiative for the Agricultural and Food sectors
9. Town of Shelburne Application for Zoning By-law Amendment & Site Plan Approval Circulation - 104 Robert Street

*** Items for Council Action**

1. Letter from Tom Pridham, Drainage Engineer, RJ Burnside regarding the Dickson Drainage Works cleanout - additional work recommended

14. General Business

1. Notice of Intent to Pass By-laws
 1. By-law to Amend By-law 68-2018 (By-law to appoint a Board of Management for the Horning's Mills Park for the term of Council, ending on November 14, 2022)
 2. By-law to authorize the Township of Melancthon to appoint a Fire Chief for the Mulmur Melancthon Fire Department
2. New/Other Business/Addition(s)
 1. Township of Melancthon 2019 Fall/Winter Newsletter
 2. Feral Cat Rescue - Request from Sharon Morden for Council to have a Site Visit to see the progress of the Rescue Shelter
 3. Mulmur and Melancthon - Recreation Efficiencies RFP - Update
3. Accounts
4. Unfinished Business
 1. Correspondence Item # 6 from June 20, 2019 meeting - *Town of Mono letter regarding Highway Traffic Act Set Fines including a Resolution passed on May 14, 2019*

15. Delegations

1. 5:30 p.m. - Public Meeting - Sipple Zoning By-law Amendment
2. 5:45 p.m. - Stacey Daub, President and CEO, Headwaters Healthcare Centre - to provide an overview of Headwaters Health Care Centre's new three-year Strategic Plan and an update on Integrated Health in the Region
3. 7:00 p.m. - Nancy Neale, Watson and Associates - Public Meeting held under Section 12 of the Development Charges Act, 1997, as amended. The purpose of the meeting is to give the public an opportunity to ask questions, provide comments, and make representations on the development charges background study and proposed by-law

16. Closed Session

1. Approval of Draft Minutes - June 20, 2019
2. A proposed or pending acquisition or disposition of land by the municipality or local board - Request to purchase a portion of unopened Road Allowance in Horning's Mills; Personal matters about an identifiable individual, including municipal or local board employees - Public Works General Labourer Position and Update on By-law Complaint in Horning's Mills (Mayor White)
3. Rise from Closed Session, With or Without Report

17. Third Reading of By-laws

18. Notice of Motion

19. Confirmation By-law

20. Adjournment and Date of Next Meeting - Thursday, August 15, 2019 - 5:00 p.m.

21. On Sites

22. Correspondence on File at the Clerk's Office

Denise Holmes

From: Denise Holmes <dholmes@melancthontownship.ca>
Sent: Thursday, June 20, 2019 9:35 AM
To: 'Denise Holmes'
Subject: FW: Eager Beaver 100 Bicycle Ride/Race August 10, 2019
Attachments: dufferin roads for EB100.png

From: dan marshall [<mailto:substanceprojects@hotmail.com>]
Sent: Thursday, June 20, 2019 9:33 AM
To: Denise Holmes
Subject: Re: Eager Beaver 100 Bicycle Ride/Race August 12, 2017

Hi Denise,

Eager Beaver 100 gravel bicycle race/ride details.

Please find the proposed map attached. There are some fine changes likely in the closing kilometers. A more detailed map of any specific area is available. The event will start at the Highland Nordic Centre and proceed clockwise to finish there as well.

The event is scheduled for August 10, 2019.

The riders will be advised in writing and verbally at the rider briefing that the roads are ALL OPEN FOR TRAFFIC. HTA rules apply and anyone found violating the law willfully, will be penalized within the event with the possibility of disqualification. (We don't want incidents or accidents)

The event will start on narrow private trails to keep the riders spread out as much as possible to avoid disrupting traffic when they enter the road way. We will continue to consult with the local OPP detachment regarding the event and any safety concerns they may have.

This event brings tourist from Ontario, Quebec and a number of states each year who also travel to the area to train on the quiet back roads and stay in hotels, eat at restaurants and stop in at various stores.

The event will have three distances, 160k, 100k and 50k. Something for everyone. We have had approximately 200 riders at each event so far.

The event will be sanctioned by the Ontario Cycling Association and as such we will have \$5 million liability coverage for all land owners, municipalities and townships.

If you have any questions at any time please feel free to contact me either by email or at 416-274-1911

About Substance Projects: We have been running bicycle races in forests and on gravel roads for 10 years. We have had no losses, no accidents with vehicles and no complaints from local residents.

Dan Marshall
Substance Projects Inc.
substanceprojects.com
416-274-1911

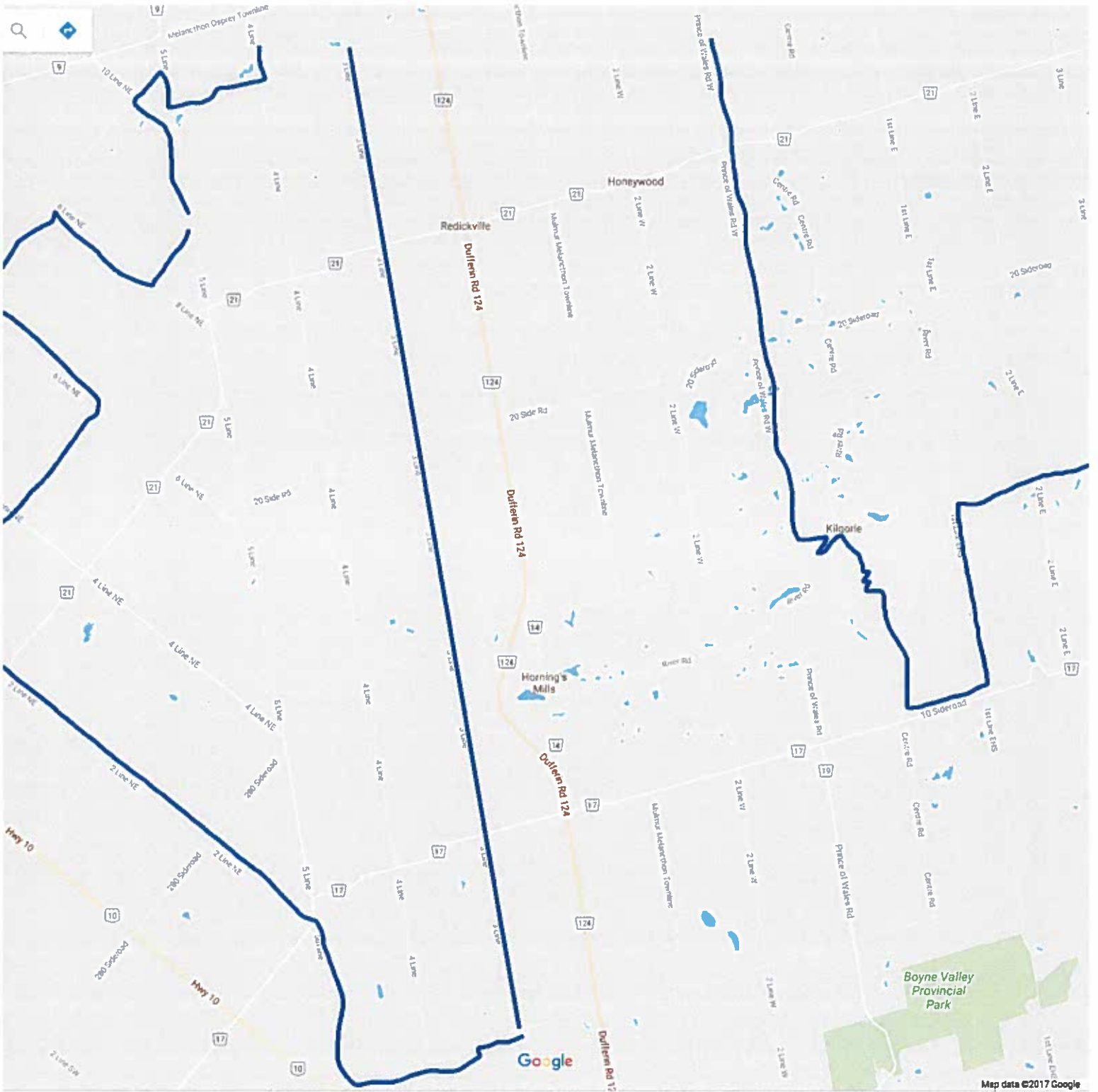
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APPLICATIONS TO PERMIT FOR APPROVAL
July 18, 2019 COUNCIL MEETING

PROPERTY OWNER	PROPERTY DESCRIPTION	TYPE OF STRUCTURE	DOLLAR VALUE	D.C.'s	COMMENTS
Ezra Martin Applicant: Aaron Bauman	Part Lot 27, Concession 9 NE 764221 240 Sideroad	House Addition	\$40,000	NO	approved June 20
Levi Martin Applicant: Aaron Bauman	Part Lot 30, Concession 7 NE 278547 6th Line NE	Wood Working shop	\$300,000	YES	
Alvin Martin - Windy Stream Applicant: Aaron Bauman	Part Lot 249/250, Concession 3 SW 118214 2nd Line SW	House Addition	\$30,000	NO	approved June 20
David Frey - Ridgeside Inc Applicant: Aaron Bauman	Lot 29, Concession 9 NE 318417 8th Line NE	Agricultural Storage	\$110,000	NO	
Joseph Martin Applicant: Simon Martin	Part Lot 32, Concession 7 NE 279031 6th Line NE	Horse barn/manure storage/buggy shed	\$150,000		
Cedarside Ent - Norman Martin Applicant: Simon Martin	Lot 38, Concession 3 NE 199261 2nd Line NE	add manure storage to existing barn	\$80,000	NO	

PLAN# 1
JUL 18 2019

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. _____

(Serbin/Tripp Special Events)

Being a Temporary Use By-law to amend By-law No. 12-79, as amended, the Zoning By-law for the Township of Melancthon with respect to lands located in Part of Lot 20, Concession 4, N.E. in the Township of Melancthon.

WHEREAS the Council of the Corporation of the Township of Melancthon is empowered to pass Temporary Use By-laws to regulate the use of land pursuant to Section 39 of the Planning Act, 1990;

AND WHEREAS the owners of the subject lands have filed an application with the Township of Melancthon to amend By-law No. 12-79, as amended;

AND WHEREAS the Council of the Corporation of the Township of Melancthon deems it advisable to amend By-Law 12-79, as amended, for the purpose of authorizing a temporary use;

NOW THEREFORE the Council of the Corporation of the Township of Melancthon enacts as follows:

1. Schedule 'A' to Zoning By-law No. 12-79, as amended, is further amended by temporarily zoning certain lands located in Part of Lot 20, Concession 4, N.E. in the Township of Melancthon, from the General Agricultural (A1) Zone to the General Agricultural Exception 1-138 Zone as shown on Schedule 'A-1' attached hereto and forming part of this By-law.

2. And Furthermore, Section 4.7, to Zoning By-law 12-79 as amended, is further amended by adding the following new subsection after Section 4.7 aaaaaa):

b) On lands located in Part of Lot 20, Concession 4, N.E. and located in the A1-138 Zone, the permissions and provisions of the A1 Zone shall apply, with the exception that an additional temporary permitted use shall include a special events business for private parties and events such as weddings. The following regulations shall be applicable to the temporary special events business:

The maximum floor area of the building utilized for the business shall be 278.7 m² (3,000ft²);

- b) the special events business shall not include races, carnivals, amusement rides, festivals, contests in the manner described in Section 3.1 of the Township's Special Events By-law 55-2013;
- c) the special event shall begin and end within a 12 hour period, not including setup;
- d) the special event shall be confined to lands proximate to the existing 278.7 m² storage building and shall not occur within the dwelling or any other building or temporary building or tent;
- e) all food and potable water shall be brought on-site by a catering service;
- f) live music or amplified music associated with the special event shall be located within the existing barn;
- g) access for patrons shall be provided via the existing farm entrance and all parking shall be accommodated on-site;

- h) *the maximum number of patrons that may be accommodated shall not exceed 150;*
- i) *the commercial sale of food or alcohol shall not be permitted;*
- j) *no camping shall be permitted in conjunction with the special events business; and,*
- k) *the special events business shall be coordinated, operated and managed only by the owner of the lands who shall also hold requisite liability insurance and be compliant with all requisite Provincial laws and regulations to conduct the business.*

The special events business shall cease upon the 3-year anniversary of the passage of this By-law.

3. In all other respects, the provisions of By-law 12-79, as amended, shall apply.

This By-law shall come into effect upon the date of passage hereof, subject to the provisions of Section 34 (30) and (31) and Section 39 of the Planning Act (Ontario).

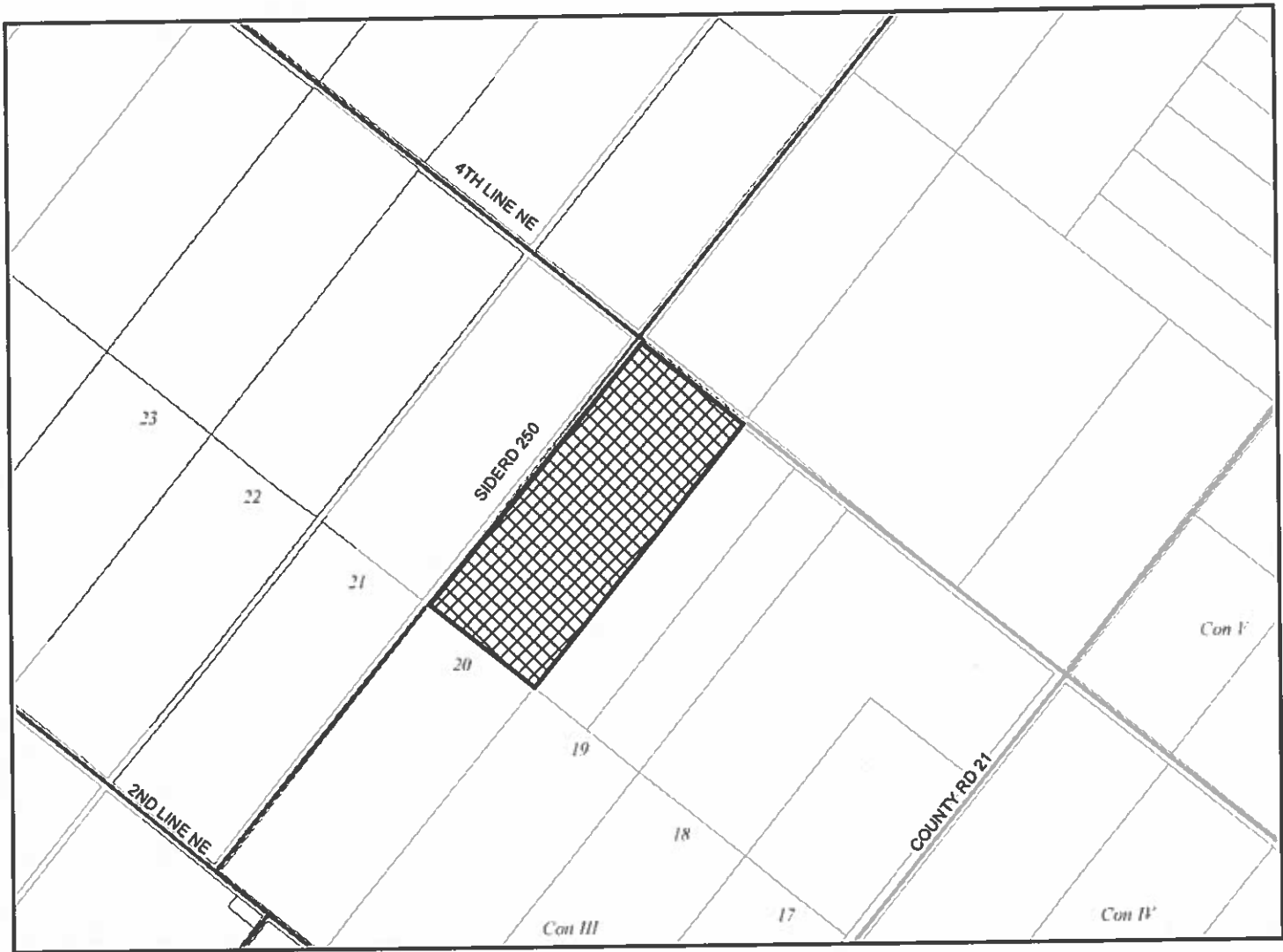
READ A FIRST AND SECOND TIME on the ---th day of xxx, 2019.

READ A THIRD TIME and finally passed this ---th day of xxx, 2019.

Mayor

Clerk

Schedule 'A-1'
By-law 2019-_____
Lot 20, Concession 4 N.E.
Township of Melancthon



 Lands to be rezoned from the General Agriculture (A1) Zone to the General Agriculture Exception (A1-xx) Zone

This is Schedule 'A-1' to By-law _____

Passed this _____ day of _____, 2019.

Mayor

Clerk

Denise Holmes

From: Denise Holmes <dholmes@melancthontownship.ca>
Sent: Friday, July 12, 2019 2:36 PM
To: 'Denise Holmes'
Subject: Community Safety and Well-being Plan

From: Sonya Pritchard [<mailto:spritchard@dufferincounty.ca>]
Sent: Thursday, July 11, 2019 1:54 PM
To: Denise Holmes
Subject: RE: Community Safety and Well-being Plan

Hi Denise,

Just following up as I've had a chance to gather some background information. In many respects we have been carrying out the objectives of the Community safety and well-being Plan since April 2016. At that time a number of community agencies including all three police services and the County came together to develop the Dufferin Situation Table. There was a terms of reference established laying out a way for the organizations to work together to deal with high risk individuals and situations in a holistic manner. Further, we've also obtained a copy of Halton Region's Plan which we should be able to use to help formalize what is already happening on the ground.

As far as motion, I suggest something like the following:

WHEREAS, the Provincial Government has enacted legislation through the Comprehensive Police Services Act which requires municipal governments to adopt community safety and well-being (CSWB) plans by January 2021;

AND WHEREAS, the Dufferin Situation Table was created in April 2016 to ensure significant cooperation and collaboration between police services, health services, human services, and community support agencies to facilitate harm reduction by connecting those identified in a situation of acutely elevated risk to the most appropriate services in order to avert a crisis;

AND WHEREAS, the County of Dufferin, as a founding member of the situation table with strong relationships with the community stakeholders, is in a good position to formalize and document this work which is the basis of the community safety and well being plan;

NOW THEREFORE BE IT RESOLVED, that the Township of Melancthon requests Dufferin County to play a lead role in coordinating the development of the Community Safety and Well Being Plan(s).

If you have any questions please let me know. If you want to share this with the rest of DMOA please go ahead.

Sonya

PSB #3

Sonya Pritchard, CPA, CMA | Chief Administrative Officer
County of Dufferin | Phone: 519-941-2816 Ext. 2502 | spritchard@dufferincounty.ca |
55 Zina Street, Orangeville, ON L9W 1E5

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Grand River Conservation Authority
Summary of the General Membership Meeting – June 28, 2019

The General Membership meeting scheduled for July has been cancelled and the next meeting is tentatively scheduled for August 23, 2019.

To GRCA/GRCF Board and Grand River watershed municipalities - Please share as appropriate.

Action Items

The Board approved the resolutions as presented in the agenda:

- Grand River Conservation Foundation Member Appointments
- Proposed Joint GRCA-GRCF Donor Naming Opportunities
- Financial Summary
- Brant Rural Water Quality Program Delivery Agreement Renewal
- Hunting Program Review - Vance Tract
- Reassignment of GDS LiDAR Contract to a New Vendor
- Brantford Floodwall Rehabilitation Ballantyne Drive Tender Award
- Brantford Dike Slab Repair Budget Update & Contract Extension
- Grant of Easement - Centre Wellington (closed meeting agenda)
- Land Disposition - Guelph-Eramosa Township (closed meeting agenda)
- Declaration of Surplus Lands - City of Guelph (closed meeting agenda)

Information Items

The Board received the following reports as information:

- Cash and Investment Status
- Environmental Assessments
- Wellesley Pond Update
- Amendment to Restricted Areas & Hunting Areas at Luther Marsh Wildlife Management Area
- Brant Park Fuel Spill Remediation
- Water Management Plan Implementation Summary
- Current Watershed Conditions

Delegations

The Board heard from the following delegations:

- David Pady regarding hunting at the Vance Tract

Correspondence

The Board received the following correspondence:

- Township of Amaranth - Conservation Authority Levies
- Irene LaPointe, Fred Brunmeier, Bev Bezplay, Laura Murr, Kathy White, Judi Morris, and Virginia Buchanan-Smith - Hunting at Vance Tract
- Ministry of Natural Resources & Forestry - WECl 2019-2020

For full information, please refer to the June 28 Agenda Package. Complete agenda packages and minutes of past meetings can be viewed on our online calendar. The minutes of this meeting will be posted on our online calendar following the next meeting of the General Membership.

You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.

BS/Comm #1
JUL 18 2019

Horning's Mills Park Board Meeting
May 25, 2019

1. Meeting started at 9:35AM at Jelly Café in Shelburne due to poor weather.
2. In attendance were Nanci Malik, Lynn Hodgson, Councillor Margaret Mercer. Jim Hill arrived at 10:15 following a phone call. Absent: Councillor Wayne Hannon.
3. There was no formal agenda provided.
4. Nanci asked if there was any pecuniary interest or conflict of interests to declare. There were none.
5. The meeting minutes from April were approved.
6. As Councillor Mercer is assuming the role of the recording secretary, some leeway was requested regarding the minutes of April as they were taken from Councillor Hannon's notes.
7. The focus of the meeting was the June 22 event at the Park.
8. The event will start at 5PM on June 22.
9. Items discussed and determined:
 - Dufferin County will host a compost giveaway.
 - Regarding the composting bins, Nanci is to notify the region as to how many bins are required for the event.
 - A timeline was requested as to when the various diamond improvements will be completed. Some are expected to be completed prior to the event while others will not. Councillor Mercer will discuss with Denise/Craig.
 - Once the improvements are made, a rental fee of \$12.00 will be announced. This is an increase from \$10.00. The committee voted and approved this increase.
 - The OPP will be in attendance on June 22.
 - Nanci will contact the fire chiefs for Shelburne (Brad) and Mulmur/Melancthon (Jim) to ask if they could bring the ladder trucks to the event.
 - Nanci will buy burgers and hotdogs. She is planning on 130 people for the burgers/dogs.
 - Lynn talked to Chapmans. They are charging \$7.70 & HST for 24 small ice cream cups. They normally charge \$5.00 for 12 so this is a discount. Lynn will order the ice cream. She was asked to order 105 cups comprised of 35 each of vanilla, chocolate, and strawberry..
 - Denise is asked to send a letter on town letterhead to No Frills owner (John Von Teuvenbrook) requesting condiments, spoons, napkins, and onions. Lynn will pick these items up from No Frills once the letter has been sent.
 - Lynn's mom (Barb) is donating 100 bottles of water.
 - Nanci will get coolers and ice.
 - Nanci will talk to Giant Tiger re food/beverage donations.

- Lynn will buy Pepsi, Coke, and Ginger Ale from Costco: 32 cans for \$11.39.
 - Councillor Mercer will make a beverage donation.
 - Lynn's brother (Shane) will be the BBQ chef at the event.
 - Lynn will bring a moneybox to collect cash from the sale of food.
 - Nanci will make the signs including those for the food.
 - Prices are set at: \$1.00 for drinks, \$1.00 for ice cream, \$3.00 for hot dogs, \$4.00 for burgers.
 - Lynn will bring tablecloths.
 - Town staff is to bring four long tables from the Horning's Mills's Hall to the park.
 - Lynn and Wayne will take orders and hand out food.
 - Jim Hill joined the meeting at 10:15 and said that his band requires power and will bring their own generator. He has mics, stands, and mixer boards. He'll bring these and also bring his generator and other musicians to provide live music.
 - Wayne is to order the bouncy castle with the generator. The castle will be put on the ball diamond.
 - Nanci has confirmed regarding the fireworks with Troy. The cost of the fireworks is \$1500.00.
 - Councillor Mercer is to check whether or not cooking utensils are available at the Horning's Mills Hall or Town Hall.
 - Donation jars will be at the entry gates.
 - Jim Hill is bringing the BBQs although Nanci may also bring back up.
 - Councillor Mercer will prepare a jellybean or candy jar for donations and counting.
10. The event will provide a variety of events and entertainment including the bouncy castle, fireworks, band, and EMT. All councilors are asked to attend.
 11. Wendy Atkinson will prepare financial statements for the board. The statements were not ready for this meeting but a budget amount of \$7500.00 is available.
 12. The next meeting was set for Friday June 14 at 6PM at Jelly Café.
 13. The meeting closed at 10:30AM.

*Minutes for Shelburne Public Library Board Meeting
Tuesday, May 21, 2019*

Present: Geoff Dunlop Shane Hall Paul Barclay
 Mikal Archer James Hodder Gail Little
 Sharon Martin Margaret Mercer

Also Present: Rose Dotten, CEO/ Head Librarian

Regrets: Patricia Clark

The Chair, Geoff Dunlop, called the meeting to order at 7:00 P.M.

Motion 16-19 P. Barclay, M. Mercer

Be it resolved that we approve the Agenda for May 21, 2019, as amended.

Carried

Motion 17-19 P. Barclay, M. Mercer

Be it resolved that we approve the minutes of the board meeting dated April 16, 2019.

Carried

Financial Reports:

Motion 18-19 S. Martin, G. Little

Be it resolved that we approve the Accounts Payable Register for April, 2019 with invoices and payments in the amount of \$25,020.31.

Carried

CEO/ Head Librarian's Report:

- **Statistics**

We include statistics for the month of April, 2019. You will see that our statistics were a little higher than March, 2019, but just a little down from April, 2018. As discussed at the meeting, the statistics show about 19 people/day on the computers. The inventory statistics were shown, but not included in the statistics total, but those inventory numbers record materials that were handled by staff.

- **Library Literary Events**

Our upcoming Library Literary Events are as follows:

- Traveler's Tales—Chile & Argentina, with Gord Gallaughter, Tues., April 30/19, 7 pm. This was extremely well attended and many expressed their appreciation to Gord for his presentation.

BD/comm #3

JUL 18 2019

- **Coffee, Conversation & Books**

The most recent Coffee, Conversation & Books, were:

- Apr 17/19, at Brewed Awakenings in Grand Valley with Claire Smith as the guest author
- May 15/19, at Jelly's in Shelburne, with Debra Komar, as the guest author.

The other upcoming 2019 dates have been set and the upcoming events are:

Wed, June 19, 2019—Natalie Merrit-Broderick, at Euphoria

Wed, July 17, 2019—Debbie Kerr, at Brewed Awakenings

Wed, August 21, 2019---Ken Weber at Jelly's

- **Shelburne Seed Library**

Rose announced that the Shelburne Seed Library is now in place, in our Library. Many people have come in and taken seeds from the library. We are hoping that this will generate some interest in town and see what flowers and vegetables are grown as a result. Hopefully, some samples will be brought into the library.

- **One Book One County**

The book for this all County event has been chosen, and the "reveal" date will be on Tuesday, May 28, 2019, at Booklore, in Orangeville.

Correspondence:

- Letter from Michael Tibollo, Minister of Tourism, Culture and Sport, regarding the Interlibrary Loan Cancellation and Report on implications for our library

Business:

- **Pilot Project: Open Tuesday nights**

Rose discussed with the board the possibility of opening on Tuesday nights from 5 pm to 8pm for a trial period of June, July, and August, when we will have students to assist with staffing. Rose wants various statistics to be taken during that time so that we can track how many people are using the library and how many materials are being circulated during those time frames.

- **Summer Student hires/Grants**

Rose announced that we received a Summer Experience Grant from the Ontario government for the summer, and the student hired is Megan Kratky. We also received two Canada Summer Job Grants but we are only going to be able to hire one student and will have to turn down the second grant. The second student has not yet been chosen but we should know in a few days.

- **Town of Shelburne KTH room**

The Town of Shelburne has approached us and wishes to use the KTH room every Monday for Council meetings as it will have more space than the Council chambers at the Town of Shelburne.

- In Camera session—if necessary
Not necessary

Motion 19-19 J. Hodder, G. Little

That we now adjourn at 8:00 p.m., to meet again June 18, 2019, at 7 pm., or at call of the Chair.

Carried

TOWNSHIP OF MELANCTHON POLICE SERVICES BOARD

The Township of Melancthon Police Services Board held a meeting on Wednesday, February 20, 2019 at 10:00 a.m. at the Melancthon Township Municipal Office Committee Room. Those present: Municipal Member David Thwaites, Public Member Alan Blundell and Provincial Appointee Kate Martin, Denise Holmes, Interim Secretary, Detachment Commander Nicol Randall, Dufferin OPP and Acting Detachment Commander Marcus Sanderson.

Call to Order

Secretary Denise Holmes called the meeting to order.

Election of Chair conducted by the Secretary

The Secretary called for nominations for the position of Chair.

Verbal motion - Moved by Martin, Seconded by Blundell that we nominate David Thwaites for Chair for one year. Carried. David accepts the position of Chair.

Election of Vice Chair conducted by Chair

Chair Thwaites called for nominations for the position of Vice-Chair.

Verbal motion - Moved by Thwaites, Seconded by Blundell that we nominate Kate Martin for Vice-Chair. Kate accepts the position of Vice-Chair.

Oath of Office and Secrecy

All members took their Oaths and Affirmations.

Declaration of Pecuniary Interest

Chair Thwaites advised those in attendance that they could declare their pecuniary interest now or at any time during the meeting - None Declared

Approval of Agenda

Addition of items:

- Website
- Joint PSB Meeting
- Cannabis correspondence being considered at Council on February 21st

Moved by Martin, Seconded by Blundell that the Agenda be approved as amended. Carried.

BD/comm #4
JUL 18 2019

Approval of Minutes - November 21, 2018

Moved by Thwaites, Seconded by Martin that the minutes of the Police Services Board meeting held on November 21, 2018 be approved as circulated. Carried.

Issues Arising from the Minutes

1. Follow up regarding a concern raised at the November 21, 2018 meeting from Wayne Hannon regarding parking issues

Staff Sgt. Randall provided information as a follow up to the concern raised by Mr. Hannon at the November 21, 2018 meeting and advised that she had also followed up with Mr. Hannon.

Presentations/Delegations

None.

Correspondence

1. Memorandum from Stephen Waldie, for Stephen Beckett, Assistant Deputy Minister Public Safety Division regarding Support for Community Safety and Well-Being Planning

Discussion ensued and it was recommended by the Board that the document be referred to Council and the Joint Police Services Board (for the next meeting).

Addition:

Letter from Ministry of Finance - Ontario Cannabis Legalization Implementation Fund - Second Payment

The Province of Ontario is providing a \$5,000.00 grant to municipalities who opted out of retail cannabis. The money can be used for increased enforcement, increased response to public inquiries, increased paramedic services, increased fire services and By-law/policy development.

It was mentioned that we could use it for education purposes i.e. – town hall meeting and we could have a Media Relations from the OPP come do a presentation. The presentation could deal with mental health, the effects on teenagers, etc. and we could engage with Public Health and Ambulance. Chair Thwaites will raise this at tomorrow's Council meeting.

Financial

1. 2019 Township Operating Budget

There has been \$1,200.00 placed in the Township's operating budget for compensation for members and advertising of the Action Plan 2020-2022 (Fall 2019).

Detachment Commander's Report

1. October - December 2018

Staff Sgt. Randall provided her report in advance of the meeting for the period of October - December 2018 and reviewed her Report with the Board.

2. Information on Second run on Black Cat - 2nd Line SW

Staff Sergeant Randall advised that they would be targeting the 2nd Line SW in the Spring. Chair Thwaites spoke to the road counts that the Township does on various roads and the speed limit reduction.

Committee Reports

None.

Other Business

1. Township road detours when Highways/County Roads are closed - Discussion

Chair Thwaites has already spoken with the Staff Sgt. about this matter. Better communication is required with NCO's. The Township's Director of Public Works did discuss this matter at the Road Supervisor's meeting.

2. By-law Enforcement - Discussion

There was discussion about what Township By-laws the OPP will enforce and the following will be: Parking, No Heavy Trucks and Half Load. Staff Sgt. Randall advised that the scales have been calibrated and are back, so they will be ready for half load season which starts March 1st. The Township will provide a list of roads to be patrolled.

3. Review of response times on calls, how to track/monitor

Chair Thwaites advised that someone had attended Council on February 7th and advised during Public Question Period that he had called the OPP for an incident and the OPP didn't respond. Chair Thwaites asked if there was a way to track/monitor this. Staff Sgt. Randall's response was no and that it's just the nature of the business. Staff Sgt. Randall explained the "closest to the call" system which was implemented last Fall. She did indicate that there is always a record of the call.

4. Road Closed Signs - Discussion

The Director of Public Works asked if this item could be put on the Agenda, as a result of an accident that occurred where the OPP advised that they couldn't enforce closed roads with just the orange wooden "road closed" signs. Acting Staff Sgt. Sanderson advised that the signs are prescribed under the Highway Traffic Act and those are the ones to be used.

5. Set 2019 Meeting Dates

The 2019 meeting dates will be as follows: May 29th, September 18th and December 11th. All meetings will start at 10:00 a.m.

Additions to Agenda:

Website

The Secretary will update the website with the new meetings and a new message from the Chair.

Joint PSB

The next meeting of the Joint PSB will be Tuesday, April 2nd and will be hosted by the Township of Amaranth. Meeting starts at 9:00 a.m. The Secretary was asked to request that the following be placed on the Agenda:

- OIRPD (Office of the Independent Police Review Director) - could we have a representative come speak to the Joint Board and give a presentation on Police Services Boards
- Cannabis Funding
- Community Safety and Well-Being Planning Document/Plan

6. Protocol 5 - Monitoring of the Performance of the Detachment Commander

The Performance of the Detachment Commander was conducted by the Board (Staff Sgt. Randall was not in attendance for this matter) and the Secretary was directed to send it to the Ontario Provincial Police Regional Commander as per Protocol 5.

Public Discussion

N/A

Adjournment & Date of Next Meeting

11:40 a.m. - Moved by Martin, Seconded by Blundell that we adjourn this Police Services Board meeting to meet again on May 29, 2019 at 10:00 a.m. or at the call of the Chair. Carried.

Original Signed

CHAIR

Original Signed

SECRETARY



TOWNSHIP OF WARWICK

"A Community in Action"

6332 Nauvoo Road, R.R. #8, Watford, ON N0M 2S0

Township Office: (519) 849-3926 / 1-877-849-3926
Watford Arena: (519) 876-2808
Website: www.warwicktownship.ca

Works Department: (519) 849-3923
Fax: (519) 849-6136
E-mail: info@warwicktownship.ca

June 26, 2019

The Honourable Doug Downey, Attorney General of Ontario
Ministry of the Attorney General
720 Bay Street
11th Floor
Toronto, ON M7A 2S9

Dear Honourable Sir:

Re: Resolution Regarding Enforcement for Safety on Family Farms

Please be advised that Warwick Township Council adopted the following resolution at their regular meeting on June 17, 2019:

WHEREAS agriculture is the second largest industry in Ontario, contributing \$13.7 billion annually to Ontario's GDP and is essential for putting food on the tables of millions of people here and around the world;

AND WHEREAS in recent months there has been a steady increase in harassment of farmers and livestock transporters by activists opposed to animal agriculture and the consumption of animals;

AND WHEREAS the protests have become blatantly illegal in nature with extremist groups trespassing onto private property, unlawfully entering into buildings and removing animals without fear of prosecution and even promoting and publishing their crimes on social media;

AND WHEREAS maintaining proper biosecurity is essential to ensure the health and well-being of the animals cared for on these agricultural operations;

AND WHEREAS the recent attacks on farmers homes and businesses have resulted in no criminal charges laid, leaving farmers feeling unprotected by the Ontario legal system and afraid for the welfare of themselves, their families, their employees and the animals they care for;

NOW THEREFORE BE IT RESOLVED THAT the Council for the Corporation of the Township of Warwick requests that Hon. Doug Downey work with his fellow MPP's and agricultural leaders to find a better way forward to ensure stronger enforcement of existing laws - or new legislation - to ensure the safety of Ontario's farm families, employees and animals;

INFO #1
JUL 18 2019

AND BE IT FURTHER RESOLVED THAT this motion be circulated to Hon. Doug Downey, Ministry of the Attorney General, Hon. Doug Ford, Premier of Ontario, Hon. Sylvia Jones, Solicitor General and Hon. Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs and all Municipalities in the Province of Ontario, AMO, and ROMA.

- Carried.

Yours truly,



Amanda Gubbels
Administrator/Clerk
Township of Warwick

cc: The Honourable Doug Ford, Premier of Ontario
The Honourable Sylvia Jones, Solicitor General
The Honourable Ernie Hardeman, Minister of Agriculture, Food and Rural Affairs
All Ontario Municipalities
Association of Municipalities of Ontario (AMO)
Rural Ontario Municipal Association (ROMA)



30 LEWIS STREET
WASAGA BEACH, ONTARIO
CANADA L9Z 1A1
www.wasagabeach.com

July 8, 2019

Members of the Board
Nottawasaga Valley Conservation Authority
8195 8th Line
Utopia, Ontario
L0M 1T0

Dear Board Members:

I am writing in response to the request that I resign as Chair of the board for the Nottawasaga Valley Conservation Authority.

I believe there are no grounds for such a request.

In January 2019, board members selected me as their Chair. Since then I have worked diligently and tirelessly in my role. I have chaired several meetings, attended numerous functions on behalf of the Authority, and attended Conservation Ontario meetings representing the Authority to the best of my ability.

At all times while carrying out my duties, I have performed with integrity and honour while striving to advance the interests of the Authority.

I am proud of the work we do as a board and I am just as equally proud of NVCA staff for the important job they perform on behalf of our member municipalities.

My understanding is the board believes I should step down as Chair due to the position my municipality took on the future role of the Authority while providing comments to the province on the regional governance review.

As the board knows, at the Town of Wasaga Beach's May 9, 2019 Coordinated Committee meeting, we received a report on staff comments regarding the regional governance review.

WFB #2
JUL 18 2019

We authorized our mayor and CAO to submit the comments to the Regional Review Special Advisors as the town's submission. I am enclosing a copy of that document for your consideration.

We also authorized the mayor and our CAO to circulate the document to the County of Simcoe, member municipalities, the Minister of Municipal Affairs and Housing, and local MPPs.

Of concern to the board is Wasaga Beach's view on the future of conservation authorities. Specifically, the town states the following: *These authorities (NVCA and Lake Simcoe Conservation Authority) should be dissolved and their responsibilities under the Conservation Authorities Act pertaining to flood control, watershed interests, protection of drinking water sources, and land use planning applications should be assumed by the County of Simcoe. This would reduce duplication between local governments and the authorities and allow for a coordinated approach to be applied across both watersheds, leading to more effective and efficient decision making.*

The town made this comment in response to the province's request for ideas to make lower-tier government more efficient. The town's recommendation on conservation authorities is one area the province might want to consider. It should be noted that the Council of the County of Simcoe, in its submission to the province on the regional review with regard to conservation authorities, suggested that the current delivery is either challenged, inefficient or not provided at the right level, or requires a more detailed analyses. In addition to this, the need for conservation authority structural changes is a topic acknowledged by Conservation Ontario.

Whether the Government of Ontario wishes to implement the town's position is up to Premier Doug Ford and his cabinet.

At no point has the Town of Wasaga Beach considered a specific resolution calling for the formal disbandment of the NVCA or conservation authorities in general, and at no period has the town ever stated it believes management of natural resources in the watershed is not important.

The comments submitted by the town represent concepts for further consideration by the provincial government and should not be taken as anything more.

In addition, as the town's representative at the Authority, at no time have I ever put forward a motion suggesting the Authority cease to exist.

Sitting as a councillor for the Town of Wasaga Beach, I supported our recommendations to the province. Sitting as a member of the NVCA, I act in good faith in all I do for the Authority, as per the requirements of section 2.0.4 of our Governance and Administrative policies.

With more than 12 years of experience on council and a variety of boards and committees, I am fully aware of the importance of separating the two roles and my obligations to the Authority as an appointed member when I sit on the Authority.

I believe that asking me to step down as Chair sets a dangerous precedent for members going forward should they find themselves in similar situations in the future, where their municipality takes a stand on an issue perceived to be contrary to the best interests of the Authority. There are mechanisms under the Authority's Procedural By-law to deal with such situations, should any arise. It would be my intent, should the situation arise, where I find myself in conflict with a position my municipality took with respect to a matter before the Board that is detrimental to the Authority, to step aside and let the Vice-Chair deal with the matter.

I have reviewed the Conservation Authorities Act and can find no grounds for me to resign as Chair.

Furthermore, under the NVCA's bylaws and policies, with respect to the role of the Chair (Section 2.1.1) and Code of Conduct, I have in no way violated any of these policies.

Should the province act on Wasaga Beach's comment with respect to the future role of the Authority, I will step aside and let the Vice-Chair address the situation. In the interim, it is my intent to continue to fulfill the role I was elected to do. To be clear, I do not intend to step down as Chair.

Further, I am disappointed with the unprofessional manner some board members treated me during our June 24 meeting. My role as Chair was not an item on the agenda and discussion of me was improper.

Discussion should have taken place during a future meeting. Under the board's Administrative Bylaws, Section 3.6 Order of Business, it states that, *"No member shall present any matter to the authority for its consideration unless the matter appears on the agenda for the meeting of the authority or leave is granted to present the matter by affirmative vote of a majority of members present."* It is also my understanding that for a matter to be considered in Closed Session, it has to be listed on the agenda.

Such a serious matter as removing a Chair does not merit adding to the agenda at last minute. Doing so is capricious and there is no way for proper consideration of the matter at hand nor is there time for anyone to prepare for a meaningful discussion.

Moreover, the discussion of my role as Chair should not have taken place in open session with the public present.

Under the board's Administrative Bylaws, Section 3.14 (Closed Session Meetings) it states that, *"Meetings may be closed to the public if the subject matter being considered relates to ... personal matters about an identifiable individual, including employees of the authority."*

In my opinion to have my role as Chair referred to as "unseemly" by a fellow member of the Authority, especially in open session, is uncalled for and in violation of the Authority's Code of Conduct. I will remind the board the code states members shall: *"Conduct oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the authority or any member or any authority staff."*

I will speak with the Ontario Ombudsman about whether our June 24 meeting is in violation of our rules. I also wish to discuss with the ombudsman whether there are grounds for complaint regarding comments about my character.

In closing, I welcome the opportunity to discuss my position further with the board at an appropriate time.

Sincerely,



George Watson, Chair
Nottawasaga Valley Conservation Authority.

c. Mayor Bifulchi and Members of Council
Mayors of Member Municipalities

Encl.

Denise Holmes

From: Donna Funston <dfunston@melancthontownship.ca>
Sent: Thursday, June 20, 2019 4:28 PM
To: dholmes@melancthontownship.ca
Subject: FW: Township by-laws

Hi Denise

Olga called back today as she didn't get a reply to her email. I read her the hours of the noise by-law and the amendment for the fireworks section. She stated she has safety concerns as they are being let off close to her house, we suggested she call the fire department and ask what a safe distance is for letting off fireworks. Olga would also like her email below to go to Council and see if they are willing/able to do anything about this situation.

Thanks

Donna Funston

*Administration and Finance Assistant
Township of Melancthon
519-925-5525*

From: Olga Polnitsky [mailto:olga.polnitsky@melancthontownship.ca]
Sent: Thursday, June 13, 2019 7:16 AM
To: dfunston@melancthontownship.ca
Subject: Township by-laws

Dear Ms. Funston,

I have already contacted Melancthon township and the mayor personally regarding local by-laws about fireworks and noise. I also contacted Dufferin county and was advised to contact you. I would like to know what township by-laws regarding fireworks in the residential areas are. I understand that fireworks are a fire hazard and there should be a certain distance from the residential homes where fireworks are allowed. I am also concerned about the level of noise they create when used close to the houses. As their use in summer time is pretty late (10-11 pm), I assume that there is a bylaw protecting people who are already sleeping and need to get up early the following day.

Could you please clarify this issue?

Thank you,

Olga Polnitsky,

President of Dufferin Fire Association

--
Olga Polnitsky

Total Control Panel

[Login](#)

To: dfunston@melancthontownship.ca
From: "Denise Holmes" <dholmes@melancthontownship.ca>

Message Score: 40
My Spam Blocking Level: High

High (60): Pass
Medium (75): Pass
Low (90): Pass

[Block this sender](#)

[Block gmail.com](#)

This message was delivered because the content filter score did not exceed your filter level.

Total Control Panel

[Login](#)

To: dholfmes@melancthon township.ca [Remove](#) this sender from my allow list

From: dfunston@melancthon township.ca

You received this message because the sender is on your allow list.

June 19, 2019
Centennial Hylands E.S.
35 School Road, Shelburne

Dear Mr White, Warden of Dufferin
and the Dufferin County Council,

We are the Avengers Class at Centennial Hylands Elementary School. We like to go for outings in our class to learn about life skills. We especially like to go to Pete's Doughnuts and Tim Hortons. Walking along County Road 11 from School Road to Hwy 89 is dangerous and inaccessible. It does not have a sidewalk. The shoulder is very uneven and too close to the cars that race by. We feel very unsafe walking. We have a classmate in a wheelchair and it is very hard for them to travel this short distance.

We would like to see a sidewalk installed along this road, to make it safe and accessible for everyone.

Please consider our proposal. Thank you!

Sincerely

Mrs. Sutter and the Avengers.
(classroom teacher)



REPORT TO COUNCIL

To: Warden White and Members of Council

From: Sonya Pritchard, Chief Administrative Officer

Meeting Date: June 13, 2019

Subject: Strategic Plan 2019-2022 Report #3

In Support of Strategic Plan 2015-2018 Priorities and Objectives:
Good governance: 3.2 Increase transparency

Purpose

The purpose of this report is to provide Council with an update on the Strategic Plan process and to recommend Strategic Priority Areas for 2019-2022.

Background & Discussion

The schedule for the Strategic Plan indicated a draft would be presented to County Council at the June meeting. The numerous and significant changes to provincial policy and funding arrangements may impact future initiatives making it necessary to consider the impacts and incorporate these changes into the strategic plan. This has resulted in a delay in the completion of the full Strategic Plan document.

Much of the provincial focus is on deriving efficiencies from all areas of both provincial and municipal operations. To this end the County of Dufferin received \$725,000 earlier this year that can be used to assist with the cost of work such as service reviews, technology advances or other initiatives that will result in efficiencies. This funding provides an opportunity to look at current operations, assess their effectiveness, and consider ways to improve value and/or reduce costs. Some other counties are using their funds to conduct service reviews and are including local municipalities in the process.

At the Joint Council Workshop held on May 22, participants were provided information with respect to Strategic Plan priorities identified to date as well as information about the changing provincial-municipal relationship. The presentation is attached. Since then the

in-year funding cuts to public health, childcare, and paramedic services have been reversed. However, it is anticipated that they will go ahead for 2020.

The background information in the presentation helped focus the discussion on 3 key questions:

- What are the significant issues facing Dufferin County?
- What should be the priorities for this term of Council?
- Are there opportunities for increased collaboration or cooperation (that could result in increased efficiency)?

A number of common themes arose. Some of the main issues were noted as: the need for better access to long term care, lack of diversified housing options, lack of access to affordable broadband, need for prudent financial management, and concern about the environment. Top priorities included: ensuring the efficient delivery of County services, infrastructure maintenance and upgrades, economic development, social housing, and more services for seniors. Some potential areas for additional collaboration (with some or all municipalities it wasn't specified) were listed as: coordinated purchasing of goods and services; economic development; roads, bridges and winter control; tourism; back office functions; and planning and building permit applications. A list of current shared services and collaborative arrangements between the County and local municipalities is attached. In addition to this there are agreements between two or more local municipalities for many other services such as fire, library and arena boards; by-law enforcement; water distribution; and more.

The findings from the Joint Councils Workshop along with previously identified items reveal that the strategic priority areas from the 2015-2019 Strategic Plan continue to be relevant. However, an update is needed to accurately reflect the current state of affairs. In order to ensure attention is given to some of the top issues and opportunities the following the strategic priority areas are recommended for 2019-2022:

- *Economic Vitality* – promote an environment for economic growth and development
- *Good Governance* - ensure transparency, clear communication, prudent financial management
- *Sustainable Environment and Infrastructure* - protect assets both in the natural and built environment
- *Service Efficiency and Value* - determine the right services for the right price
- *Inclusive and supportive community* – support efforts to address current and future needs for a livable community

The next step in the strategic plan process will be to identify specific goals and objectives (short and long term) in each priority area and to obtain feedback. After that a detailed implementation plan supported by Department Work Plans will be created. Specific actions along with the timelines will be impacted by ongoing provincial changes. Funding reductions, adjustments to areas of responsibility and a review of services will all have an effect on what can be achieved over the term of Council and beyond.

Financial Impact

An amount of \$50,000 from the Rate Stabilization Reserve was approved in June 2018 to cover the cost of developing the strategic plan. These funds will cover the costs of a facilitator, any background consulting work and meeting expenses (facility rental, advertising). Costs of facilitation are expected to be less than \$20,000.

Local Municipal impact

The Joint Council workshop held on May 22, 2019 was attended by representatives from all local Councils. Input was provided with respect to issues, priorities and potential areas for improved collaboration. The local CAOs are scheduled to meet on June 10th for further discussion on opportunities to increase efficiency.

Strategic Direction and County of Dufferin Principles

Developing an updated strategic plan that aligns with the term of Council promotes good governance by gathering information and setting priorities by balancing the needs of many stakeholders, effectively managing resources, and communicating both the process and the results.

This action adheres to the County of Dufferin Principles:

1. We Manage Change - by establishing a process to develop a new strategic plan;
2. We Deliver Quality Service – by ensuring plans for future service delivery are encapsulated in a new strategic plan developed around the needs of residents;
3. We Communicate – by engaging in two-way conversations in a variety of forums with Council, staff, stakeholder groups and residents in the community;
4. We Make Good Decisions – by fostering an environment of collaboration to ensure informed and thoughtful decisions that are reflective of the needs of the community.

Recommendation

THAT the report of Sonya Pritchard, Chief Administrative Officer, dated June 13, 2019, regarding Strategic Plan 2019-2022 Report #3, be received;

AND THAT, the following Strategic Priorities be approved for 2019-2022:

- **Economic Vitality**
- **Good Governance**
- **Sustainable Environment and Infrastructure**
- **Service Efficiency and Value**
- **Inclusive and supportive community.**

Respectfully submitted,

Sonya Pritchard, CPA, CMA
Chief Administrative Officer

Attachments:

Joint Council Workshop Presentation May 22, 2019 (annotated to reflect changes announced since then)

List of Shared Services



County of Dufferin Strategic Plan 2019-2022

Joint Council Workshop

May 22, 2019



Agenda

- ▶ Welcome
- ▶ Overview Strat Plan Process and work to date
- ▶ Small Group Discussion - Identify issues, priorities and potential areas for collaboration
- ▶ Large Group Review - consolidation of small group discussion
- ▶ Next steps

Strat Plan Process

- ▶ Review background info and get staff input
- Fall 2018-Winter 2019
- ▶ Council priority exercise - March 27
- ▶ Stakeholder Consultation - April 2, 10
- ▶ All Councils Workshop - May 22
- ▶ Summary of priorities and goals and
- ▶ Draft report

The slide features decorative blue geometric shapes in the corners: a triangle in the top right, a triangle in the bottom left, and a larger triangle in the bottom right. A faint, light blue circular graphic is visible in the background behind the text.

Vision

To be a leader in providing innovative, high-quality programs and services that contribute to a vibrant and connected community.

Mission

We deliver relevant, high quality services in collaboration with the community through innovative leadership, inclusion, effective resource management and ongoing evaluation.

Background Information

TRENDS

Global issues - Developed countries around the world are facing a number of similar challenges.

- ▶ Climate change and extreme weather leading to flooding, drought, extreme temperatures, and high winds putting people and property at risk. Significant impact on infrastructure and insurance.
- ▶ Economic Uncertainty
 - ▶ Shifting trade agreements
 - ▶ Automation
 - ▶ Cyber Threats/Security
- ▶ Populism
- ▶ Migration
- ▶ Growth of cities and urban life -68% of the world population projected to live in urban areas by 2050, says UN

Background Information

TRENDS

National issues - Communities across Canada are impacted by:

- ▶ Upcoming federal election - uncertainty around current programs and funding
- ▶ Canadian Dollar
- ▶ Aging Population
- ▶ Workforce shortages
- ▶ Immigration
- ▶ Housing Affordability

Background Information

TRENDS

Provincial issues - Ontario municipalities are seeing:

- ▶ Rapidly changing provincial legislation and programs
 - ▶ Health Care reform
 - ▶ Education reform
 - ▶ Land use Planning reform
 - ▶ Push for “efficiency”
- ▶ Economic Development shifting to addressing workforce shortages
- ▶ Inequity between communities due to lack of rural broadband
- ▶ Need for investment in transportation and infrastructure

Background Information

TRENDS

Locally - based on public input to date, staff input and economic and demographic statistics

What's Important

- ▶ People value the natural beauty of the area and sense of community
- ▶ Concerns about protecting the environment and jobs in the future
- ▶ Identification of high-speed internet, public transit and health care, seniors services, economic development
- ▶ Need to look at ways to do things differently

Background Information

TRENDS

Local Stats and demographics

- ▶ Dufferin County population is 61,735
- ▶ Population is aging 14.7% is over 65 up from 12% in 2011
- ▶ Population growth 2011-2016 was 8.5%
- ▶ Building statistics continue to be strong
- ▶ Manufacturing and retail sectors employ 12% each of labour force
- ▶ Commuters travelling outside of Dufferin County make up 54% of workers with fixed place of work (77% of workforce)
- ▶ Agriculture important part of local economy
 - ▶ Beef is #1 in farm cash receipts at \$25.6 Mil in 2016
 - ▶ Dairy was #2 at \$18.9 Mil
 - ▶ Potatoes produced in 2016 reached \$11 Mil
 - ▶ Farmers control and care for over 48% of all Dufferin land

Opportunities & Challenges

Opportunities

- ▶ Technology and Innovation
- ▶ Collaboration and cooperation
- ▶ Partnerships

Challenges

- ▶ Organizational Capacity
- ▶ Recruitment and Retention
- ▶ Balancing expectations and the budget
- ▶ Policy changes and funding cuts (uncertainty)

Changing provincial landscape



Changing provincial landscape

Municipal Efficiencies

- ▶ *Finance Minister “expecting municipal partners to find efficiencies”*
- ▶ *Dufferin County Efficiency Funding - \$725,000 (one time)*



OCIF Funding

- ▶ *No application based (top-up) funding for 2019, \$100 million province wide was expected, formula based funding capped at \$200 million province wide*
- ▶ *No commitment for future years, program is under review*

OMPF Funding

- ▶ *Cut \$5 million province wide in 2019*
- ▶ *No commitment for future years, program is under review*

Changing provincial landscape

Childcare

- ▶ *Municipalities now required to pay 20% of capital cost for new spaces (including those in schools, voluntary program)*
- ▶ *Administration costs cut from 10 to 5%, other supports and subsidies now require 20% municipal contribution*
- ▶ *Estimated impact for Dufferin County in 2019 - \$350,000+ (reversed May 27)*

Public Health

- ▶ *Municipal share increased to 30% from 25% in 2019, and to 40% in future.*
- ▶ *Without cuts to public health budget in 2019 cost to Dufferin County is approx. \$225,000 (reversed May 27) and \$600,00 going forward*
- ▶ *Proposed public health boundary - Halton, Peel, Waterloo, Wellington, Dufferin Guelph - still under review*
- ▶ *Seniors Dental program - Future year funding unclear*
- ▶ *How will transition costs be funded?*

Changing provincial landscape

Paramedic Services

- ▶ *Funding capped at 2018 payment (based on 2017 operations)*
- ▶ *Consolidation of Paramedic Services and dispatch into 10 regions*
- ▶ *2019 Dufferin County shortfall \$345,000 (reversed May 27)*

Conservation Authorities

- ▶ *Flood mitigation funding cut 50%*
- ▶ *New requirement for MOUs with municipalities, province will fund core services*

Libraries

- ▶ *SOLS 50% funding cut in 2019*

Changing provincial landscape

Policing Grants

- ▶ *Province wide amount consolidated with OPP eligible for grants, expect local force amounts to decrease (AMO)*
- ▶ *Mandatory Community Safety and Well-being Plans can be done at the County level*

Social Assistance

- ▶ *Review of programs underway with a savings target of \$1 billion at maturity*

Housing

- ▶ *Realignment of funding with increase in some areas and decreases in others*
- ▶ *2019 elimination of CHPI program previously planned (about \$15 million province wide)*

Changing provincial landscape

Development Charges

- ▶ *Second dwellings exempt (plus Planning Act change to allow secondary suites in primary and ancillary buildings)*
- ▶ *Deferred payment for multi-res and non-res*
- ▶ *Community Benefits charge in lieu of soft services DCs*

Planning and property related

- ▶ *Planning Act, Environmental Assessment Act, LPAT, MPAC, Endangered Species Act, Education Act, Ontario Heritage Act, Growth Plan, Housing Supply Action Plan*

Priorities

- ▶ Housing (Diversity of housing types and costs)
- ▶ Seniors services
- ▶ Aging population
- ▶ Affordable broadband
- ▶ Healthcare
- ▶ Collaboration
- ▶ Communication
- ▶ Branding
- ▶ Efficient service delivery
- ▶ Environment
- ▶ Transportation
- ▶ Economic development



Next Steps

- ▶ Create Draft Strat Plan based on consultation to date
- ▶ Look at opportunities for collaboration and doing things differently
- ▶ Develop an implementation plan

Shared Services

Services provided by the County to some or all local municipalities (not part of legislation or County core responsibilities)

Service	Provided to	Through Agreement	Areas for Improvements
Building Inspection & Permits	All but Orangeville	Yes - Bylaws from all participants	Yes – could be more convenient for applicants, opportunity for more automation and online access
GIS Licenses	All	Yes	
GIS support	Shelburne, East Garafraxa, Amaranth and Melancthon	No	Look at a County-wide GIS function. Similar to Simcoe County
Full IT Support	Melancthon, Shelburne, Amaranth, East Gary, other boards	Yes – MOU Signed with all participants	
Emergency Preparedness/Planning and Compliance	All	Yes – agreements currently before Councils for Coordinator	Yes – better defined requirements. Not sufficient capacity to meet current expectations.
Accessibility Compliance	All but Orangeville	As per the AODA	Possible to have one Joint Committee across the County
Health and Safety	All but Orangeville	Yes – lays out cost recovery model and deliverables.	Agreements have been static for 15 years. A review and update is required. Support also provided to the municipality's joint boards (i.e., police, fire, arena and library)
Rescue Calls	All but Orangeville		Requires a review. Current system is not efficient.
Nuisance Coyote Program	All	No	
Planning Coordination	All	No – on an ad hoc as appropriate basis.	Planning application process could be more streamlined to ensure better experience for applicants
Economic Development	All but Orangeville and Shelburne to a lesser extent because they have staff	No. Working on specific projects with Councils' approval.	Better overall consolidation and information sharing
Archives	All	Archivist is appointed by bylaw at local municipalities	Currently not sufficient capacity to meet general inquiries and local municipalities requests

Procurement	All	No – ad hoc advice offered as requested	Opportunity for more formal agreements but capacity is an issue
HR Assistance	All but Orangeville	No – ad hoc advice offered as requested	
POA Review	All	No	
Waste Services	All	Yes – uploaded through triple majority	
Roads and Bridges Projects	All	No – ad hoc project by project basis	Yes. Resources would need review.
Traffic Data Collection	ALL	No – ad hoc as requested	Yes – More opportunity for routine scheduling.
Technical Advice/Service	Mostly Rural Municipalities.	No – only as requested	Yes. Resources would need review.
Weather Forecast per Minimum Maintenance Standard	All	No – each local municipality signs up for the notification	
Climate Change Coordinator	All	Yes	Yes



NVCA Board Meeting Highlights June 28, 2019

Next Meeting: August 23, 2019, Tiffin Centre for Conservation, Utopia

For the full meeting agenda including documents and reports, visit nvca.on.ca/about/boardofdirectors

New Integrated Watershed Management Plan Approved

The board approved an updated Integrated Watershed Management Plan (IWMP) for the Nottawasaga Valley.

Developed over the past 18 months, the IWMP will guide efforts to maintain and enhance the watershed's natural heritage resources. NVCA and stakeholders from many sectors developed strategic actions to address the following key issues:

- water quality and quantity
- flood and erosion management
- resilient biodiversity and habitats
- sustainable economic and recreation opportunities
- improved quality of life and neighbourhood desirability
- ability of the watershed to adapt to stressors such as climate change and urban growth

The plan was made possible by a sizable grant from the Federation of Canadian Municipalities and monetary and in-kind contributions from municipal members, watershed organizations and NVCA.

The IWMP will be posted on the [NVCA website](http://nvca.on.ca) in the coming weeks.

Draft Utopia Conservation Area Master Plan Approved

Located in Essa Township, Utopia Conservation Area is a 100-acre property featuring the Utopia Dam and the historic Bell's Grist Mill.

The site is managed in part by the Friends of Utopia Grist Mill and Park, a grassroots community group focussed on restoring the grist mill and providing passive recreational opportunities.

The ten-year master plan proposes new trails, picnic pavilions and signage, among other improvements (pending securing funding). A portion of the site will be managed as a natural area with no public use.

Implementation of the plan will be conducted in partnership between the Friends of Utopia Grist Mill and Park, the Township of Essa and NVCA.

In brief

During their meeting, the board also:

- Recognized outgoing board member, Councillor Fred Nix of the Town of Mono, for his 20-plus years of service to the authority.
- Received a deputation by AWARE Simcoe on changes to NVCA and LSRCA proposed by the Town of Wasaga Beach.
- Received a report on permits and approvals issued under the *Conservation Authorities Act* between December 2, 2018, and June 6, 2019. A total of 204 permits and clearances

were issued during this period, with 98% being issued within the timelines prescribed by the MNRF.

- Approved the hiring of a temporary, contract position to support digitizing historic files.
- Received a report outlining the external funding sought and received by NVCA's Healthy Waters Program. To date in 2019, more than \$500,000 has been confirmed for various stewardship projects. Additional funding submissions are pending.

Future Meetings and Events

For more information on these events, please visit the [NVCA website](http://www.nvca.on.ca).

National Historic Places Day

– Willow Depot

Saturday, July 6, 10 am to 3:00 pm
Fort Willow Conservation Area

Camp Tiffin Summer Day Camp

Multiple weeks throughout the summer
Tiffin Centre for Conservation, Utopia

Denise Holmes

From: Jennifer Willoughby <jwilloughby@shelburne.ca>
Sent: Monday, June 24, 2019 1:50 PM
To: Jennifer Willoughby
Cc: 'Steve Wever'; Valerie Schmidt
Subject: Town of Shelburne Notice of Passing of Zoning By-law #36-2019
Attachments: Z19 01 - Notice of Passing.pdf; Signed By-law #36-2019.pdf

Good Afternoon

The Council of the Corporation of the Town of Shelburne passed By-Law #36-2019 on June 10, 2019, under Section 34 of the Planning Act, R.S.O., 1990, C.P. 13, as amended.

Attached please find a copy of the Notice of Passing and associated by-law.

Thank You

Jennifer Willoughby, Clerk | Phone: 519-925-2600 ext 223 | Fax: 519-925-6134 | jwilloughby@shelburne.ca
Town of Shelburne | 203 Main Street East, Shelburne ON L9V 3K7 | www.shelburne.ca

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To: dholmes@melanctontownship.ca [Remove this sender from my allow list](#)
From: jwilloughby@shelburne.ca

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JUL 18 2019



NOTICE OF PASSING OF BY-LAW 36-2019
BY COUNCIL OF THE TOWN OF SHELburne
UNDER SECTION 34 OF THE PLANNING ACT

TAKE NOTICE that the Council of the Corporation of the Town of Shelburne passed By-Law 36-2019 on June 10, 2019, under Section 34 of the Planning Act, R.S.O., 1990, C.P. 13, as amended.

The purpose and effect of By-law 36-2019 (File No. Z19/01) is to amend Zoning By-law 38-20017 by rezoning the property at 221 Owen Sound Street from Residential Type Two (R2) Zone to Residential Type Four Exception Six (R4-6) Zone and Residential Type Four Exception Seven (R4-7) Zone. The Amendment to the Zoning By-law is a requirement of a related Provisional Consent (File No. B19/02) to sever the property at 221 Owen Sound Street into two lots. The Zoning Amendment applies to both the severed and retained land, with separate site-specific provisions for the severed lot and retained lot. The site-specific provisions for the retained lot (R4-6) including: provisions to recognize the existing front yard of 1.8 metres, the existing exterior side yard of 0.0 metre and the existing 0.15 metre building encroachment on the right-of-way of Second Avenue; provisions to require a minimum exterior side yard of 3 metres and a minimum interior side yard of 1.2 metres for any new buildings or additions to the existing dwelling; and, permission for the existing dwelling to be used as a converted dwelling with a maximum of 3 dwelling units. Site-specific provisions for the new severed lot (R4-7) include: a reduction in the minimum front yard from 6.0 metres to 3.8 metres; a reduction in the minimum rear yard from 7.5 metres to 3.6 metres; an increased minimum interior side yard (east) required from 1.2 metres to 6.0 metres; and, an increased minimum interior side yard (west) from 0.6 metre to 1.5 metres.

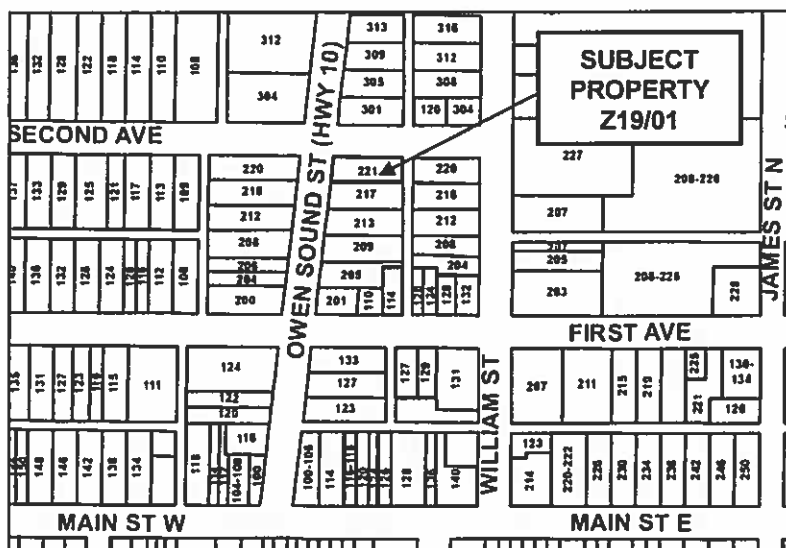
The accompanying map illustrates the location of the land subject to the Zoning By-law Amendment. The Zoning By-law amendment is in keeping with the Town of Shelburne Official Plan.

AND TAKE NOTICE that any person or agency may appeal to the Local Planning Appeal Tribunal in respect of By-law 36-2019 by filing with the Clerk of the Corporation of the Town of Shelburne, not later than the 17th day of July, 2019, a notice of appeal setting out the objection to the By-law and the reasons in support of the objection accompanied by the prescribed fee required by the Local Planning Appeal Tribunal in the amount of \$300.00, payable to the Minister of Finance. Only individuals, corporations and public bodies may appeal a by-law to the Local Planning Appeal Tribunal. A notice of appeal may not be filed by an unincorporated association or group. However, a notice of appeal may be filed in the name of an individual who is a member of the association or group on its behalf. No person or public body shall be added as a party to the hearing of the appeal unless, before the by-law is passed, the person or public body made oral submissions at a public meeting or written submissions to the Council or, in the opinion of the Tribunal, there are reasonable grounds to add the person or public body as a party.

A copy of the complete By-law 36-2019 is available to the public for inspection at the Municipal Offices during normal business hours.

Dated this 24th day of June, 2019.

Jennifer Willoughby, Clerk
Town of Shelburne
203 Main Street East
Shelburne, ON L9V 3K7
Phone: 519-925-2600
Email: planning@shelburne.ca



THE CORPORATION OF THE TOWN OF SHELBURNE

BY-LAW NO. 36-2019

BEING A BY-LAW TO AMEND BY-LAW 38-2007, AS AMENDED.

WHEREAS an Official Plan has been approved for the Town of Shelburne.

AND WHEREAS authority is granted under Section 34 of the Planning Act, R.S.O. 1990, C.P.13 and amendments thereto, to enact this By-law.

NOW THEREFORE the Council of the Corporation of the Town of Shelburne enacts as follows:

1. That Schedule "A" of By-law 38-2007, as amended, be further amended by rezoning the lands known municipally as 221 Owen Sound Street and described legally as All of Lot 6, Block 6, Registered Plan 5A, in the Town of Shelburne, County of Dufferin, from Residential Type Two (R2) Zone to Residential Type Four Exception Six (R4-6) Zone and Residential Type Four Exception Seven (R4-7) Zone as shown on Schedule "A1" to this By-law.
2. That subsection 4.4.3 of By-law 38-2007, as amended, be further amended by inserting two exception zones after subsection 4.4.3.5, as follows:

4.4.3.6 Residential Type Four Exception Two (R4-6) Zone

Notwithstanding the regulations in subsection 4.4.2, on the lands zoned R4-6 the following special provisions shall apply:

- | | |
|----------------------------------|--|
| i) Minimum Front Yard: | 1.8 m for the existing dwelling |
| ii) Minimum Exterior Side Yard: | 0 m for the existing dwelling and the existing 0.15 m encroachment on the right-of-way of Second Avenue is recognized, provided that any enlargement of the existing dwelling shall have a minimum exterior side yard of 3 m |
| iii) Minimum Interior Side Yard: | 1.2 m |

Notwithstanding the permitted uses and regulations of subsection 3.4.2, 3.15.6 (ii), 4.4.1, and 5.68 of this By-law, on the lands zoned R4-6, the following special provisions shall apply:

- i) The permitted uses shall include a converted dwelling with a maximum of three (3) dwelling units, subject to all other applicable regulations of this By-law.

4.4.3.7 Residential Type Four Exception Seven (R4-7) Zone

Notwithstanding the regulations in subsection 4.4.2, on the lands zoned R4-7 the following special provisions shall apply:

- i) Minimum Front Yard: 3.8 m
- ii) Minimum Interior Side Yard (East): 6 m
- iii) Minimum Interior Side Yard (West): 1.5 m
- iv) Minimum Rear Yard: 3.6 m

3. That except as amended by this By-law; the subject lands as shown on Schedule "A1" to this By-law, shall be subject to all other applicable regulations of By-law 38-2007, as amended.
4. Schedule "A1" attached hereto forms part of this By-law.
5. This By-law shall take effect from its date of passage by Council and shall come into force either upon approval by the Local Planning Appeal Tribunal or upon compliance with Section 34 of the Planning Act, R.S.O. 1990, C.P. 13.

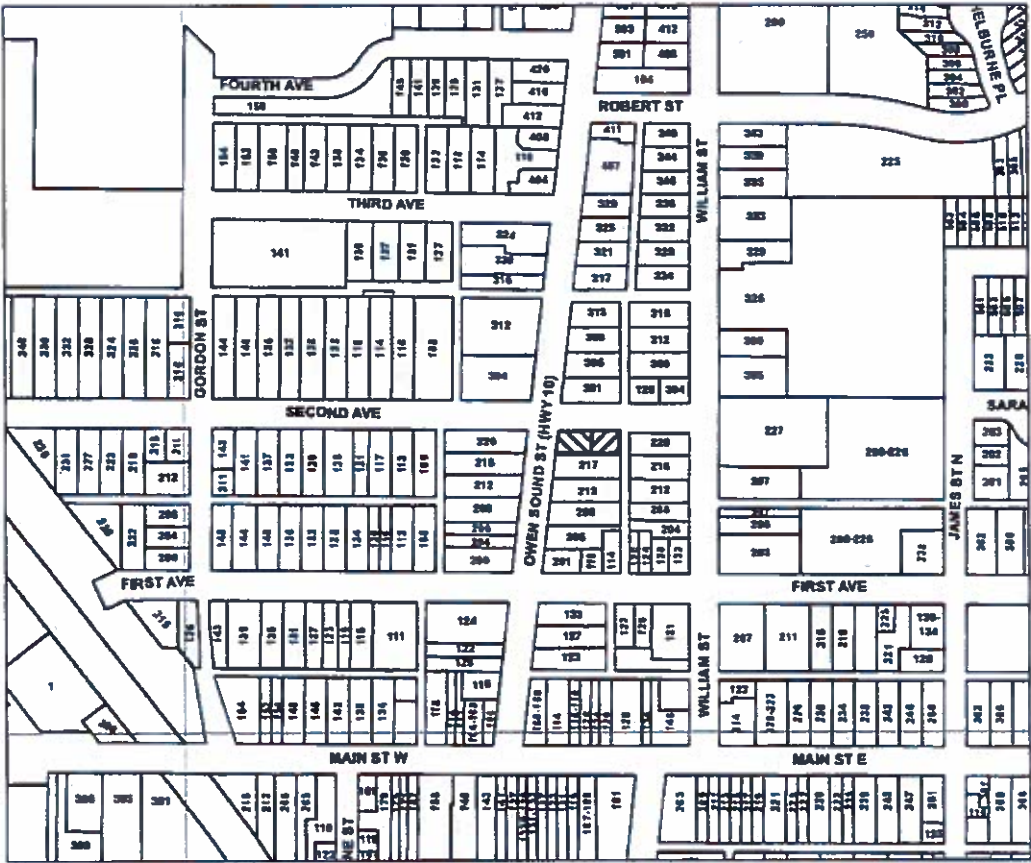
BY-LAW READ A FIRST AND SECOND TIME THIS 10th DAY OF JUNE, 2019

BY-LAW READ A THIRD TIME AND ENACTED THIS 10th DAY OF JUNE, 2019.

.....
MAYOR

.....
CLERK

SCHEDULE A1 TO BY-LAW NO. 36-2019



-  Zone change from R2 to R4-6
-  Zone change from R2 to R4-7

EXPLANATORY NOTE

The purpose and effect of this amendment to Zoning By-law 38-2007 is to change the zoning of the property described legally as All of Lot 6, Block 6, Registered Plan 5A, and known as 221 Owen Sound Street, in the Town of Shelburne, County of Dufferin, from Residential Type Two (R2) Zone to two site-specific Residential Type Exception (R4-6 and R4-7) Zones as shown on Schedule "A1" to this By-law.

The amendment relates to a consent application, file number B19/02, which severs the property into 2 residential lots from one existing residential lot containing an existing dwelling and shed. The re-zoning of the land to R4-6 (retained land) and R4-7 (severed land) applies appropriate zone standards to recognize the existing dwelling on the retained lot and for the proposed development of a single detached dwelling on the severed lot. The existing dwelling on the retained lot is proposed to be converted to add two additional units, in addition to the existing dwelling unit for a total of three (3) dwelling units in the building, and therefore a total of three (3) parking spaces are required on the retained lot. The existing shed on the retained and severed lot is required to be removed as a requirement of the severance.

Denise Holmes

From: Jeremy Bullock <jbullock@dufferincounty.ca>
Sent: Tuesday, July 9, 2019 11:02 AM
To: dholmes@melancthontownship.ca
Subject: County-wide Business Retention and Expansion initiative for the Agricultural and Food sectors

Good morning Denise,

Dufferin will be conducting a county-wide Business Retention and Expansion initiative for the Agricultural and Food sectors. *

This data will be reviewed to strengthen the businesses which support our strong communities throughout the county.

These business surveys would preferably have two individuals conducting it face-to-face with the owners. *Would there be interest from your staff or the EDC committee to assist in conducting these discussions?* We would provide some training to these individuals prior to heading out and facilitating the surveys. The surveys generally take up to an hour plus a debrief at the end to review notes, etc.

It would be ideal to have your local representative at these meetings to hear what businesses have to say and increase the rapport with these valued community members.

Look forward to chatting via phone and provide more details on the project.

Thank you!

Jeremy Bullock

** Mr. Bullock advises that a member of council could also be appointed **

Jeremy Bullock | Business Retention & Expansion Coordinator |
County of Dufferin | 519.941.2816 x2510 | jbullock@dufferincounty.ca |
55 Zina Street, Orangeville, ON L9W 1E5

JB

Join in Dufferin - Share your stories. Connect with your community. Have your say on new projects. Click here to [Sign Up and Speak Up!](#)

* (Click here for a full list of businesses that fall under these sectors on pages: 66, 23, 36, 39, 41, 61 and 476 - <https://www150.statcan.gc.ca/n1/en/pub/12-501-x/12-501-x2016001-eng.pdf?st=ls2TiRmq>).

DISCLAIMER: This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to which they are addressed. If you have received this email in error please notify the sender. Please note that any views or opinions presented in this email are solely those of the author and do not necessarily represent those of the County of Dufferin. Finally, the recipient should check this email and any attachments for the presence of viruses. The County of Dufferin accepts no liability for any damage caused by any virus transmitted by this email. The Corporation of the County of Dufferin, 55 Zina Street, Orangeville, Ontario. www.dufferincounty.ca

To: dholmes@melancthontownship.ca

From: jbullock@dufferincounty.ca

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TOWN OF SHELburne

Planning & Development Department

July 4, 2019

CIRCULATED TO:

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- Township of Amaranth**
- OPG
- Hydro One
- Enbridge**
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- Shelburne EDC**
- Heritage Committee**
- Engineering**
- Legal**
- Fire Dept**
- Police**
- Council*
- Public Works**

*Hard copy circulation
**Email circulation only

APPLICATION FOR ZONING BY-LAW AMENDMENT & SITE PLAN APPROVAL CIRCULATION

FILE NO: SPA19/02 & Z19/03 – SOUTHBRIDGE HEALTH CARE
PROJECT: SITE PLAN & ZONING BY-LAW AMENDMENT – 104 ROBERT STREET

Please take notice that applications have been submitted to the Town of Shelburne for a Zoning By-law Amendment and for the approval of a Site Plan for the construction of a parking area on the property located at 104 Robert Street as well as related landscaping for the site. The parking area is intended to provide additional parking for the existing Shelburne Residence Retirement and Nursing Home located at 200 Robert Street. The application is proposing seventeen (17) angled parking spaces that would be accessed through a one-way entrance on William Street that would exit onto Robert Street. The Zoning By-law Amendment has been submitted to rezone the subject property from Residential Type Two Zone to Residential Type Two Exception (R2-4) to permit a parking area on the site.

A copy of the completed Site Plan and Zoning By-law Amendment application forms including the Notice of Public Meeting as well as supporting information submitted by the applicant are attached for your consideration. Please contact me should you require additional information to complete your review.

I would appreciate any comments, concerns or conditions you may have by:

Friday, July 19, 2019.

Please provide comments in an electronic format via email to planning@shelburne.ca. Alternatively, if you have no comment or objection, please complete the attached response sheet and fax it to the Town of Shelburne Planning Department at (519) 925-6134. Should you have any questions or require any additional information, please contact me.

Steve Wever, MCIP, RPP
Town Planner

Attachment(s)

203 Main Street East
Box 69
Shelburne, Ontario
L0N 1S0
Tel: (519) 925-2600
Fax: (519) 925-6134
www.townofshelburne.on.ca



For Office Use Only

File #: Z19/03
Date Received: June 16, 2019
Date Accepted: July 4, 2019
Application Fees:
\$3,550.00 paid

TOWN OF SHELburne
APPLICATION FORM FOR AN ZONING BY-LAW AMENDMENT

Date Received: _____

1. APPLICATION INFORMATION

Name of Applicant: Southbridge Health Care GP Inc.
Mailing Address: 766 Hespeler Road, Suite 301, Cambridge, Ontario N3H 5L8
Telephone Number (Home): N/A Fax Number: 519 621 8144
Telephone Number (Business): 519 621 8886 Email Address: CWoodcock@SouthbridgeCare.com

2. OWNER

If the Applicant is not the Owner of the subject lands, than authorization from the Owner is required, as well as the following information:

Name: CVH (NO. 8) LP
Mailing Address: 766 HESPELER ROAD, Suite 301, Cambridge, Ont. N3H 5L8
Telephone Number: 519 621-8886 Fax Number: 519 621 8144

3. MORTGAGES, CHARGES OR OTHER ENCUMBRANCES

Name: Bank of Montreal
Mailing Address: 100 King Street West, 11th Floor, Toronto, Ontario M5X 1A1
Name: _____
Mailing Address: _____

4. SUBJECT LANDS

Lot: 1 + 2 Concession: _____

Reference Plan: 15A Part/Block/Lot: 29

Street Name and Number: 104 ROBERT Street, Shelburne, Ont.
(if corner lot please include both street names)

Area of subject lands: 1073 m² Frontage: 63.77 m

Depth: 17.029 m

What is the current use of the subject land? Vacant

What is the proposed use of the subject lands? Memorial garden and parking lot

When were the subject lands acquired by the current owner? May 2, 2017

How long have the existing uses continued on the subject lands? UNKNOWN

5. ZONING AND OFFICIAL PLAN INFORMATION

What is the present Official Plan designation of the subject lands? Mixed Use Residential

What is the present zoning? Residential Type 2 (R2)

What is the purpose of the proposed Zoning By-law Amendment? A parking lot is not

permitted in R2 zone. The parking area will provide overflow parking for visitors and staff of Shelburne Nursing Home located at 200 Robert St. to the east of the site and for the memorial garden on the site.

6. PROPOSED DEVELOPMENT

Please describe any proposed development on the subject lands (include buildings, floor area, height, parking spaces, etc. and attached plans with site and development statistics):

Memorial garden area at the corner of Owen Sound & Robert streets. Parking area with landscaping along northern boundary and Robert street. Parking access off William St and parking exit onto Robert St.

7. ACCESS

Is the subject land accessible by:

- ☐ Provincial highway
☒ Municipal road (maintained year round)
☐ Right of way
☐ Other, describe _____

8. SERVICING

	<u>Municipal</u>	<u>Private</u>	<u>Other</u>
Water Supply	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sewage Disposal	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Frontage on Road	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Is storm drainage provided by:

<input checked="" type="checkbox"/> Storm Sewer	<input type="checkbox"/> Ditch	<input type="checkbox"/> Swale
<input type="checkbox"/> Other, describe	<u>Services not required except storm.</u>	

9. STATUS OF OTHER APPLICATION

Are the subject lands the subject of any other applications under the Planning Act?

☒ Yes ☐ No ☐ Unknown

If yes, describe the application(s)? Site plan approval application submitted at same time this application was submitted.

10. DRAWINGS

Drawings shall be provided as required in the Official Plan Amendment Process sheet.

11. PAYMENT OF FEES

As of the date of this application, I hereby agree to pay for and bear the entire cost and expense for any engineering, legal, landscape architectural and/or external planning consulting expenses incurred by the Town of Shelburne during the processing of this application, in addition to any application fee set by the Town of Shelburne.

June 11, 2019
Date

Ryan Bell
Signature of Owner/Applicant

Note: All invoices for payment shall be sent to the person indicated in section 2 of this application, unless otherwise requested.

12. AUTHORIZATION

I/We CVH (NO. 8) LP am/are the owner(s) of the subject lands for which this application is to apply. I/We CVH (NO. 2) LP do hereby grant authorization to Shelburne Health Care GP Inc. to act on my/our behalf in regard to this application.

June 11, 2019
Date

Ryan Bell
Signature of Registered Owner(s)

13. AFFIDAVIT

I, Ryan Bell of the City of Waterloo in the Region of Waterloo solemnly declare that all of the above statements contained herein and in all exhibits transmitted herewith are true and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath, and by virtue of "The Canada Evidence Act".

DECLARED BEFORE ME AT Cambridge
in the Province of the Ontario
this 11th day of June, 2019

Carol L Woodcock
Witness

Ryan Bell
Signature of Registered Owner (s) or Agent

14. PERMISSION TO ENTER

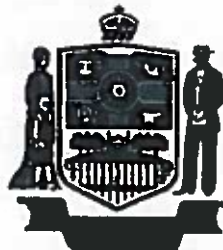
I hereby authorize the members of staff and/or elected members of Council of the Town of Shelburne to enter upon the subject lands and premises for the limited purpose of evaluating the merits of this application. This is their authority for doing so.

June 11, 2019
Date

Ryan Bell
Signature of Registered Owner (s) or Agent

Personal information contained on this form is collected under the authority of *The Municipal Freedom of Information and Protection of Privacy Act*. This sheet and any additional information provided will be placed on the Council agenda. The agenda is a public document and forms part of the permanent public record. Questions about this collection should be directed to the Clerk at 519-925-2600.

Town of Shelburne
203 Main Street East
Shelburne, Ontario
L9V 3K7
Tel: (519) 925-2600
Fax: (519) 925-6134
www.shelburne.ca



For Office Use Only

File #: SPA 19/02
Date Received: June 12, 2019
Date Accepted: July 4, 2019
Application Fees:
\$5,780 Paid

**TOWN OF SHELburne
APPLICATION FORM FOR SITE PLAN APPROVAL**

1. APPLICATION INFORMATION

Date Received _____

Name of Applicant: Southbridge Health Care GP Inc. (General Partner of Owner)
Mailing Address: 766 Hespeler Road, Suite 301, Cambridge, Ontario N3H 5L8
Telephone Number (Home): N/A Fax Number: (519) 621-8144
Telephone Number (Business): 519-621-8886 Email Address: awoodcock@southbridgecare.com

2. OWNER

If the Applicant is not the Owner of the subject lands, then authorization from the Owner is required, as well as the following information:

Name: CVH (No. 8) LP
Mailing Address: 766 Hespeler Road, Suite 301, Cambridge, Ontario N3H 5L8
Telephone Number: 519-621-8886 Fax Number: 519-621-8144

3. MORTGAGES, CHARGES OR OTHER ENCUMBRANCES

Name: Bank of Montreal
Mailing Address: 100 King Street West, 11th Floor, Toronto, Ont. M5X 1A1
Name: _____
Mailing Address: _____

11/04/2018

4. SUBJECT LANDS

Lot: 1 + 2 Concession: _____

Reference Plan: 15A Part/Block/Lot: 29

Street Name and Number: 104 Robert St. Shelburne, Ont.
(if corner lot please include both street names)

Area of subject lands: 1073 m² Frontage: 63.77 m

Depth: 17.029 m

What is the current use of the subject land? Vacant

What is the proposed use of the subject lands? Memorial garden & parking lot

When were the subject lands acquired by the current owner? May 2, 2017

How long have the existing uses continued on the subject lands? Unknown

	Yes	No	Unknown
Has the grading of the subject land been changed by adding earth or other material?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Has a gas station been located on the subject land or land adjacent to the subject land at any time?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Has there been petroleum or other fuel stored on the subject land or land adjacent to the subject land?	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Is there reason to believe the subject land may have been contaminated by former uses on the site or adjacent sites?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

5. ZONING AND OFFICIAL PLAN INFORMATION

What is the present Official Plan designation on the subject lands? Mixed Use Residential

What is the present zoning? Residential Type Two (R2)

6. ACCESS

Is the subject land accessible by:

- ☐ Provincial highway
- ☒ Municipal road (maintained year round)
- ☐ Right of way
- ☐ Other, describe _____

11/04/2018

7. BUILDINGS, STRUCTURES AND USES

What is the existing use of the subject land? Vacant

Are there any buildings or structures on the subject lands?

☐ yes

☒ no

Please complete the following for each existing and proposed building or structure:

	Building One	Building Two
Type of Building:		
Setback from Front Lot Line:		
Setback from Rear Lot Line:		
Setback from Side Lot Line (interior):		
Setback from Side Lot Line (exterior):		
Height (metres):		
Dimensions:		
Floor Area:		
Date of Construction:		

8. SERVICING

	<u>Municipal</u>	<u>Private</u>	<u>Other</u>
Water Supply	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sewage Disposal	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Frontage on Road	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Is storm drainage provided by:

☒ Sewer

☐ Ditch

☐ Swale

☐ Other, describe

No services required other than storm.

9. STATUS OF OTHER APPLICATIONS

Are the subject lands the subject of any other application under the Planning Act?

☒ yes

☐ no

If yes, what is the file number? Zoning application. No file number assigned yet.

What is the status of the application? Submitted at same time as this application.

10. DRAWINGS

The details relating to the plans and information required to be submitted with the application are outlined on the Site Plan Approval Process sheet. The following plans are required:

- LEGAL DESCRIPTION (SURVEY)
- SITE PLAN - 15 COPIES
- LANDSCAPE PLAN
- SITE SERVICING AND GRADING PLAN
- ARCHITECTURAL AND ELEVATIONS DRAWINGS

11/04/2018

11. PAYMENT OF FEES

As of the date of this application, I hereby agree to pay for and bear the entire cost and expense for any engineering, legal, landscape architectural and/or external planning consulting expenses incurred by the Town of Shelburne during the processing of this application, in addition to any application fee set by the Town of Shelburne.

June 11, 2019
Date

Ryan Bell
Signature of Owner/Applicant

Note: All invoices for payment shall be sent to the person indicated in section 2 of this application, unless otherwise requested.

12. AUTHORIZATION

I/We CVH (NO. 8) LP am/are the owner(s) of the subject lands for which this application is to apply. I/We CVH (NO. 8) LP do hereby grant authorization to Southernbridge Heaven Can GP Inc. to act on my/our behalf in regard to this application.

June 11, 2019
Date

Ryan Bell
Signature of Registered Owner(s)

13. AFFIDAVIT

I, Ryan Bell of the City of Waterloo in the Region of Waterloo solemnly declare that all of the above statements contained herein and in all exhibits transmitted herewith are true and I make this solemn declaration conscientiously believing it to be true, and knowing that it is of the same force and effect as if made under oath, and by virtue of "The Canada Evidence Act".

DECLARED BEFORE ME AT Cambridge
in the Province of the Ontario
this 11th day of June, 2019

Carol L. Woodcock
Commissioner of Oaths

Ryan Bell
Signature of Registered Owner (s) or Agent

14. PERMISSION TO ENTER

I hereby authorize the members of staff and/or elected members of Council of the Town of Shelburne to enter upon the subject lands and premises for the limited purpose of evaluating the merits of this application. This is their authority for doing so.

June 11, 2019
Date

Ryan Bell
Signature of Registered Owner (s) or Agent

PLEASE CONFIRM ALL PLANNING APPLICATION FEES PRIOR TO SUBMISSION

11/04/2018



TOWN OF SHELburne

PLANNING & DEVELOPMENT

Zoning By-law Amendment & Site Plan Applications Circulation Response Form

File: Z19/03 and SPA19/02

Project: Applications for Zoning By-law Amendment & Site Plan Approval
104 Robert Street
Lots 1 and 2, Block 29, Registered Plan 15A, Town of Shelburne

If you have no comments or objection to the approval of the above noted applications please complete this form and email or fax it to the Town Planner at the Town of Shelburne by July 19, 2019.

Email: planning@shelburne.ca
Fax Number: 519-925-6134

(No cover page is necessary)

By signing this document I acknowledge that as a representative of the noted organization / body / or person, I have reviewed this application and as a result have no comments or concerns related to this matter.

Agency Name
(Please Print)

Representative Name
(Please Print)

Representative Title
(Please Print)

Signature

Date



THE CORPORATION OF THE TOWN OF SHELburne
NOTICE OF COMPLETE APPLICATION AND PUBLIC MEETING
UNDER SECTION 34 OF THE PLANNING ACT

Take notice that the Council of the Corporation of the Town of Shelburne has received a complete application for a Zoning By-law Amendment (File No. Z19/03) and will hold a public meeting on:

MONDAY, AUGUST 26, 2019

The public meeting is scheduled to start at 6:30 p.m., or as shortly thereafter as possible, and will be held in the Council Chambers at the Municipal Office, 203 Main Street East, Shelburne.

The purpose of the meeting is to consider an Amendment to the Town of Shelburne Zoning By-law No. 38-2007. Take notice that the application has been deemed complete so that it can be circulated and reviewed.

The subject property is municipally known as 104 Robert Street. The property is located between Owen Sound Street and William Street. The property is designated as Mixed Use (Mixed Use Corridor) and Residential in the Official Plan and is zoned Residential Type Two (R2) in the Zoning By-law. The accompanying map illustrates the location of the land subject to the proposed zoning amendment.

The purpose and effect of the Amendment is to rezone the property from Residential Type Two (R2) Zone to Residential Type Two Exception (R2-4) Zone to permit a parking area on the site.

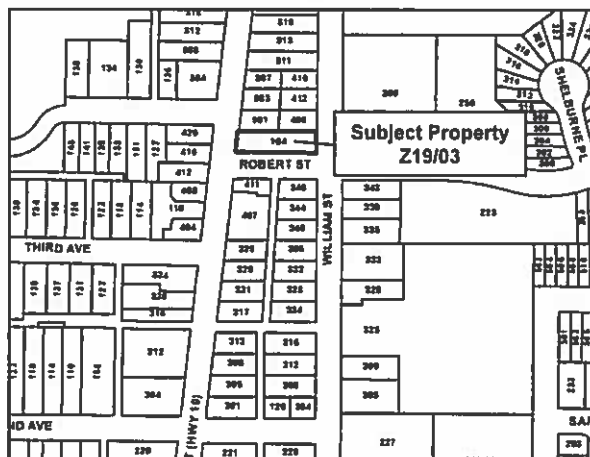
At the meeting you will be given an opportunity to ask questions and indicate whether you support or oppose the Zoning By-law Amendment. Written submissions will be accepted by the Clerk up to the time of the Public Meeting and will be given consideration by the Council prior to a decision being made.

If a person or public body does not make oral submissions at a public meeting, or make written submissions to the Clerk of the Town of Shelburne before the by-law is passed, the person or public body may not be added as a party to the hearing of an appeal before the Local Planning Appeal Tribunal unless, in the opinion of the Tribunal, there are reasonable grounds to do so.

Additional information relating to the proposed Zoning By-law Amendment will be available for inspection at the Town of Shelburne Municipal Office at 203 Main Street East, during normal office hours, 8:30 a.m. to 4:30 p.m. and on the Town's website at www.townofshelburne.on.ca. If you wish to be notified of the passing of the proposed Zoning By-law Amendment, you must make a written request to the Town at the address below.

Dated at the Town of Shelburne
on the 4th day of July, 2019.

Jennifer Willoughby, Clerk
Town of Shelburne
203 Main Street East
Shelburne, Ontario L9V 3K7
Phone: 519-925-2600
Email: planning@shelburne.ca





PROJECT
NORTH



ACTUAL
NORTH

PART 1
PLAN OF SURVEY OF
LOTS 1 AND 2
BLOCK 29
REGISTERED PLAN 15A
TOWN OF SHELburnE
COUNTY OF DUFFERIN



RESEARCH

[illegible]

DICKINSON + HICKS
ARCHITECTS INC.

45 WILK STREET ORANGEVILLE ONT L9W 2M4
TEL (519) 841-0812 FAX (519) 841-0142

EXCLUSIVE Interview

**PARKING LOT FOR
SOUTHBRIDGE MEMORIAL PARK
194 ROBERT STREET**

SHELBURNE ONTARIO

SITE PLAN & DETAILS

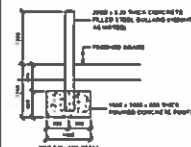
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10-150
MAY 15, 2019
PRO
MAN
1.250
6/7/2019

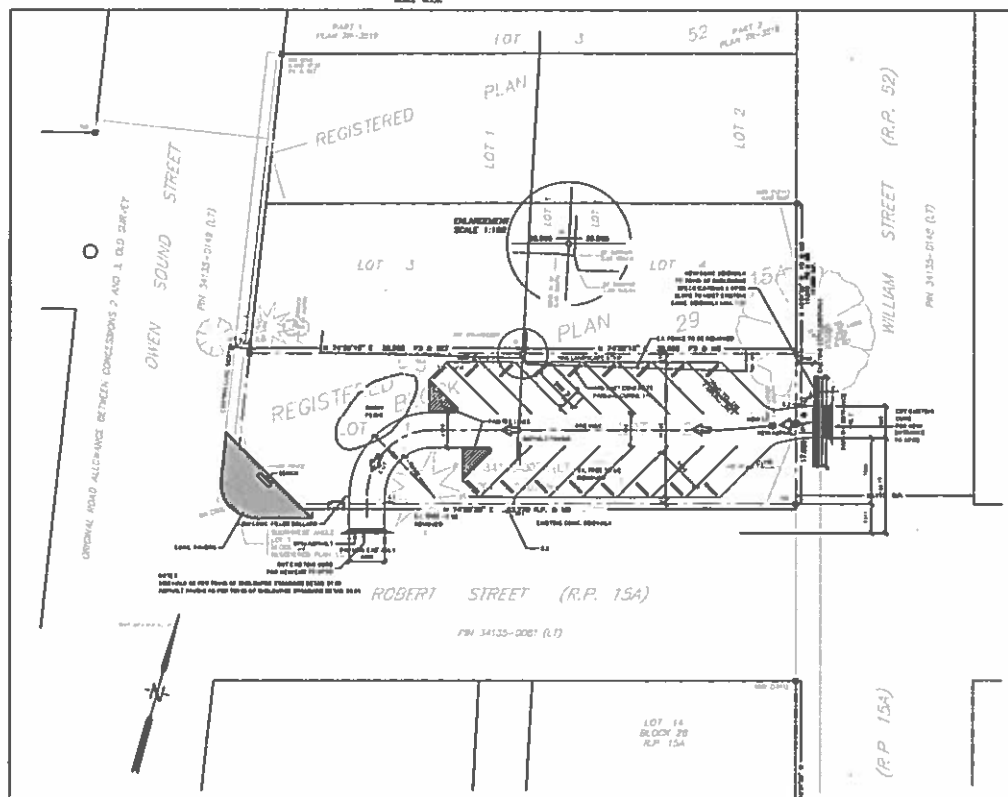
A

SITE DETAILS

SCALE C.I.A.



- [illegible]



SITE PLAN

1994 1995



July 10, 2019

Via: Delivered

Ms. Denise Holmes, A.M.C.T.
CAO/Clerk
Township of Melancthon
157101 Highway NO. 10
Melancthon ON L9V 2E6

Dear Denise:

**Re: Dickson Drainage Works
Maintenance and Repair, 2018/2019
File No. D-ME-SUP
Project No.: MSO019743.2019**

The cleanout of the Dickson Drainage Works was completed last year. Demmans Excavating will be returning in the near future to complete the levelling work.

During the cleanout it was noted that the old spoil on the Hayles property (Lot 257 and 258 Concession 2 SW) was high and holding back water in the fields. The location of the high spoil is from Sta. 634 to Sta. 1395 as highlighted on the attached plan.


The owner would like to see the excavated material from the 1985 work pushed out better. The request is quite reasonable as the ponded water behind the spoil is adversely affecting the property.

Our estimate to complete the additional work is \$2,000.00 plus H.S.T. We recommend the work be done and the costs levied as part of the current maintenance work. Please advise if Council concurs and we will inform Mr. Demmans accordingly.

Should you have any questions, or if we can be of any further assistance, please call.

Yours truly,

R.J. Burnside & Associates Limited
Drainage Superintendent



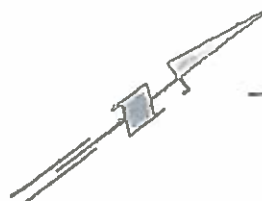
T.M. Pridham, P.Eng.
Drainage Engineer
TMP:sp

Enclosure(s) Maintenance and Repair Plan

Other than by the addressee, copying or distribution of this document, in whole or in part, is not permitted without the express written consent of R.J. Burnside & Associates Limited.

190710 DHolmes Dickson Drainage 019743.2019
10/07/2019 3:05 PM

ACT #1
JUL 18 2019



Maintenance and Repair 2018

DATE: JUNE 2018

R.J. BUNNIDE & ASSOC. LTD.
Drainage Superintendent

CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. -2019

Being a By-law to amend By-law No. 68-2018 passed in open Council on December 6, 2018.

WHEREAS the Council of the Corporation of the Township of Melancthon deems it expedient to amend By-law No. 68-2018, a By-law to appoint a Board of Management for the Horning's Mills Park for the term of Council, ending on November 14, 2022.

NOW THEREFORE the Council of the Corporation of the Township of Melancthon enacts as follows:

That Mayor Darren White be appointed as the Council Representative to the Board of Management in the place of Councillor Wayne Hannon who resigned from the Board on June 17, 2019.

This By-law shall take effect and come into force on the passing thereof.

By-law read a first and second time this 18th day of July, 2019.

By-law read a third time and passed this 18th day of July, 2019.

MAYOR

CLERK

GB # 1.1
JUL 18 2019

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NUMBER # -2019

**A BY-LAW TO AUTHORIZE THE TOWNSHIP OF MELANCTHON
TO APPOINT A FIRE CHIEF FOR THE MULMUR MELANCTHON FIRE
DEPARTMENT**

WHEREAS pursuant to the Fire Protection and Prevention Act, 1997, Part II paragraph 6.(1) states "If a fire department is established for the whole or a part of a municipality or for more than one municipality, the Council of the Municipality or the Councils of the Municipalities, as the case may be, shall appoint a fire chief for the fire department."

NOW THEREFORE the Municipal Council of The Corporation of the Township of Melancthon hereby enacts as follows:

WHEREAS the Corporation of the Township of Melancthon have enacted By-law Number 23-1979 to establish a fire department;

NOW THEREFORE the Corporation of the Township of Melancthon enacts that Mr. Scott Davison be appointed as Fire Chief of the Mulmur Melancthon Fire Department to serve beginning August 1, 2019 being the date of the appointment and shall not be discharged without just cause, after a hearing before Council.

AND FURTHER THAT any by-laws or resolutions not consistent with this by-law are hereby rescinded.

**BY-LAW READ A FIRST, SECOND AND THIRD TIME AND ENACTED THIS 18th
DAY OF JULY, 2019.**

Mayor

CAO/ Clerk

GB # 1.2
JUL 18 2019

**NOTICE OF A PUBLIC MEETING
TO INFORM THE PUBLIC OF A PROPOSED
ZONING BY-LAW AMENDMENT**

RECEIPT OF COMPLETE APPLICATION

TAKE NOTICE that Township of Melancthon has received a complete application to amend Municipal Zoning By-law 12-79. The purpose of the rezoning is to amend the Township's Comprehensive Zoning By-law to zone a recently reconfigured lot to accommodate residential use. The subject lands are located at 148 Main Street in Horning's Mills.

AND PURSUANT to Section 34 (10) and 39 of the Planning Act, the application file is available for review at the Municipal Office. Please contact the Municipal Clerk to arrange to review this file.

NOTICE OF PUBLIC MEETING WITH COUNCIL

TAKE NOTICE that the Council for The Corporation of the Township of Melancthon will be holding a public meeting (described below) under Section 34 of the Planning Act, R.S.O. 1990, c.P. 13 as amended, to allow the public to comment on the proposed Zoning By-law Amendment.

DATE AND LOCATION OF PUBLIC MEETING

Date: Thursday, July 18, 2019
Time: 5:30 pm
Location: Township of Melancthon Municipal Office (Council Chambers)

DETAILS OF THE ZONING BY-LAW AMENDMENT

The application affects lands located in Part Lot 13 and 14, Concession 2 O.S. in the Township of Melancthon. A key map has been appended to this Notice which identifies the subject lands.

The purpose of the proposed by-law is to amend the Restricted Area (Zoning) By-Law No. 12-79 as amended to rezone the subject lands from the Development (D) and Hamlet Residential (R1) Zones to a Hamlet Residential Exception (R1-9) Zone. The zoning amendment is required as a condition of Provisional Consent Application B9/19, which facilitated a boundary adjustment to improve the viability of the existing residential lot. The proposed amendment will provide exemptions from the minimum lot area and frontage requirements of the R1 Zone.

Information relating to this application is available at the Township of Melancthon Municipal Office for public review during regular office hours.

FURTHER INFORMATION AND MAP OF LAND SUBJECT TO THE APPLICATION

A key map has been appended that identifies the lands that are subject to this amendment. In addition, the applicant draft reference plan is also available for review. This information is also available for public review at the Township office during regular office hours prior to the public meeting.

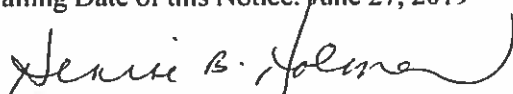
The purpose of this meeting is to ensure that sufficient information is made available to enable the public to generally understand the proposed Zoning By-law Amendment. Any person who attends the meeting shall be afforded an opportunity to make representations in respect of the proposed amendment.

If you wish to be notified of the decision of the Council for the Corporation of the Township of Melancthon in respect to the proposed Zoning By-law Amendment, you must submit a written request (with forwarding addresses) to the Clerk of the Township of Melancthon at 157101 Highway 10, Melancthon, Ontario, L9V 2E6 fax (519) 925-1110

If a person or public body files an appeal of a decision of the Council for the Corporation of the Township of Melancthon, as the approval authority in respect of the proposed Zoning By-law Amendment, but does not make oral submissions at a public meeting or make written submissions to Council before the proposed amendment is approved or refused, the Local Planning Appeal Board may dismiss all or part of the appeal.

Further information regarding the proposed amendment is available to the public for inspection at the Township of Melancthon Municipal Office on Monday to Friday, between the hours of 8:30 a.m. and 4:30 p.m.

Mailing Date of this Notice: June 27, 2019



Denise Holmes, CAO
Township of Melancthon

DEL #1
JUL 18 2019

LANDS SUBJECT TO APPLICATION FOR
ZONING BY-LAW AMENDMENT



 Subject Lands



Township of Melancthon

One Community, Caring Together

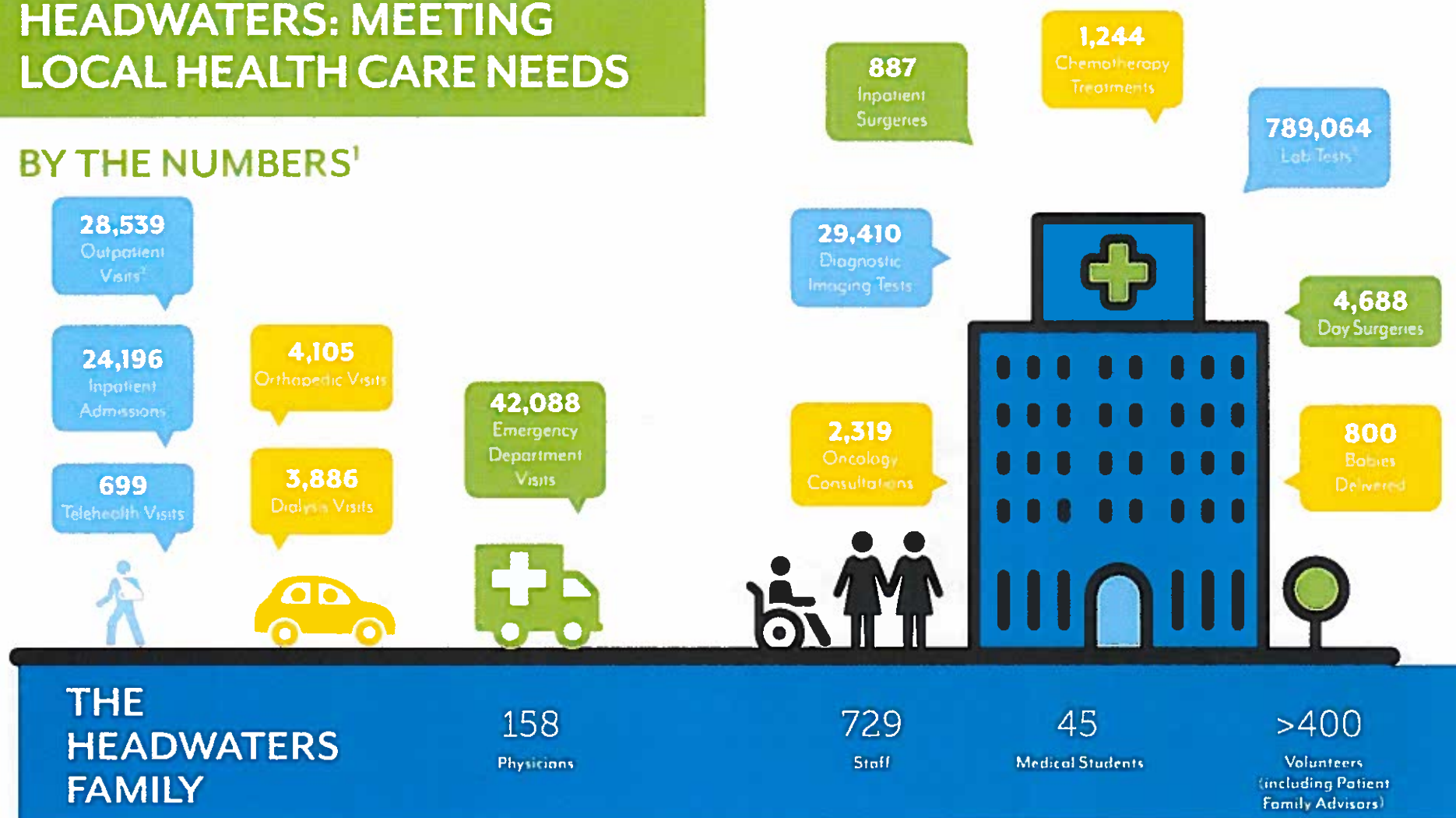


July 18, 2019

Headwaters: Meeting Local Health Care Needs

HEADWATERS: MEETING LOCAL HEALTH CARE NEEDS

BY THE NUMBERS¹



¹Data from Headwaters for 2018. ²Excluding Diagnostic Imaging, Emergency Department and Laboratory visits. ³Excluding Diagnostic Imaging

Our Changing Community



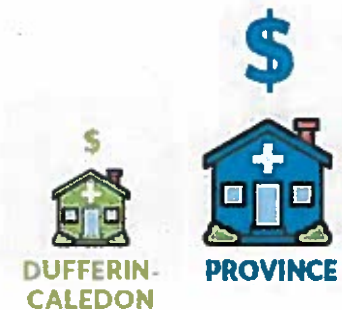
Between 2011 and 2016
the population of Caledon
increased by 11.8 per cent¹.

During the same period,
Dufferin County had a
growth rate of 8.5 per cent.¹

In 2017, Shelburne was the
second fastest growing town
in Canada², with a growth
rate of 39 per cent from
2011-2016.



We are seeing growing rates of
poverty; 17 per cent of children
under six in Dufferin-Caledon
are living under the low income
measure. Poverty negatively
affects people's health and makes
it harder for them to access
healthy food, medications,
housing and other supports.



We have among the lowest per capita
home care funding in Ontario. 4,407
Dufferin-Caledon residents received
Home and Community Care services in
Fiscal Year 2017.

Connecting & Listening to our Community



Connecting & Listening to our Community



STRATEGIC DIRECTIONS

GETTING EVEN BETTER

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

NOTHING ABOUT YOU, WITHOUT YOU

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

INTEGRATED CARE, CLOSE TO HOME

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

SUPPORTS

MAKING EVERY DOLLAR COUNT FOR OUR PATIENTS & COMMUNITY

INNOVATION, RESEARCH & TECHNOLOGY

OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



OUR PURPOSE

**ONE
COMMUNITY,
CARING
TOGETHER**

Key Hospital Updates - Ontario Health Teams



Ontario Health Teams:
Guidance for Health Care Providers
and Organizations



Hills of Headwaters - Local Partners

May 2019 OHT Readiness Assessment

Local Planning Symposium

Expected Ministry Timelines: July 2019



Key Hospital Updates - Program/Service Improvements

- Increased Volumes
- Cancer Care
- Urology
- Palliative Care



Key Hospital Updates - Facility Improvements

- Smilezone Partnership
- Welcome Centre/Lobby
- Emergency Department
- Friendship Gardens



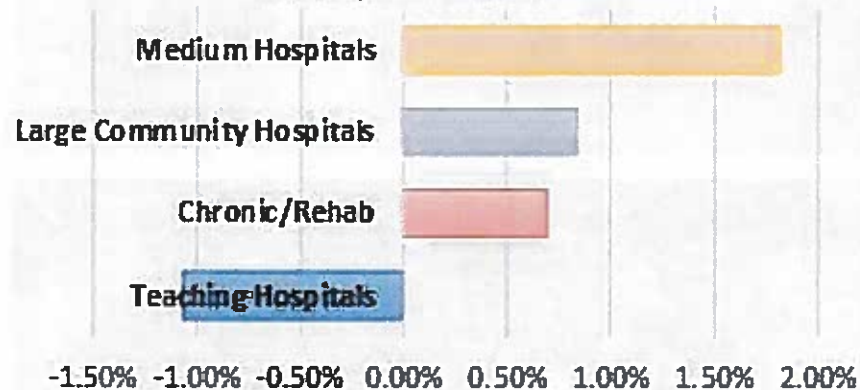
Working Together: Municipalities & Dufferin County



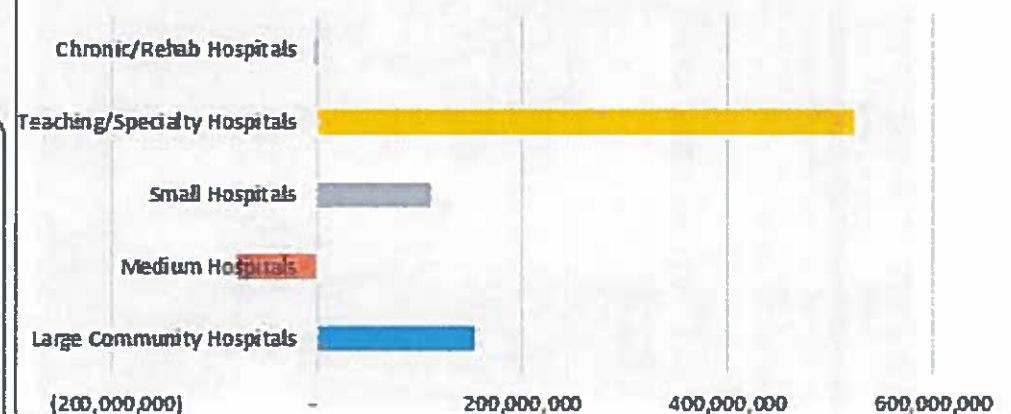
- Ontario Health Teams & Partnering for Local Health
- Health System Restructuring: Making it work for Dufferin
- Medium Sized Hospital Challenge
- Mental Health & Addictions

Medium Size Community Hospital Erosion/Equity Issue

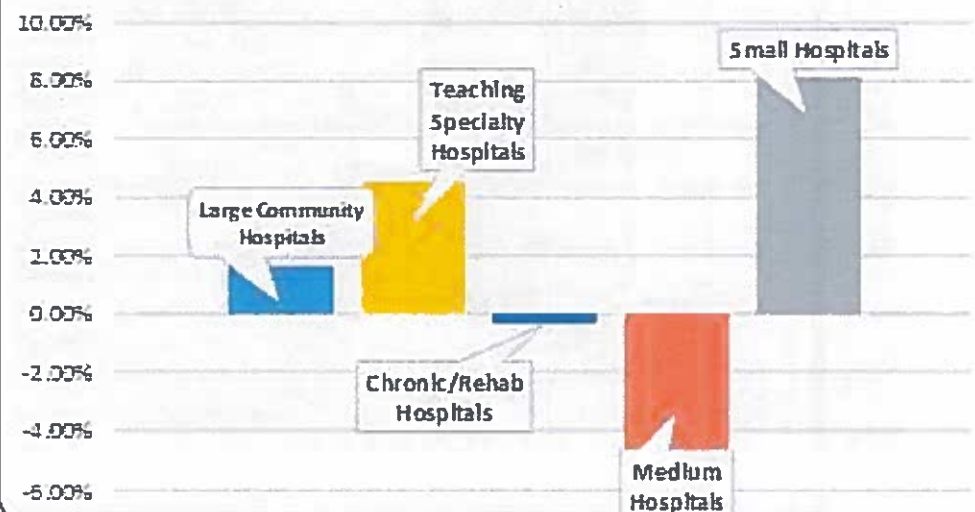
Hospital Relative Efficiency
2017/18 Data



Ontario Hospitals by Category
Working Capital (\$) (2017/18)



Ontario Hospitals - 2017/18
Working Capital as % of Total Expenditures



Local Heroes





Where we need your support...

- Strengthening Local Health Care
 - Joint advocacy efforts related to health system restructuring (public health, ambulance services)
 - Continued support for fair medium size hospital funding to Provincial/Federal politicians

BE PART OF 'ONE COMMUNITY, CARING TOGETHER'



- **Join our team**
- Become a **Patient Family Advisor**
- **Volunteer with us** at the hospital, in the gardens or in the community
- **Participate with us** at community events
- Donate to **Headwaters Health Care Foundation**

For more information:

Connect with us anytime by email at info@headwatershealth.ca

Or visit us online at: www.headwatershealth.ca



@HeadwatersHCC



One Community,
Caring Together



STRATEGIC PLAN 2019-2022

ONE COMMUNITY, CARING TOGETHER

MESSAGE FROM OUR BOARD CHAIR AND OUR PRESIDENT & CEO

On behalf of the Board of Directors and the entire Headwaters team, we are proud to share our 2019-2022 Strategic Plan with you.

In 2018, we launched our *Imagine Headwaters* campaign and invited our whole community to join us as we imagined our future. Over many months we talked with over 3,000 local citizens, patients and families, partner organizations, staff and physicians, hospital volunteers, and others. We were humbled by the level of pride in our hospital and excited by the potential that people see in us. We also heard that we can do better to deliver the health care that residents need close to home.

Our Strategic Plan reflects what we learned was most important to the people we serve and the people who choose to work as part of our team. It also recognizes the challenges and financial reality of our health system as well as the incredible opportunities we have with partners to achieve improved health and wellness for our local population. It is because we know our success will depend on all of us working together that we envision our future as 'One Community, Caring Together'.

The themes of improving how we deliver care, involving patients and families in co-designing better care, engaging staff and physicians in decisions that affect their work, and working more effectively with partners surfaced as the most important directions for us over the next few years. To help us achieve our goals, we will need to invest in new and more creative solutions to serve our community, as well as pay careful attention to how we spend every dollar we have. Finally, our entire strategy will be guided by the values that connect us – kindness, passion, courage and teamwork.

As we launch this new strategy to realize the future of Headwaters with our community, we would like to thank each and every one of you who contributed to our plan. It is a plan that is designed by you and for you. We look forward to working together to make it happen.



Louise Kindree
Board Chair



Stacey Daub
President & CEO



(Left to right) Louise Kindree, Board Chair, and Stacey Daub, President & CEO

THE HEADWATERS STORY

Our History Shapes Our Future

The story of Headwaters Health Care Centre (Headwaters) is one of ingenuity and deep commitment to community.

Our first hospital in Dufferin County was founded in 1907 by a small group of women who wanted health care services available close to home. Similarly, the hospital in Shelburne was founded by citizens who first established a nursing centre in 1950. By rallying local support, community members succeeded in achieving their aspirations. Headwaters exists today because community members came together to realize their vision for better local health care.

Over a century later, we continue to build on this trail-blazing legacy with a new purpose and strategy focused on the concept of 'One Community, Caring Together'.

As we launch our new Strategic Plan, we are imagining the future of Headwaters with our community, setting the foundation for another 100 years of health care close to home.



P-2018: Photograph, Nurses Graduating Class, Lord Dufferin Hospital, 1932 Courtesy of Museum of Dufferin

Delivering health care close
to home for over 100 years



P-0021 Picture Postcard, Lord Dufferin Hospital, Orangetown, 1949
Courtesy of Museum of Dufferin



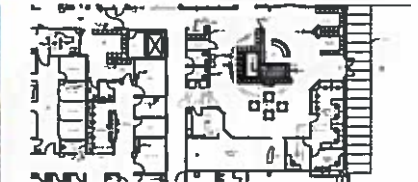
P-0413 Postcard, Shelburne District Hospital, Shelburne, ca. 1960
Courtesy of Museum of Dufferin



P-2548 Photograph, Hospital Physicians, Orangeville, 1972 Courtesy, Museum of Dufferin



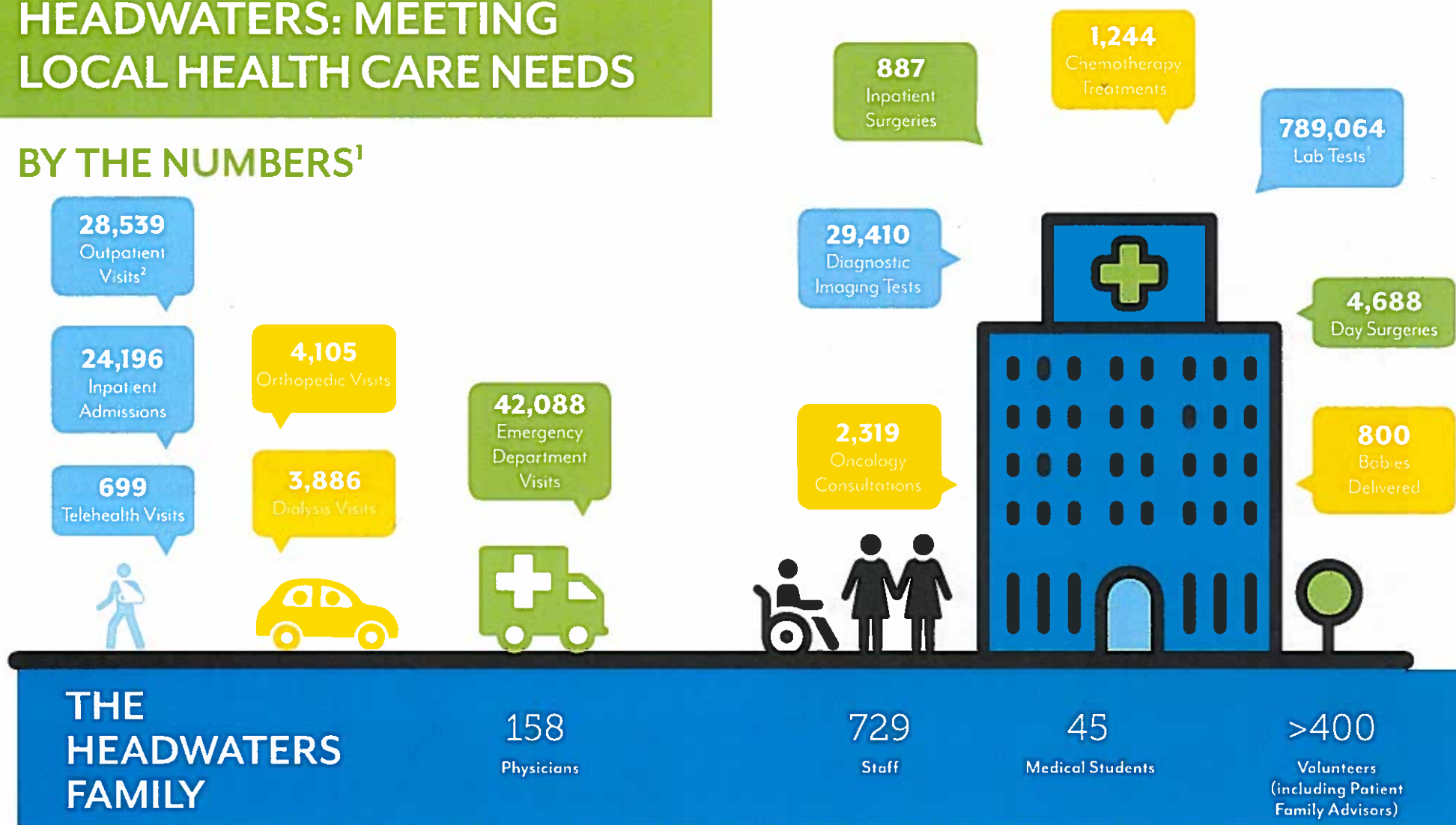
Headwaters Health Care Centre, Orangetown, 2019



Draft Welcome Centre concept, Headwaters' main lobby future plans

HEADWATERS: MEETING LOCAL HEALTH CARE NEEDS

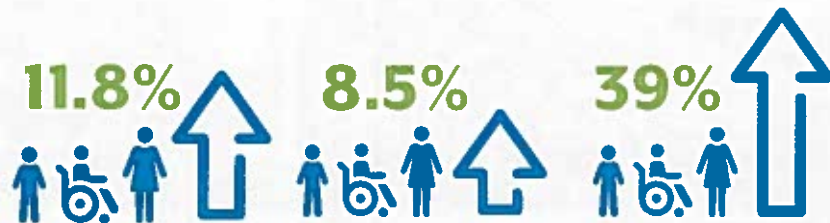
■ BY THE NUMBERS¹



¹Data from Headwaters for 2018. ²Excluding Diagnostic Imaging, Emergency Department and Laboratory visits. ³Excluding Diagnostic Imaging

OUR CHANGING COMMUNITY

Our region is growing quickly. Our rising population and changing demographics mean we must plan for the levels of health care services our community needs now and into the future.



Between 2011 and 2016, the population of Caledon increased by 11.8 per cent¹.

During the same period, Dufferin County had a growth rate of 8.5 per cent.¹

In 2017, Shelburne was the second fastest growing town in Canada², with a growth rate of 39 per cent from 2011-2016.

¹Source of demographic and health care statistical information: 2016 Canada Census, Central West Local Health Integration Network and Public Health Ontario

²www.theglobeandmail.com/news/toronto/toronto-driven-growth-fuels-boom-in-sleepy-shelburne/article34205376/

10%

10 per cent of the residents in Dufferin-Caledon are considered complex patients, with four or more chronic conditions.

30%

Our population is aging; almost 30 per cent of our current population is between the ages of 45 and 64¹

63%

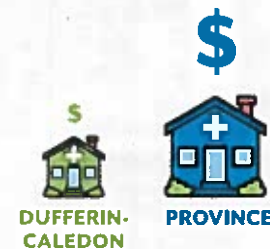
63 per cent of Dufferin-Caledon residents combined live in a rural area



The Emergency Department utilization rate for Dufferin residents was 475 per 1,000 population and 286 per 1,000 for Caledon residents.



We are seeing growing rates of poverty; 17 per cent of children under six in Dufferin-Caledon are living under the low income measure. Poverty negatively affects people's health and makes it harder for them to access healthy food, medications, housing and other supports.



We have among the lowest per capita home care funding in Ontario. 4,407 Dufferin-Caledon residents received Home and Community Care services in Fiscal Year 2017.

DEVELOPING OUR STRATEGY

We launched our *Imagine Headwaters* campaign in 2018 and built our new strategy through a few key steps:

- 1** We conducted a comprehensive review of what is happening around us - assessing health system changes and trends, and reviewing best practices in health care delivery to understand how these factors will impact Headwaters today and in the future;
- 2** We sought advice from many different people - from patients and families, staff, physicians, volunteers as well as from health care leaders and our many partner organizations. We asked about their views on our hospital, their experiences with our care, the values that are important to them, and how this should shape our future;
- 3** We reviewed reports and information - including census and population data for our local area to understand how our region will change over the next few years; and,
- 4** We identified our strengths as an organization as well as our biggest opportunities and challenges - to study where our improvement efforts could have the greatest impact for patients, families, caregivers and our whole community.



In the community, gathering feedback to shape our strategic plan



HEALTH SYSTEM TRENDS

There are several key issues that will influence how Headwaters supports our patients and our community, today and in the future.

- Patients have increasing expectations of us; they want a better overall experience for themselves and their family caregivers;
- There is a new policy agenda at the provincial level, with a shift to local health care providers having greater accountability for improving health care, more emphasis on cost-effective ways to deliver care, and changes in how the health system is structured;
- There is increasing recognition of the importance of shifting resources to support better overall population health, helping people to be more active in maintaining their own wellness, as well as support for healthy aging;
- There is increasing recognition of the role of family caregivers as important members of the health care team;
- Around the globe, health care systems are shifting towards more integrated models of delivery for health and social care;
- There is increased attention on the needs of the health care workforce, including better supports for individual health care workers such as programs for mental health and wellness, education and professional development, and staff safety;
- The use of technical innovations in health care is expanding with breakthroughs in digital technology, artificial intelligence, personalized medicine and robotics that improve care outcomes;
- The role of hospitals is changing, with hospitals supporting patients as part of a continuum of care and having services that extend into the community;
- And finally, health care is being delivered closer to home, with greater expectations that health care will support people where they are, in their own homes and in their communities.



Patient recreation activities on one of our inpatient units.



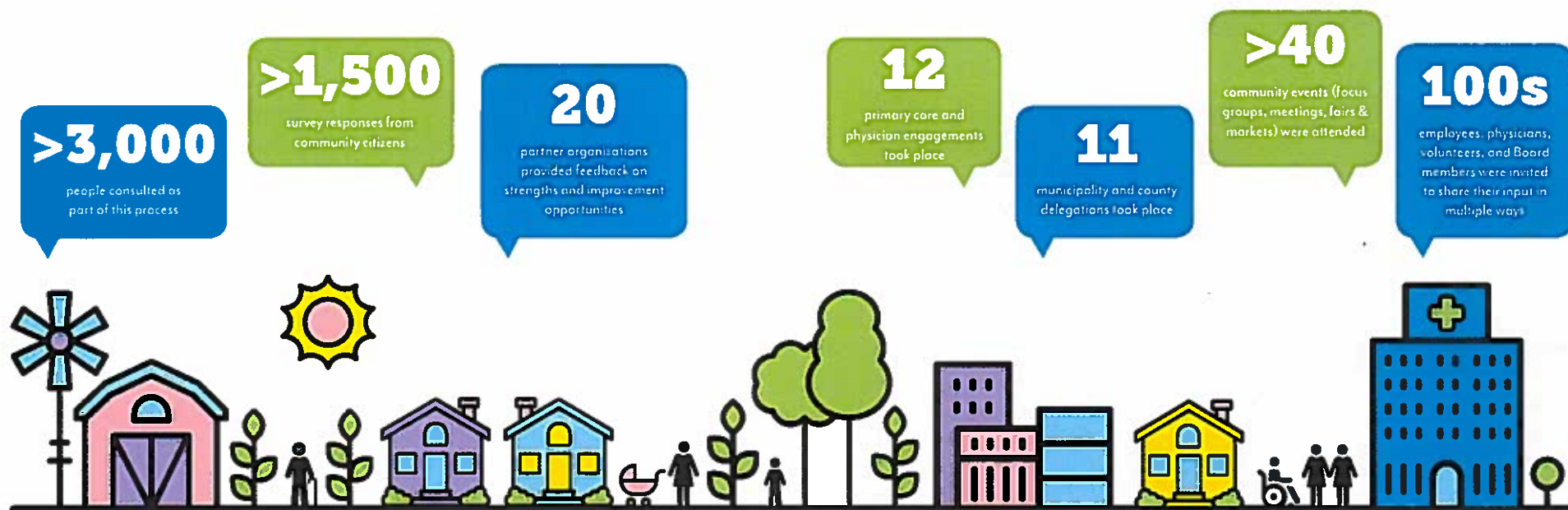
The Hub allows staff to document at the bedside and provides health education, information and entertainment to patients and families.

CONSULTING WITH OUR COMMUNITY

One of the most important steps in our planning process was asking questions of our community such as: How do they feel about care at Headwaters?; What do we do well?; Where could we improve?; as well as a host of other questions designed to help us better understand different perspectives on our organization from the people we serve, our staff and physicians, volunteers, and partners.

What we heard:

- Patients and caregivers talked to us about their widespread experience of compassionate care and pride in the hospital, as well as the need for improved integration of care, better access to essential services, more options for care, and upgrades to our facilities.
- Staff, physicians and volunteers talked about how they can become stronger partners in day-to-day decisions and in shaping the future of Headwaters. They also identified opportunities to improve our ability to attract and retain staff across our teams as well as the need to provide resources to support clinicians in specific areas.
- Partners and health care leaders talked about the opportunities Headwaters has to be bold and innovative, to co-design care with patients, families and caregivers, and to help lead change in health care.



DEFINING OUR STRATEGIC PRIORITIES

By listening to our stakeholders and working through our planning process, we were able to identify the challenges and opportunities that would have the greatest impact on our patients, our community and our future.

Our key challenges:

We need to find more funding and resources. Medium-sized hospital funding needs to be addressed so we can best serve our community.

We need to continue to be creative and nimble with the resources that we have.

We are operating at capacity and we need upgrades to our facilities and our infrastructure.

Some services for our patients are fragmented, and we need to ensure that more comprehensive care is available close to home.



Our biggest opportunities to make things even better:

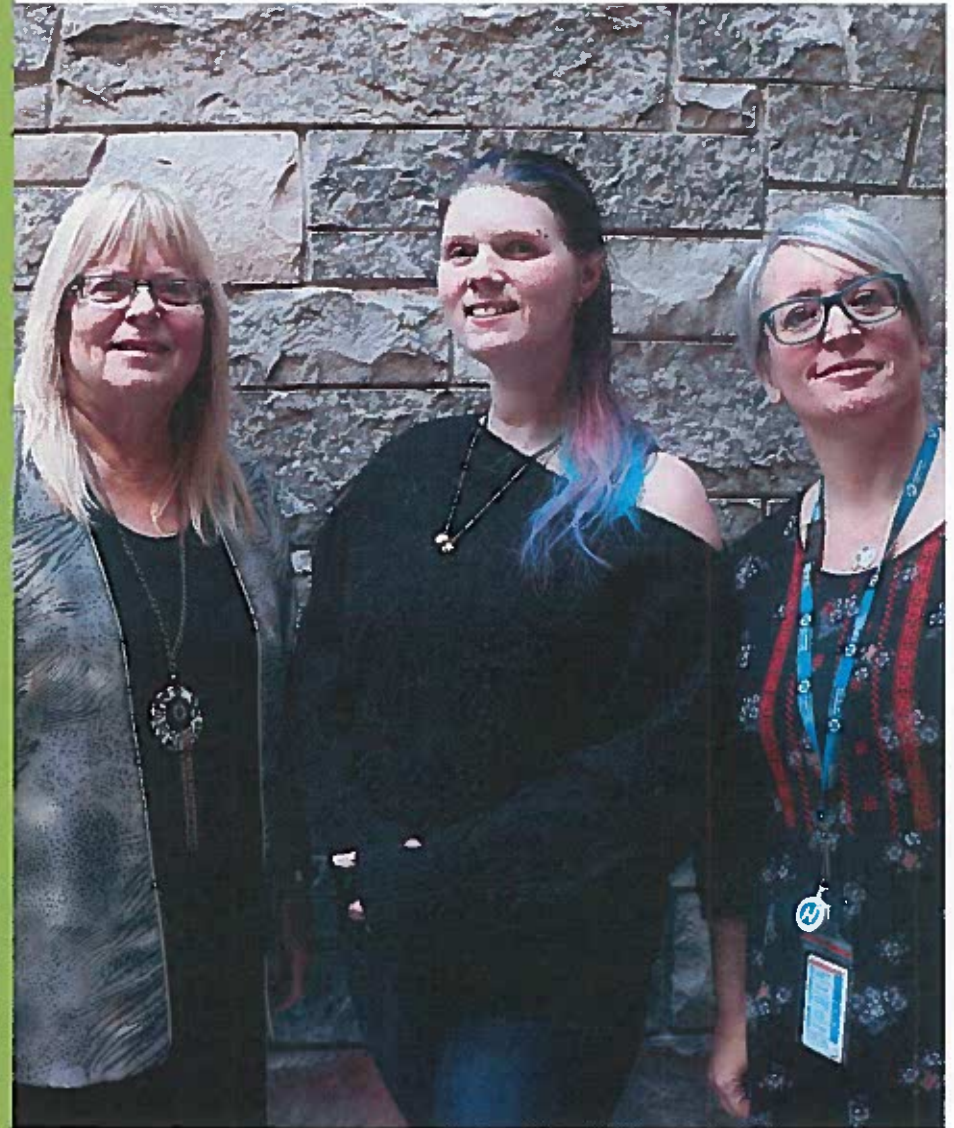
We see a greater role for patients and families in designing and delivering better care.

We can work with our partners, and build relationships to better integrate care.

Our staff want and need to be more involved in decisions about day-to-day operations and the future.

We believe we can do more with innovation, creative solutions, and technology.

We are proud to work in partnership with our community to build a better future for all of us.



(Left to right) Sheda and Ashley, Patient Family Advisors with Sharon, Quality Coordinator

STRATEGIC PLAN: 2019-2022

Our Strategic Plan for 2019-2022 lays out our framework for our Board of Directors and our entire Headwaters team for the next three years.

It builds on everything we have learned through the different phases of our planning process, including the feedback and advice we received from all our stakeholders.

It also demonstrates our values and commitment to our patients and their families, to our staff, our physicians, our volunteers, our partners, and the local communities where we live and work.



Celebrating the incredible contributions of our team, from Diabetes Education to Dufferin County Paramedic Services and our Friendship Gardens volunteers

STRATEGIC DIRECTIONS

GETTING EVEN BETTER

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

NOTHING ABOUT YOU, WITHOUT YOU

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

INTEGRATED CARE CLOSE TO HOME

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

SUPPORTS

MAKING EVERY DOLLAR COUNT FOR OUR PATIENTS & COMMUNITY

INNOVATION, RESEARCH & TECHNOLOGY

OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



OUR PURPOSE

**ONE
COMMUNITY,
CARING
TOGETHER**



OUR PURPOSE

One Community, Caring Together

The most common recurring theme throughout our planning process was the strong sense of community pride in our hospital. However, the future of Headwaters is less about what happens within our physical walls and our facilities, and more about working side-by-side with our community and partners to deliver on a plan for more integrated health care, close to home. It also means shifting our focus from health care delivery to include more focus on wellness and supporting people in the community. Our goal is to come together as a hospital and community focused on a singular purpose for a healthier future as 'One Community, Caring Together'.



Celebrating the renovations to paediatric and family friendly spaces thanks to Smilezone Foundation

OUR VALUES

Our values are more than words, they are what define and connect us. They determine how we work, how we behave, and how we relate to our patients, their families and caregivers as well as to everyone who is part of the Headwaters community. Our values are how we show that we are 'One Community, Caring Together'.

Caring for one another

We see the person in every patient, and welcome all people with compassion, empathy and respect.

We understand our care starts with listening to what is most important to every patient and caregiver.

We believe our work starts with valuing and supporting each other.



KINDNESS

Relentlessly building a better future

We take pride in delivering the best possible care to every person, every day.

We challenge ourselves to be creative and resourceful in finding solutions.

We reach out beyond our walls to improve the health of our whole community.



PASSION

Being brave and stepping up

We do what's right, even when it's hard.

We are curious and open to new perspectives.

We speak up, push boundaries, and are not afraid to change.

We go beyond what's expected.



COURAGE

Better together

We commit to working together - patients, families, staff, volunteers, physicians and partners - to deliver the care our community needs.

We inspire each other to be the best we can be.

We appreciate each other's abilities and use the strength of all of us to achieve the extraordinary.



TEAMWORK

STRATEGIC DIRECTIONS



Celebrating the incredible contributions of our team, from Pharmacy and Medical Device Reprocessing to Paramedics, Nurses, volunteers & Environmental Services.

1: GETTING EVEN BETTER

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

While delivering quality patient care has long been a priority for Headwaters, having quality as part of our strategy means that we will always strive to be better at what we do. This means we will:

- Invest in increased quality and safety in key areas each year of our plan
- Be more efficient and improve safety by investing in technology, data and electronic records that will enable us to have more timely information and communicate better with our patients and their health care team
- Invest in ongoing staff recognition, communication, education and development across all our teams
- Increase our leadership training and new leader development so our leaders can help our teams work more effectively
- Use a continuous improvement mindset to drive operational excellence across the hospital
- Redesign our facilities to make our space more welcoming for patients and families and improve the ability of staff and physicians to deliver care

2: NOTHING ABOUT YOU, WITHOUT YOU

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

Headwaters relies heavily on three critical groups of partners i) our patients, their families and caregivers, ii) our staff, physicians and volunteers, and iii) our community. 'Nothing about you, without you' means that we will:

- Have patients, families and caregivers involved in the design and delivery of our programs and services
- Deliver care based on asking our patients and families about what is most important to them
- Develop a more 'leaderful' organization at every level, in which leaders, staff and teams have shared accountability for making improvements and in day-to-day decisions about how we work
- Create a long-term plan with our community for investing in structural improvements and ongoing maintenance so that we can continue to meet local needs

3: INTEGRATED CARE CLOSE TO HOME

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

When our patients' health issues become more complex or they need care from multiple sources, Headwaters must work with a system of care providers across the community to meet their needs. This system must be integrated so that all the parts work together to deliver care as effectively as possible. This means that we will:

- Be connected more closely with primary care practices in the community, including having shared access to patient information, so that we can work as a unified patient care team
- Work with partner organizations, including across health care and social services, to deliver more integrated care in our communities. Together we will address critical gaps in services and supports that our citizens need to stay as healthy as possible, for as long as possible
- Do a better job of balancing clinical care with wellness and prevention activities to help improve the overall health of our communities

SUPPORTING OUR STRATEGY

Making Every Dollar Count for our Patients and Community

We recognize that we are a public service, funded by Ontarians through taxes and through the generosity of community supporters. Every dollar we receive must be spent in a way that delivers value for patients, our staff, and our community. Having this as part of our strategy means that we will focus on making smart decisions, including thinking about long-term sustainability, launching new sources of revenue, investing in more efficient ways to deliver care, and ensuring that our services will be there for the people who need us, now and in the future.

Innovation, Research, and Technology

Innovation means that we understand that health care is evolving, and we can do more and provide better care by investing in creative solutions for the health care challenges that exist now, and in the years to come. It also means that what patients expect from us is changing and we need to be proactive in how we deliver care by: staying at the forefront of advances in medicine; expanding access to information, cutting-edge research and clinical evidence; communicating and sharing information through digital technology and mobile apps; using customized care pathways to improve patient experience; and, improving efficiency of our operations through automation, artificial intelligence, and increased use of electronic records and databases.



Self service registration kiosk



Telemedicine consultation

WHAT WILL SUCCESS LOOK LIKE BY 2022?

	From 2019...	to 2022
Partnering with Patients, Families and Caregivers	Patients, families and caregivers as advisors	Patients, families and caregivers working side-by-side with us to co-design care. Caregivers recognized as key members of the health care team
Care Delivery	Care delivered in the hospital and in specific sites in the community	More options for receiving care, close to home and across our community
Collaborative Leadership	Staff, physicians and volunteers providing feedback on improving culture and work conditions	Staff, physicians and volunteers as partners in making decisions and changes that affect their work
Facilities	Space and facilities that make it hard for patients and families to navigate and for our team to deliver care	A long-term plan developed with our community to redesign our space and make it more welcoming and easier to care for patients
Digital Health and Technology	Limited use of technology and electronic records within the hospital. No access to digital information for patients or community physicians	More timely information and better communications with our patients and their health care team, use of virtual applications and digital platforms to improve care
Working with Partners	Working with multiple partners to improve health care delivery to patients in our community	Expanding our partnerships and developing more integrated health and social care to improve the health of our whole community
Funding and Resources	Significant need for more funding and resources to better serve our community	Long-term sustainability, launching new sources of revenue, investing in more efficient ways to deliver care



Sharing in the success of our community

Similar to the effort put into delivering our strategy, achieving our goals depends on the hard work of many people. We need your help to make strategic goals happen!

- **Join our team**
- Become a **Patient Family Advisor**
- **Volunteer with us** at the hospital, in the gardens or in the community
- **Participate with us** at community events
- Donate to **Headwaters Health Care Foundation**

For more information:

Connect with us anytime by email at info@headwatershealth.ca

Or visit us online at: www.headwatershealth.ca



BE PART OF
'ONE COMMUNITY,
CARING TOGETHER'






2018-2019 Report to the Community

HELPING HANDS

Every day at Headwaters, people are dealing with life and death situations, along with everything in between. We are privileged to share special moments in many families' lives and help them through both joyous and difficult times.



100-year old Russ was getting ready to join his family on vacation when he realized something was wrong but didn't understand how serious things were until he was rushed to Headwaters Health Care Centre by ambulance. After numerous tests, Russ spent over a week in the hospital being treated for pneumonia and kidney function issues. "During my stay on D-Wing the infection was eliminated, and I was transferred to E-Wing to regain my strength," says Russ. His daughter Linda adds, "I can't say enough good things about Headwaters and his care. Dad was thrilled to be able to see one of the gardens from his hospital bed. When he was able, we walked every inch of the Friendship Gardens too." Russ says he left the hospital feeling strong and in good shape. It spurred him on to take more exercise classes on his own.

"The staff all treated me like any other person, despite my age. Their treatment never stopped, and I am forever grateful, not only to be alive, but to be feeling much better than I had been."



Dufferin County Paramedic Services

fulfills its important role as an emergency first responder – in 2018 alone, they had over 10,000 calls with many trips ending at Headwaters. One increasingly valuable service they offer in partnership with the hospital and primary care providers is wellness checks and home visits through their Community Paramedic Program. Paramedics are trained health care professionals, and because of their diligent care, Frank, is doing much better dealing with his Chronic Obstructive Pulmonary Disease (COPD) after his hospital discharge. Frank was referred by his Respiratory Therapist and paramedics visited him the following day. They quickly realized he was clinically unwell with shortness of breath and wheezing. They also discovered that he didn't have enough medication to see him through to a follow-up visit with his family doctor. Thanks to good communication and quick action, the prescription was refilled, he was stabilized by the paramedics. Frank was told at a follow-up visit with his family doctor that he would have been readmitted to the hospital if it wasn't for the care and attention from the community paramedics.



Over the course of about three months,

Ashley went from thinking her mom Linda had appendicitis to dealing with her sudden diagnosis of stage 4 colon cancer. Ashley desperately wanted to make sure family and friends had a chance to say good-bye to Linda during her final days. Over that intense period which included two stays in the hospital, Ashley and her mom met many Headwaters staff, physicians and volunteers.

Ashley appreciated how open they all were to answering questions, and the compassionate and respectful way her mom was treated by all. "I am so thankful for the care my mom received at Headwaters. It was a very difficult time, made bearable by the fact that I knew she was being looked after by such caring and professional staff." Because of this experience, Ashley has joined the hospital as a volunteer Patient Family Advisor. "I saw and absorbed so much being with my mom in the hospital. There are many good things going on and I have several ideas about opportunities to improve," says Ashley.



"I am so thankful for the care my mom received at Headwaters. It was a very difficult time, made bearable by the fact that I knew she was being looked after by such caring and professional staff."



Left to right: Peter Varga, Vice President, Patient Services & Chief Nursing Executive; Monique Porlier, Vice President, Corporate Services; Louise Kindree, Board Chair; Dora Boylen-Pabst, Headwaters Health Care Centre Foundation Executive Director; Dr. Somaiah Ahmed, Chief of Staff & Vice President, Medical Affairs and Stacey Daub, President & CEO.

ONE COMMUNITY, CARING TOGETHER

Message from our Board Chair and President & CEO, Headwaters Health Care Centre

In 2018, Headwaters took a bold step in a new direction for local health care that builds on over 100 years of service to residents. We launched our *Imagine Headwaters* campaign and invited our whole community to join us as we re-imagined our future. This year we proudly launch our new Strategic Plan for 2019-2022. Our goal is to partner across our community to create a healthier future as 'One Community, Caring Together.' We feel this singular goal captures the pride, ingenuity, caring, and togetherness that is reflected across our community.

With the support of the new provincial government that was elected last year, Ontario is making progress towards more integrated health and social care in local regions. We strongly support this approach and are pleased to say that we are already well on our way. We have been working with local partners - family practices, emergency medical services, mental health and addictions services, and others - to connect care for local residents who need services from

different providers. In March 2019, we welcomed Ontario's Minister of Health and Long-Term Care, The Honourable Christine Elliott, to meet with us and our partners to share the work we have been doing to support better, more integrated care. As you will see from this report, Headwaters is committed to partnering to improve care and to increasing the choices that people have to receive health care support closer to home.



"None of our achievements over the last year would have been possible without our dedicated staff, physicians and volunteers. We also extend heartfelt thanks to everyone who has supported our hospital..."

In addition to supporting improvements to health and social care beyond our walls, Headwaters is also pleased to highlight many of the changes we have been making to improve care within our hospital, including renovations in patient care areas, recruiting more skilled staff into our clinical teams, increasing patient and staff safety, and expanding our Patient Family Partnership. We were honoured to receive some important recognitions, including having our hospital gardens as part of Orangeville's 2018 Communities in Bloom award and being acknowledged by the Ontario Breast Screening Program for the most screenings of women who had not previously had a breast exam. Over 2019/2020, we will continue to improve our facilities and services for patients including renovating the main hospital lobby where

we will welcome patients and visitors with a more modern, safe, fully accessible and efficient design. We will enhance clinical programs and pending approvals, renovate our emergency department. We will also find new ways to deliver the care that patients and families expect of us.

None of our achievements over the last year would have been possible without our dedicated staff, physicians and volunteers. We extend heartfelt thanks to everyone who has supported our hospital with donations through Headwaters Health Care Foundation, which has enabled us to keep pace with best practices in technology and equipment.

As Ontario's health care system evolves, we are adapting and leading change. Our continued success depends on all of us working together – patients, families, and providers – to continue to shape our local health system to meet the needs of our growing community, now and in the years to come.

Louise Kindree
Board Chair
Headwaters Health
Care Centre

Stacey Daub
President & CEO
Headwaters Health
Care Centre

A Message from Kirk Brannon,
Board Chair, Headwaters Health
Care Foundation

PAST AND FUTURE REFLECTIONS

As I take a moment to reflect on the year past and look toward the next, I'm always astonished at the many changes and accomplishments that can occur in just twelve short months.

In December 2018 Headwaters Health Care Foundation wished a happy and well-deserved retirement to long-time Executive Director, Joan Burdette. Under her guidance the Foundation matured as a donor-centred organization, attracted a group of dedicated and enthusiastic volunteers, and became a touch point in the community for numerous fundraising efforts.

Seven months ago, we welcomed a new Executive Director, Dora Boylen-Pabst. A seasoned fundraising professional, Dora is planning for the future, engaging and partnering with supporters in new and innovative ways, introducing new programs and focussing on marketing the "best kept secret" that is Headwaters Health Care Centre.

Continuing the theme of change and growth, I am stepping down as Foundation Board Chair at the end of June, handing

over the reins to current Vice-Chair, Tim Peters. It has been a privilege to lead the Foundation Board over the past three years. Each time I walk through the hospital doors, I learn a little more about health care and philanthropy. I'm grateful to have experienced first-hand the incredible pride of everyone who works at Headwaters and the connectedness of our donors to the Hospital.

It's my pleasure to give you a better sense of the impact you've helped make in 2018-2019. I'd like to start by saying: Thank you. None of the funds we grant to the hospital would be possible without you, and for that, we're grateful.

858 people participated in our signature events that netted \$580,689; 3,707 donors made 7,343 philanthropic gifts totalling \$3,515,337; and 10 individuals left the ultimate gift to our Foundation, a bequest in their Will, totalling \$767,779.



"It's your philanthropic support that helps us innovate and provide the highest standard of care possible for the thousands of patients and their families who rely on Headwaters when they need us most."

In the coming year, the hospital will make some significant changes to heighten the patient experience. The main lobby will be transformed into a Welcome Centre with a centralized registration area and a new, safer staircase, and pending final approvals, the Emergency Department will undergo a renovation that will enhance triage and treatment spaces, add new waiting areas, augment infection prevention and control measures, and improve the overall flow of the department.

It's your philanthropic support that helps us innovate and provide the highest standard of care possible for the thousands of patients and their families who rely on Headwaters when they need us most. You are the reason

Left to right:

Jenn Davies, Senior Officer, Signature Events & Community Engagement
 Meghan Cleeves, Administrative Assistant
 Kirk Brannon, Foundation Board Chair
 Dora Boylen-Pabst, Executive Director
 Tim Peters, Foundation Board Vice-Chair
 Jennifer Sharp, Manager, Finance, Analytics & Stewardship Support
 Nicole Warren, Coordinator, Direct Response, Marketing & Communications
 Missing: Danielle Gibb, Director, Leadership & Planned Giving

Headwaters can acquire state-of-the-art equipment, improve patient outcomes, and expand programs to meet the needs of patients now and in the future.

On behalf of the Board and staff of Headwaters Health Care Foundation, thank you.

Kirk Brannon, Chair
 Headwaters Health Care Foundation

WE'VE SET THE STAGE

2018 WAS A YEAR OF PROGRESS AT HEADWATERS

As we set the stage for our new Strategic Plan, we continued to adapt and grow to meet the changing needs of our community now and in the future. Our three areas of focus in doing this were to: enhance programs and services, renew our facilities and infrastructure and continue our ongoing commitment to communication and engagement.

Enhancing programs and services

Hemodialysis Unit – on the move to better care

In a few years, the Hemodialysis Unit is going to have a brand-new space in the Ambulatory Care Centre to ensure the needs of our dialysis patients will continue to be met in the best facility. However, treatment doesn't stop while construction is being planned or underway. So, we created a six-bed temporary unit on E-Wing, on the lower hospital level. It was a huge undertaking involving many staff, volunteers, patients, caregivers and families, to create this well-designed and comfortable space that our patients appreciate.



Kelly, Registered Nurse in our Hemodialysis Unit celebrating a successful move with patients and staff



Left to right: Dr. Ashley Kim and Dr. Rebecca Greer-Bayramoglu, Plastic Surgeons at Headwaters

Improving access to surgery and post-surgical care

We embarked on a major renovation of our pre and post-surgical areas last year so that patients would be comfortably cared for before and following their surgery. The design makes the best use of the space for patients, families and our staff. A fourth operating room means we can provide even more surgical services to our patients.



The Emergency Department nursing team at their annual skills day

Expanding our Emergency Department capacity

Headwaters successfully recruited nine emergency room physicians and almost 20 nurses last year to ensure we can provide the best level of care and service to our patients. We also adopted a new physician scheduling system. This system uses a variety of collated data along with physician preference to staff the Emergency

Department in a way that promotes quality care and efficiency in partnership to enhance the patient experience. The Emergency Department also held its annual skills days that helps staff keep up to date on best practices through education and real time scenarios to provide the best care possible to our community.



The pharmacy team preparing chemotherapy medications

Better access to chemotherapy medications

A satellite pharmacy was opened in our Ambulatory Care Centre to enable onsite pharmacists to mix chemotherapy medications for our patients. Previously, we would purchase the medications, they would be mixed at William Osler Health System and then delivered to us. The new area

allows us to have flexibility to work with patient schedules, respond to custom formulas required for patients with unique medication protocols and now, patients can even have their first visit with us, instead of traveling to another hospital.

Diabetes program support group for women

Receiving a diagnosis of a chronic illness can be scary. Our diabetes team of Nurses, Registered Dietitians and Social Workers recognized the need for more support for a group of newly diagnosed young women. Having a network of support would go a long way towards helping them learn to live successfully with their diabetes, so they started with one session, attended by nine women. The results were so positive that it has become an ongoing program which offers women a way to meet others in a similar situation, provide coping skills and manage their diabetes beyond monitoring their blood sugar.



It takes an entire team to make Hourly Rounding successful; from Nurses, to Rehabilitation Specialists to Personal Support Workers

Safer patient care through more frequent rounding

Hourly rounding was piloted on our medical and surgical wings known as D and E-Wings, providing patients with a visit by a member of the health care team every hour. This ensures all patient needs are met in a timely manner. Hourly rounding has been shown to reduce patient falls by up to 50 per cent and reduce the occurrence of pressure ulcers by 14 per cent. The success of the pilot led to the program being implemented across all inpatient hospital units, with the exception of obstetrics which has unique care needs.

Dedicated medical team for inpatient care

Hospitalists at Headwaters are family physicians who provide general medical care to adult patients admitted to D and F-Wings. We created a team of 13 dedicated physicians as part of this program. They rotate through a shift of seven days and seven nights, supporting up to 22 patients at a time. This provides patients, families and the entire care team with the consistency of physician support.



Self-service registration kiosks

Making patient registration easier

At the end of the year, we introduced self-serve registration kiosks for patients seen in our Diabetes and Dialysis programs.

Since then, we have rolled out kiosks to other Ambulatory Care Areas. Once people become used to using kiosks, they will spend less time registering, it will decrease delays and provide a more efficient experience for people who have recurring appointments. There is no patient information stored on the kiosk, and nothing that would identify someone is on the print out which provides directions to patients. Of course, registration staff and volunteers are still close by to aid as needed.

Renewing facilities and infrastructure



Our dedicated Facilities, Engineering and Redevelopment Team. Left to right: Ryan, James, Mike, Terry and Tom

Heating and ventilation system upgrades and replacement

Sometimes, the most important pieces of equipment have nothing to do with direct patient care but can play a huge role in ensuring our patients' comfort. Rooftop air handling units that control heating, ventilation and air conditioning are huge and awkward to install. However, for many patients it is important for hospital temperature to be kept as constant as possible to help in their recovery. So, when eight new units were being installed last year, it had to be done quickly. Fortunately, our hospital teams coordinated a smooth effort and the contractors worked efficiently to make sure disruptions were kept to a minimum.

Installation of a new emergency generator

In 2018, we successfully obtained government funding to install a new emergency generator that will serve as a back-up in case of a power failure that affects the hospital. This will provide a reliable way to make sure our patients can rest easy during their stay no matter what is happening around them. Staff and physicians can also continue to provide uninterrupted care.



Chris, a member of Medical Device Reprocessing team in a new Just-In-Time supply room

Just-In-Time inventory system

This program is managed by the stores department (where goods and materials are kept). It was designed to make sure that the right supplies are always ready when needed. We now use a specialized computer system for hospital departments to order supplies. This helps to ensure patient needs are met with little to no delay. It sounds simple, but implementing the process took patience, good communication, and hard work on the part of many staff.

Ongoing commitment to communication and engagement



In the community, gathering feedback to shape our strategic plan

Imagine Headwaters strategic planning initiative

Last year, we engaged citizens, patients, physicians, volunteers and staff in our *Imagine Headwaters* campaign to get input for planning our renewed strategic direction and confirming the values we uphold in providing care. Through staff events, surveys, community outreach and many other connections, we listened to everyone willing to share their opinions. We used all the feedback and more, to help develop a three-year Strategic Plan, 'One Community, Caring Together,' that we will begin to implement in 2019.

Patient Family Advisory Partnership

In 2018 we made a commitment to refreshing our Patient Family Engagement Strategy. This included recruiting Patient Family Advisors to share their experiences and help us find ways to improve our services. We value the input of the 13 Advisors we have and are always open to more voices joining this important volunteer group.



Heather, Transfer – Wound Care Registered Nurse and Nursing Advisory Council member

Nursing Advisory Council (NAC)

The goal of this nurse-led group is to provide a setting where members of the hospital's nursing team can discuss, come to an agreement on and take actions related to nursing practice, education, leadership and patient safety. The NAC promotes best practice to nursing care that is focused on the patient and family.



Patients, staff and volunteers are serenaded by pianist and fellow patient Marianne

Hearing from patients about their care

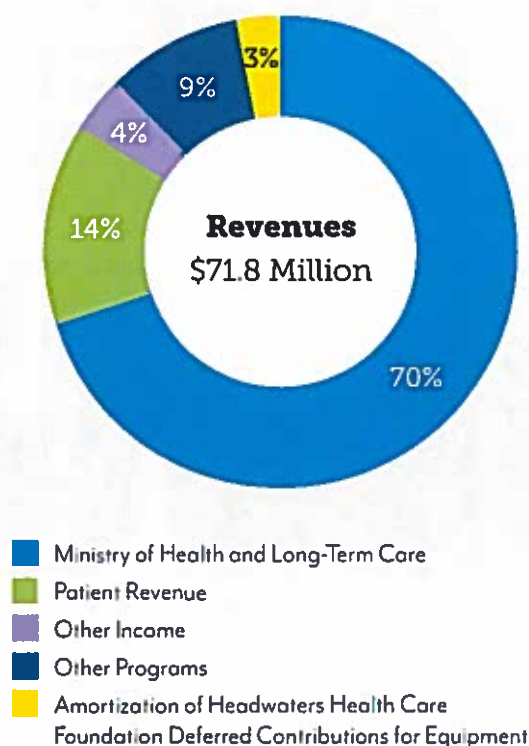
After people have been patients, they receive a follow-up call to ask about their experience. Most months we achieve our goal of 88 per cent of respondents saying they would definitely recommend Headwaters. Quality of care, positive attitude, professionalism and communication are often cited among the top areas of patient experience.

FINANCIAL OVERVIEW 2018/19

Headwaters achieved a balanced result (a \$50 surplus) for the year ending March 31 (before building amortization expenses and related deferred capital contributions). Inpatient weighted cases increased 4% from prior year while Day Surgery weighted cases increased 11% and Emergency Department visits decreased 4%.

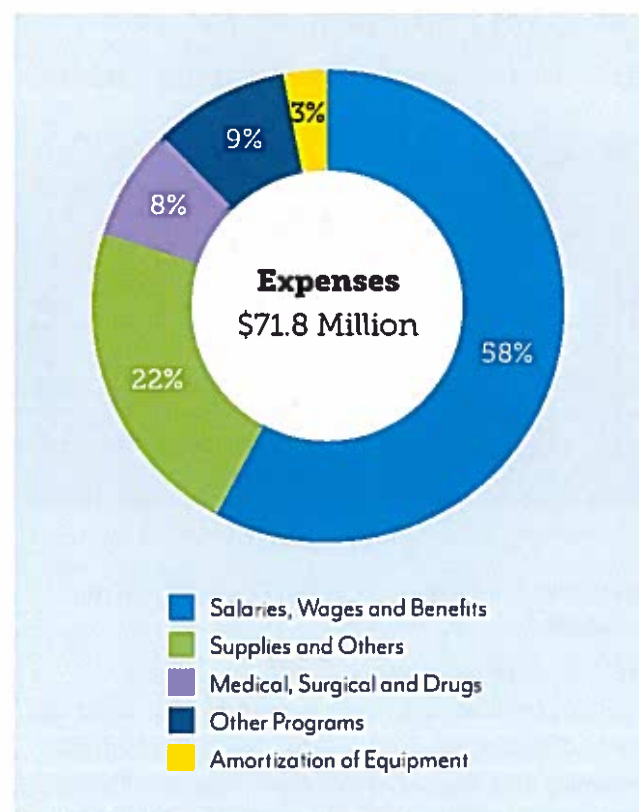
Revenues \$71.8 Million

Revenues increased \$3.3M or 4.8% from the prior year. Special investments in medium-sized hospitals and mid-year funding adjustments contributed the majority of the increase in Ministry of Health and Long-Term Care funding. The Community Paramedic Program received increased funding and we realized a modest increase in patient and other revenues.



Expenses \$71.8 Million

Total expenses increased by \$3.1M or 4.5%, most of which relates to annual inflationary increases. Higher Medical Staff Remuneration, Community Paramedic Program and Drug costs have offset revenues while medical/surgical costs increased related to volume increases.



Financial Statements Online

To view our audited financial statements, please visit our website at headwatershealth.ca



Georgian College Nursing Students provide feedback to Stacey Daub, President & CEO, to shape our strategic plan

BUILDING FOR TOMORROW

After listening to valuable feedback from our stakeholders and doing a comprehensive review of our programs and services, we created a three-year strategic plan – Headwaters Health Care Centre, 'One Community, Caring Together.'

Our Strategic Plan reflects what we learned was most important to the people we serve and the people who choose to work as part of our team. Over many months, we talked with over 3,000 local citizens, patients and families, partner organizations, staff and physicians, hospital volunteers and others. We were humbled by the level of pride in our hospital and excited by the potential that people see in us.

We also heard that we can do better to deliver the health care that residents need close to home. It outlines many of the new initiatives, changes and ongoing plans we have, to continue

to provide our community with excellent health care. To read the full plan go to headwatershealth.ca/strategicplan.

The themes of improving how we deliver care, involving patients and families in co-designing better care, engaging staff and physicians in decisions that affect their work and working more effectively with partners were identified as the most important directions for us over the next few years. Our strategy will be guided by the values that connect us – kindness, passion, courage and teamwork.

MyChart – Patients managing their own health information

This service offers patients a way to be in control of their own health record in a secure and easy-to-access way. In the coming months MyChart will be implemented throughout the hospital. MyChart users will have access to their personal clinical information from partnering organizations and can share the information in a secure way with their physicians, family and any other people they choose. The information you can see on MyChart includes test results, progress notes, discharge notes, medical imaging reports and more.



Annette, Charge Nurse showcases entertainment and education features on the HUB

The Hub – Information and entertainment at the bedside

This is what we have named our system of 96 integrated bedside terminals that we recently introduced in each of our inpatient areas. The terminals incorporate entertainment, information about the hospital and its services as well as health education and more. They also connect with our Meditech system which allows staff to document into the patient chart at the bedside. Real-time bedside entry promotes efficiency and accuracy in documenting patient information.

Innovation through new analytic tools

The amount of information and data collected within a hospital setting is staggering. To help us manage, analyze and understand the business information we gather, our Decision Support Team is transitioning to provide more information, regularly, to our care teams. With the help of a University of Waterloo masters student, standardized reports and corporate dashboards are being developed to help us predict trends and analyze data more effectively.



Tannis, an Auxiliary volunteer serves customers in the Café

Welcome Centre

We are working to improve our patients' overall experiences at Headwaters from the moment they come through the door. We are going to begin renovations to the main lobby area – our Welcome Centre – to make it safer and easier for you to access our services and find your way around. This is possible thanks to support from our Headwaters Health Care Foundation and Headwaters Health Care Auxiliary. They are tireless supporters with their time, financial support and valuable involvement.



Monique, an Auxiliary volunteer assisting patients in the Emergency Department waiting room

Emergency Department renovations

In keeping with our goal of making our services easier to access, and more welcoming, pending approvals, renovations will be taking place in the Emergency Department. This will help manage the flow of patients, make waiting more comfortable, and enhance the ability of our staff to provide you with excellent care.



STRATEGIC DIRECTIONS

Getting even better

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

Nothing about you, without you

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

Integrated care close to home

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



SUPPORTS

Making every dollar count for our patients & community
Innovation, research & technology

BY THE NUMBERS



42,088

Emergency Department
(ED) Visits



4,688

Day
Surgeries



3,886

Dialysis
Visits



28,539

Outpatient Visits
(excluding DI, ED and Lab)



887

Inpatient
Surgeries



2,319

Oncology
Consultations



789,064

Lab Tests
(excluding DI)



800

Babies
Delivered



1,244

Chemotherapy
Treatments



29,410

Diagnostic Imaging
(DI) Tests



24,196

Inpatient
Admissions



699

Telehealth
Visits



158

Physicians

45

Medical
Students

729

Staff

>400

Volunteers
(including Patient
Family Advisors)



GOVERNANCE

Senior Management Committee

Stacey Daub

President & Chief Executive Officer

Peter Varga

Vice President, Patient Services
& Chief Nursing Executive

Monique Porlier

Vice President, Corporate Services

Dr. Somaiah Ahmed

Chief of Staff & Vice President,
Medical Affairs

Dora Boylen-Pabst

Executive Director, Headwaters
Health Care Foundation

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Board Chair

Lori Ker

Vice-Chair

Greg Pope

Treasurer

Stacey Daub

Secretary

Dr. Somaiah Ahmed

Chief of Staff & Vice President,
Medical Affairs

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Foundation Representative

Krista Collinson

Director

Sandy Kang-Gill

Director

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Director

Janice Peters

Director

Dr. Paul Scotton

President, Professional Staff

Dr. Michael Stefanos

Vice President, Professional Staff

Dave Straughan

Director

Carolyn Young

Director

Foundation Board of Directors

Kirk Brannon

Board Chair

Tim Peters

Vice-Chair

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Director

Jennifer Crewson

Director

Stacey Daub

President & CEO, Headwaters
Health Care Centre

Bill Duron

Director

Susan Fletcher

Headwaters Health Care
Auxiliary President

Lori Ker

Hospital Board Representative

Shawn Long

Director

Sarah Mailhot

Director

Christopher Stewart

Past Chair

Ed Upenieks

Director

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Chair, Medical Staff,
Chief of Staff & Vice President,
Medical Affairs

Dr. Paul Scotton

Chief of Emergency Medicine
& President, Medical Staff

Dr. Michael Stefanos

Vice President, Medical Staff

Dr. Peter Cino

Chief of Anaesthesia

Dr. Rupinder Dhillon

Chief of Medicine

Dr. Basem Hafazalla

Chief of Obstetrics & Gynecology

Dr. Dan Mozeg

Chief of Diagnostic Imaging

Dr. Mercedes Rodriguez

Chief of Family Practice

Dr. Dorien Ruijs

Laboratory Director

Dr. Grace Wang

Chief of Surgery

Stacey Daub

President & CEO
Headwaters Health Care Centre

Peter Varga

Vice President Patient Services
& Chief Nursing Executive
Headwaters Health Care Centre



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TOWNSHIP OF MELANCTHON

NOTICE OF PUBLIC MEETING

On Thursday, July 18, 2019 the Council of the Township of Melancthon will hold a public meeting, pursuant to section 12 of the *Development Charges Act, 1997*, as amended, to present and obtain public input on the municipality's proposed Development Charges (D.C.) By-law and underlying Background Study.

All interested parties are invited to attend the Public Meeting of Council and any person who attends the meeting may make representations relating to the proposed D.C. By-law and Background Study. The meeting is to be held:

Thursday, July 18, 2019

7:00 p.m.

The Council Chambers

157101 Highway 10, Melancthon, ON, L9V 2E6

In order that sufficient information is made available to the public, the Background Study is being made available online at the municipality's website (<https://melancthontownship.ca>) on June 14, 2019. Copies of the proposed D.C. By-law and the Background Study are also being made available as of June 14, 2019 from the Municipal CAO/Clerk at the above location (519-925-5525).

Interested persons may express their comments at the public meeting or in writing, addressed to the Municipal CAO/Clerk, at the above address prior to July 18, 2019.



Development Charges Background Study

Township of Melancthon

June 14, 2019

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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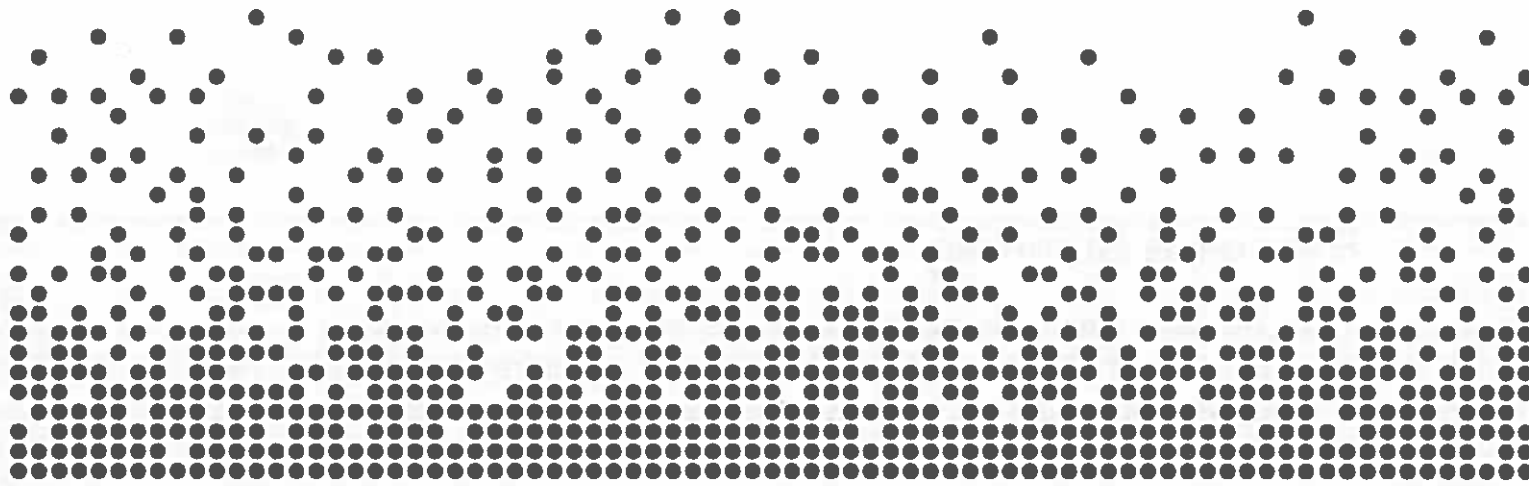


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List of Acronyms and Abbreviations

Acronym	Full Description of Acronym
A.M.P.	Asset management plan
D.C.	Development charge
D.C.A.	Development Charges Act, 1997, as amended
F.I.R.	Financial Information Return
G.F.A.	Gross floor area
L.P.A.T.	Local Planning Appeal Tribunal
N.F.P.O.W.	No Fixed Place of Work
O.M.B.	Ontario Municipal Board
O.P.P.	Ontario Provincial Police
O.Reg.	Ontario Regulation
P.O.A.	Provincial Offences Act
P.P.U.	Persons per unit
sq.ft.	square foot



Executive Summary



Executive Summary

1. The report provided herein represents the Development Charges (D.C.) Background Study for the Township of Melancthon required by the Development Charges Act, 1997 (D.C.A.). This report has been prepared in accordance with the methodology required under the D.C.A. The contents include the following:
 - Chapter 1 – Overview of the legislative requirements of the Act;
 - Chapter 2 – Review of present D.C. policies of the Township;
 - Chapter 3 – Summary of the residential and non-residential growth forecasts for the Township;
 - Chapter 4 – Approach to calculating the D.C.;
 - Chapter 5 – Review of historical service standards and identification of future capital requirements to service growth and related deductions and allocations;
 - Chapter 6 – Calculation of the D.C.s;
 - Chapter 7 – D.C. policy recommendations and rules; and
 - Chapter 8 – By-law implementation.
2. D.C.s provide for the recovery of growth-related capital expenditures from new development. The D.C.A. is the statutory basis to recover these charges. The methodology is detailed in Chapter 4; a simplified summary is provided below:
 - 1) Identify amount, type and location of growth;
 - 2) Identify servicing needs to accommodate growth;
 - 3) Identify capital costs to provide services to meet the needs;
 - 4) Deduct:
 - Grants, subsidies and other contributions;
 - Benefit to existing development;
 - Statutory 10% deduction (soft services);
 - Amounts in excess of 10-year historical service calculation;
 - D.C. reserve funds (where applicable);



- 5) Net costs are then allocated between residential and non-residential benefit; and
 - 6) Net costs divided by growth to provide the D.C. charge.
3. A number of changes to the D.C. process need to be addressed as a result of the Smart Growth for our Communities Act, 2015 (Bill 73): These changes have been incorporated throughout the report and in the updated draft by-law, as necessary. These items include:
- a. Area-rating: Council must consider the use of area-specific charges.
 - b. Asset Management Plan for New Infrastructure: The D.C. background study must include an asset management plan that deals with all assets proposed to be funded, in whole or in part, by D.C.s. The asset management plan must show that the assets are financially sustainable over their full lifecycle.
 - c. 60-day Circulation Period: The D.C. background study must be released to the public at least 60-days prior to passage of the D.C. by-law.
 - d. Timing of Collection of Development Charges: The D.C.A. now requires D.C.s to be collected at the time of the first building permit.
4. The growth forecast (Chapter 3) on which the Township-wide D.C. is based, projects the following population, housing and non-residential floor area for the 10-year (2019 to 2028) and 13-year (2019 to 2031) periods.

Measure	10 Year 2019-2028	13 Year 2019-2031
(Net) Population Increase	193	231
Residential Unit Increase	125	149
Non-Residential Gross Floor Area Increase (ft ²)	23,300	27,100

Source: Watson & Associates Economists Ltd. Forecast 2019

5. On September 4, 2014, the Township of Melancthon passed By-law 2014-42 under the D.C.A. The by-law imposes D.C.s on residential and non-residential uses. This by-law will expire on September 4, 2019. The Township is



undertaking a D.C. public process and anticipates passing a new by-law in advance of the expiry date. The mandatory public meeting has been set for July 18, 2019 with adoption of the by-law on August 15, 2019.

6. The Township's D.C.s currently in effect are \$6,737 for single detached dwelling units for full services. Non-residential charges are \$3.77 per square foot for full services. The charge for Wind Turbines is \$4,222 per unit. This report has undertaken a recalculation of the charge based on future identified needs (presented in Schedule ES-1 for residential and non-residential). Charges have been provided on a Township-wide basis for all services. The corresponding single detached unit charge is \$6,884. The non-residential charge is \$4.03 per square foot of building area. For Wind Turbines, the calculated rate is \$2,975 per unit. These rates are submitted to Council for its consideration.
7. The D.C.A. requires a summary be provided of the gross capital costs and the net costs to be recovered over the life of the by-law. This calculation is provided by service and is presented in Table 6-4. A summary of these costs is provided below:

Total gross expenditures planned over the next five years	\$ 782,831
Less:	
Benefit to existing development	\$ 332,421
Post planning period benefit	\$ 11,300
Ineligible re: Level of Service	\$ -
Mandatory 10% deduction for certain services	\$ 14,365
Grants, subsidies and other contributions	\$ 41,250
Net Costs to be recovered from development charges	\$ 383,494

This suggests that for the non-D.C. cost over the five-year D.C. by-law (benefit to existing development, mandatory 10% deduction, and the grants, subsidies and other contributions), approximately \$400,000 (or an annual amount of \$80,000) will need to be contributed from taxes and rates, or other sources. With respect to the post period benefit amount of \$11,300, it will be included in subsequent D.C. study updates to reflect the portion of capital that benefits growth in the post period D.C. forecasts.

Based on the above table, the Township plans to spend approximately \$782,000 over the next five years, of which \$380,000 (49%) is recoverable from D.C.s. Of this net amount, \$340,000 is recoverable from residential development and



\$40,000 from non-residential development. It is noted also that any exemptions or reductions in the charges would reduce this recovery further.

8. **Considerations by Council –** The background study represents the service needs arising from residential and non-residential growth over the forecast periods.

The following services are calculated based on a 13-year forecast:

- Services Related to a Highway;
- Police Services; and
- Fire Protection Services.

All other services are calculated based on a 10-year forecast. These include:

- Outdoor Recreation Services;
- Indoor Recreation Services;
- Library Services;
- Administration – Essential Services; and
- Administration – Community Based Services.

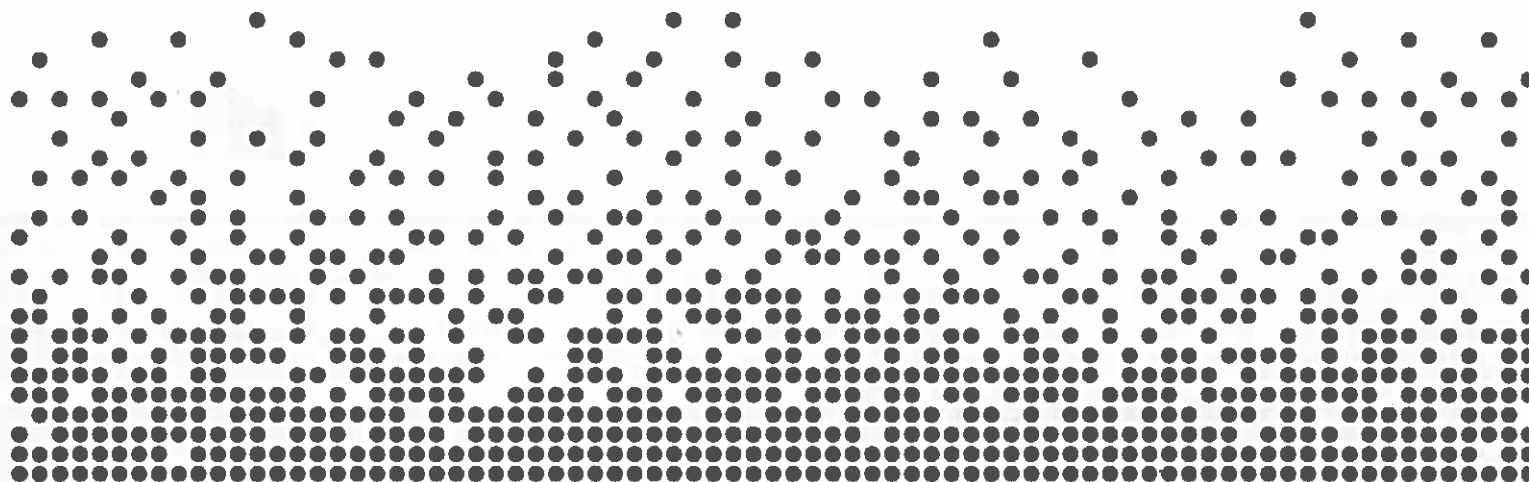
Council will consider the findings and recommendations provided in the report and, in conjunction with public input, approve such policies and rates it deems appropriate. These directions will refine the draft D.C. by-law which is appended in Appendix F. These decisions may include:

- adopting the charges and policies recommended herein;
- considering additional exemptions to the by-law; and
- considering reductions in the charge by class of development (obtained by removing certain services on which the charge is based and/or by a general reduction in the charge).



**Table ES-1
Schedule of Development Charges**

Service	RESIDENTIAL				NON-RESIDENTIAL	Wind Turbines
	Single and Semi-Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	(per sq.ft. of Gross Floor Area)	
Municipal Wide Services:						
Services Related to a Highway	1,895	913	656	1,483	1.43	1,895
Fire Protection Services	1,080	521	374	845	0.80	1,080
Police Services	12	6	4	9	0.01	-
Outdoor Recreation Services	56	27	19	44	0.02	-
Indoor Recreation Services	2,156	1,039	747	1,687	0.60	-
Library Services	172	83	60	135	0.05	-
Administration - Studies - Essential Services	514	248	178	402	0.38	-
Administration - Studies - Community Based Services	999	482	346	782	0.73	-
Total Municipal Wide Services	6,884	3,319	2,384	5,387	4.03	2,975



Report



Chapter 1

Introduction



1. Introduction

1.1 Purpose of this Document

This background study has been prepared pursuant to the requirements of the D.C.A. (section 10) and, accordingly, recommends new D.C.s and policies for the Township of Melancthon.

The Township retained Watson & Associates Economists Ltd. (Watson), to undertake the D.C.s (D.C.) study process throughout 2019.

This D.C. background study, containing the proposed D.C. by-law, will be distributed to members of the public in order to provide interested parties with sufficient background information on the legislation, the study's recommendations and an outline of the basis for these recommendations.

This report has been prepared, in the first instance, to meet the statutory requirements applicable to the Township's D.C. background study, as summarized in Chapter 4. It also addresses the requirement for "rules" (contained in Chapter 7) and the proposed by-law to be made available as part of the approval process (included as Appendix F).

In addition, the report is designed to set out sufficient background on the legislation (Chapter 4), Melancthon's current D.C. policies (Chapter 2) and the policies underlying the proposed by-law, to make the exercise understandable to those who are involved.

Finally, it addresses post-adoption implementation requirements (Chapter 8) which are critical to the successful application of the new policy.

The Chapters in the report are supported by Appendices containing the data required to explain and substantiate the calculation of the charge. A full discussion of the statutory requirements for the preparation of a background study and calculation of a D.C. is provided herein.

1.2 Summary of the Process

The public meeting required under section 12 of the D.C.A., has been scheduled for July 18, 2019. Its purpose is to present the study to the public and to solicit public input.



The meeting is also being held to answer any questions regarding the study's purpose, methodology and the proposed modifications to the Township's D.C.s.

In accordance with the legislation, the background study and proposed D.C. by-law will be available for public review on June 14, 2019.

The process to be followed in finalizing the report and recommendations includes:

- consideration of responses received prior to, at, or immediately following the Public Meeting; and
- finalization of the report and Council consideration of the by-law subsequent to the public meeting.

Figure 1-1 outlines the proposed schedule to be followed with respect to the D.C. by-law adoption process.

Figure 1-1
Schedule of Key D.C. Process Dates for the Township of Melancthon

1. Data collection, staff review, engineering work, D.C. calculations and policy work	January 2019 to May 2019
2. Public meeting advertisement placed in newspaper(s)	No later than June 27, 2019
3. Background study and proposed by-law available to public	June 14, 2019
4. Public meeting of Council	July 18, 2019
5. Council considers adoption of background study and passage of by-law	August 15, 2019
6. Newspaper notice given of by-law passage	By 20 days after passage
7. Last day for by-law appeal	40 days after passage
8. Township makes pamphlet available (where by-law not appealed)	By 60 days after in force date



1.3 Changes to the D.C.A.: Bill 73 – Smart Growth for our Communities Act, 2015

With the amendment of the D.C.A. (as a result of Bill 73 and O.Reg. 428/15), there are a number of areas that must be addressed to ensure that the Township is in compliance with the D.C.A., as amended. The following provides an explanation of the changes to the Act that affect the Township's background study and how they have been dealt with to ensure compliance with the amended legislation.

1.3.1 Area Rating

Bill 73 has introduced two new sections where Council must consider the use of area-specific charges:

- 1) Section 2 (9) of the Act now requires a municipality to implement area-specific D.C.s for either specific services which are prescribed and/or for specific municipalities which are to be regulated. (Note that at this time, no municipalities or services are prescribed by the Regulations.)
- 2) Section 10 (2) c. 1 of the D.C.A. requires that, "the development charges background study shall include consideration of the use of more than one development charge by-law to reflect different needs for services in different areas."

In regard to the first item, there are no services or specific municipalities identified in the regulations which must be area-rated. The second item requires Council to consider the use of area rating.

1.3.2 Asset Management Plan for New Infrastructure

The new legislation now requires that a D.C. background study must include an Asset Management Plan (subsection 10 (2) (c.2)). The asset management plan must deal with all assets that are proposed to be funded, in whole or in part, by D.C.s. The current regulations provide very extensive and specific requirements for the asset management plan related to transit services; however, they are silent with respect to how the asset management plan is to be provided for all other services. As part of any asset



management plan, the examination should be consistent with the municipality's existing assumptions, approaches and policies on asset management planning. This examination may include both qualitative and quantitative measures such as examining the annual future lifecycle contributions needs (discussed further in Appendix F of this report).

1.3.3 60-Day Circulation of D.C. Background Study

Previously the legislation required that a D.C. background study be made available to the public at least two weeks prior to the public meeting. The amended legislation now provides that the D.C. background study must be made available to the public (including posting on the municipal website) at least 60 days prior to passage of the D.C. by-law. No other changes were made to timing requirements for such things as notice of the public meeting and notice of by-law passage.

This D.C. study is being provided to the public on June 14, 2019 to ensure the new requirements for release of the study is met.

1.3.4 Timing of Collection of D.C.s

The D.C.A. has been refined by Bill 73 to require that D.C.s are collected at the time of the first building permit. For the majority of development, this will not impact the Township's present process. There may be instances, however, where several building permits are to be issued and either the size of the development or the uses will not be definable at the time of the first building permit. In these instances, the Township may enter into a delayed payment agreement in order to capture the full development.

1.3.5 Other Changes

It is also noted that a number of other changes were made through Bill 73 and O.Reg. 428/15 including changes to the way in which Transit D.C. service standards are calculated, the inclusion of Waste Diversion and the ability for collection of additional levies; however, these sections do not impact the Township's D.C.



1.4 Proposed Changes to the D.C.A.: Bill 108 – An Act to Amend Various Statutes with Respect to Housing, Other Development and Various Other Matters

On May 2, 2019, the Province introduced Bill 108 which proposes changes to the D.C.A. The Bill has been introduced as part of the Province's *"More Homes, More Choice: Ontario's Housing Supply Action Plan"*. The Bill received Royal Assent on June 6, 2019, however, a number of schedules in the Bill do not come into force until the date of proclamation. As of the date of this report, no scheduled timeline for proclamation has been provided. Draft regulations for this Bill are anticipated to be released over the next month and the Province will be considering feedback on the draft regulations before proclamation.

The Act proposes that any D.C. by-laws passed after May 2, 2019 will be affected by these proposed changes. Any by-laws which were passed prior to this date will remain in effect until it is either repealed or expires. A summary of the proposed changes to the D.C.A. is provided below:

Changes to Eligible Services – the Bill will remove "Soft Services" from the D.C.A. These services will be considered as part of a new Community Benefit Charge (discussed below) imposed under the *Planning Act*. Eligible services which will remain under the D.C.A. are as follows:

- Water supply services, including distribution and treatment services;
- Wastewater services, including sewers and treatment services;
- Storm water drainage and control services;
- Services related to a highway as defined in subsection 1 (1) of the *Municipal Act, 2001* or subsection 3 (1) of the *City of Toronto Act, 2006*, as the case may be;
- Electrical power services;
- Policing services;
- Fire protection services;
- Toronto-York subway extension, as defined in subsection 5.1 (1) of the D.C.A.;
- Transit services other than the Toronto-York subway extension;
- Waste diversion services;
- Ambulance services; and
- Other services as prescribed.



Waste Diversion – the Bill will remove the mandatory 10% deduction for this service.

Payment in Installments over Five Years – the Bill proposes that Rental Housing and Commercial/Industrial/Institutional developments pay their development charges in six equal annual payments commencing the earlier of the date of issuance of a building permit or occupancy. Non-Profit Housing will pay their development charges in 21 equal annual installments. If payments are not made, interest may be charged (at a prescribed rate) and may be added to the property and collected as taxes.

When D.C. Amount is Determined – the Bill proposes that the D.C. amount for all developments proceeding by Site Plan or requiring a zoning amendment, shall be determined based on the D.C. rates in effect on the day of the application for Site Plan or zoning amendment. If the development is not proceeding via these planning approvals then the amount is determined the earlier of the date of issuance of a building permit or occupancy.

Soft Services to be Included in a new Community Benefit Charge under the Planning Act – it is proposed that a municipality may by by-law impose community benefits charges against land to pay for the capital costs of facilities, services and matters required because of development or redevelopment in the area to which the by-law applies. These services may not include services authorized by the D.C.A. Various provisions are provided as follows:

- Before passing a community benefits charge by-law, the municipality shall prepare a community benefits charge strategy that:
 - (a) identifies the facilities, services and matters that will be funded with community benefits charges
 - (b) complies with any prescribed requirements;
- The amount of a community benefits charge payable shall not exceed an amount equal to the prescribed percentage of the value of the land as of the valuation date;
- The valuation date is the day before building permit issuance;
- Valuations will be based on appraised value of land. Various requirements are set out in this regard;
- All money received by the municipality under a community benefits charge by-law shall be paid into a special account;



- In each calendar year, a municipality shall spend or allocate at least 60 percent of the monies that are in the special account at the beginning of the year;
- Requirements for annual reporting shall be prescribed; and
- Transitional provisions are set out regarding the D.C. reserve funds and D.C. credits.



Chapter 2

Current Township of Melancthon Policy



2. Current Township of Melancthon Policy

2.1 Schedule of Charges

On September 4, 2014, the Township of Melancthon passed By-law 2014-42 under the D.C.A.

This by-law imposes D.C.s for residential and non-residential uses. The table below provides the rates currently in effect.

Table 2-1
Township of Melancthon
Current D.C. Rates

Service	Residential				Non-Residential	Wind Turbines
	Single & Semi Detached	Other Multiples	Apartments - 2 Bedrooms+	Apartments - Bachelor and 1 Bedroom	per sq ft.	
Municipal Wide Services						
Services Related to a Highway	3,921	2,093	1,311	2,790	2.56	3,921
Fire Protection Services	301	181	101	214	0.20	301
Police Services	11	6	4	8	0.01	-
Outdoor Recreation Services	66	35	22	47	0.02	-
Indoor Recreation Services	1,463	781	489	1,041	0.45	-
Library Services	183	98	61	130	0.05	-
Administration	792	423	265	564	0.48	-
Total	6,737	3,597	2,283	4,794	3.77	4,222

2.2 Services Covered

The following services are covered under By-laws 2014-42:

- Roads and Related (Now Services Related to a Highway);
- Fire Protection Services;
- Police Services;
- Outdoor Recreation Services;
- Indoor Recreation Services;
- Library Services; and
- Administration.

2.3 Timing of D.C. Calculation and Payment

D.C.s are calculated, payable, and collected upon issuance of a building permit for the development.



Council from time to time, and at any time, may enter into agreements providing for all or any part of a development charge to be paid before or after it would otherwise be payable, in accordance with section 27 of the D.C.A.

2.4 Indexing

Rates shall be indexed on January 1st of each year in accordance with the prescribed index in the Act.

2.5 Redevelopment Allowance

As a result of the redevelopment of land, a building or structure existing on the same land within five years prior to the date of payment of D.C.s in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the D.C.s otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- (a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C. under subsection 3.10 by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and
- (b) in the case of a non-residential building or structure or, in the case of mixed-use building or structure, the non-residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable D.C.s under subsection 3.11 by the gross floor area that has been or will be demolished or converted to another principal use;

provided that such amounts shall not exceed, in total, the amount of the D.C.s otherwise payable with respect to the redevelopment.

2.6 Exemptions

The following non-statutory exemptions are provided under By-law 2014-42.



- Lands, buildings or structures used as a place of worship, cemetery or burial ground exempt from taxation under the *Assessment Act*; and
- An agricultural use, including barns, silos, or other storage facilities for produce, livestock, or machinery and equipment used in connection with an existing agricultural operation, and other ancillary development to an agricultural use, but excluding a residential use.



Chapter 3

Anticipated Development in the Township of Melancthon



3. Anticipated Development in the Township of Melancthon

3.1 Requirement of the Act

Chapter 4 provides the methodology for calculating a D.C. as per the D.C.A. Figure 4-1 presents this methodology graphically. It is noted in the first box of the schematic that in order to determine the D.C. that may be imposed, it is a requirement of Section 5 (1) of the D.C.A. that “the anticipated amount, type and location of development, for which development charges can be imposed, must be estimated.”

The growth forecast contained in this chapter (with supplemental tables in Appendix A) provides for the anticipated development for which the Township of Melancthon will be required to provide services, over a 10-year and a longer term (13-year) time horizon.

3.2 Basis of Population, Household and Non-Residential Gross Floor Area Forecast

The D.C. growth forecast has been derived by Watson & Associates Economists Ltd. (Watson). In preparing the growth forecast, the following information sources were consulted to assess the residential and non-residential development potential for the Township of Melancthon over the forecast period, including:

- Township of Melancthon Development Charges Background Study, Watson & Associates Economists Ltd., July 2, 2014;
- Township of Melancthon Official Plan, Approved by the Ontario Municipal Board, September 5, 2017;
- Dufferin County Official Plan, Issued for Council Adoption, September 2014;
- 2006, 2011 and 2016 population, household and employment Census data; and
- Historical residential and non-residential building permit data over the 2013 to 2018 period, received from the Township of Melancthon.



3.3 Summary of Growth Forecast

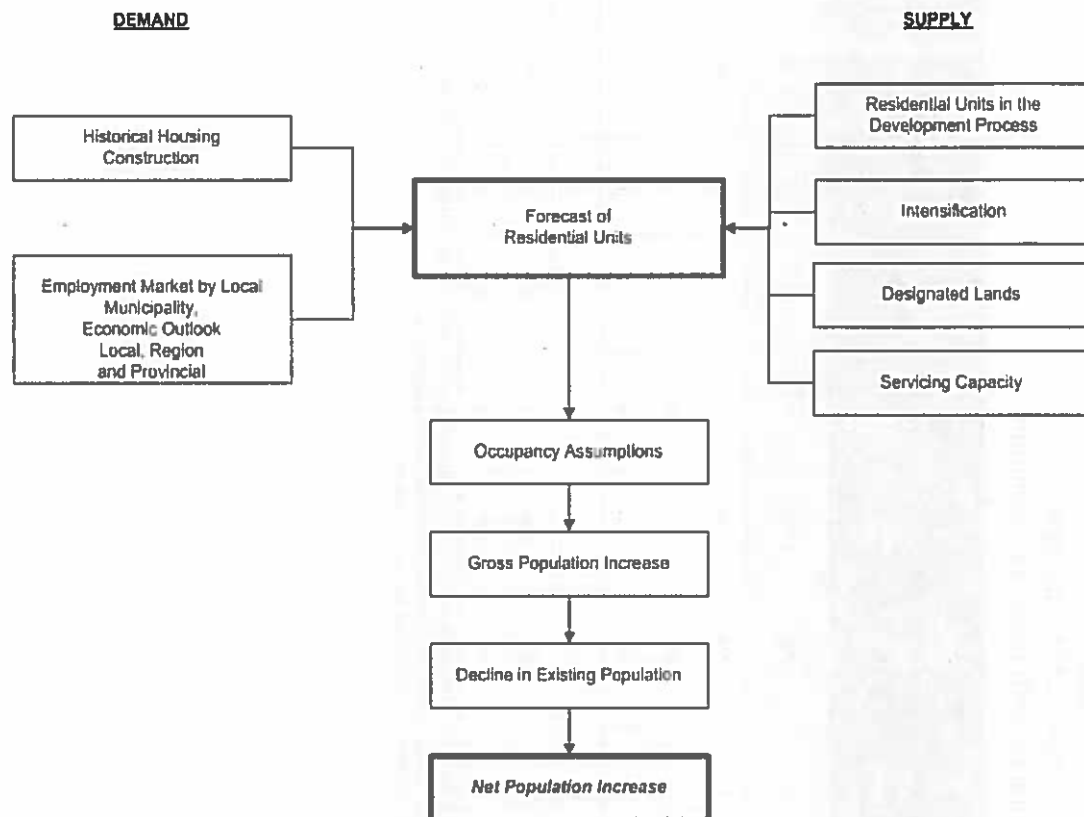
A detailed analysis of the residential and non-residential growth forecasts is provided in Appendix A and the methodology employed is illustrated in Figure 3-1. The discussion provided herein summarizes the anticipated growth for the Township and describes the basis for the forecast. The results of the residential growth forecast analysis are summarized in Table 3-1 below, and *Schedule 1* in Appendix A.

As identified in Table 3-1 and Appendix A, *Schedule 1*, the Township's population is anticipated to reach approximately 3,270 by mid-2029 and 3,310 by mid-2031, resulting in an increase of 193 and 231 persons, respectively, over the 10-year and 13-year forecast periods.¹

¹ The population figures used in the calculation of the 2019 D.C. exclude the net Census undercount, which is estimated at approximately 3.2%.



Figure 3-1
Household Formation-based Population and Household Projection Model





**Table 3-1
Township of Melancthon
Residential Growth Forecast Summary**

	Year	Population (Including Census Undercount) ¹	Excluding Census Undercount			Housing Units				Total Households	Person Per Unit (P.P.U.): Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings ²	Apartments ³	Other		
Historical	Mid 2016	3,100	3,008	3	3,005	1,010	25	0	0	1,035	2.906
Forecast	Mid 2019	3,180	3,077	3	3,074	1,044	25	0	0	1,069	2.878
	Mid 2029	3,370	3,270	3	3,267	1,169	25	0	0	1,194	2.739
	Mid 2031	3,410	3,308	3	3,305	1,193	25	0	0	1,218	2.716
Incremental	Mid 2016 - Mid 2019	80	69	0	69	34	0	0	0	34	
	Mid 2019 - Mid 2029	190	193	0	193	125	0	0	0	125	
	Mid 2019 - Mid 2031	230	231	0	231	149	0	0	0	149	

Source: Watson & Associates Economists Ltd., 2019. Derived from the Township of Melancthon Official Plan, Approved by the Ontario Municipal Board, September 5, 2017.

Forecasts are consistent with the Growth Plan for the Greater Golden Horseshoe targets, as identified in Schedule 3 of the Growth Plan.

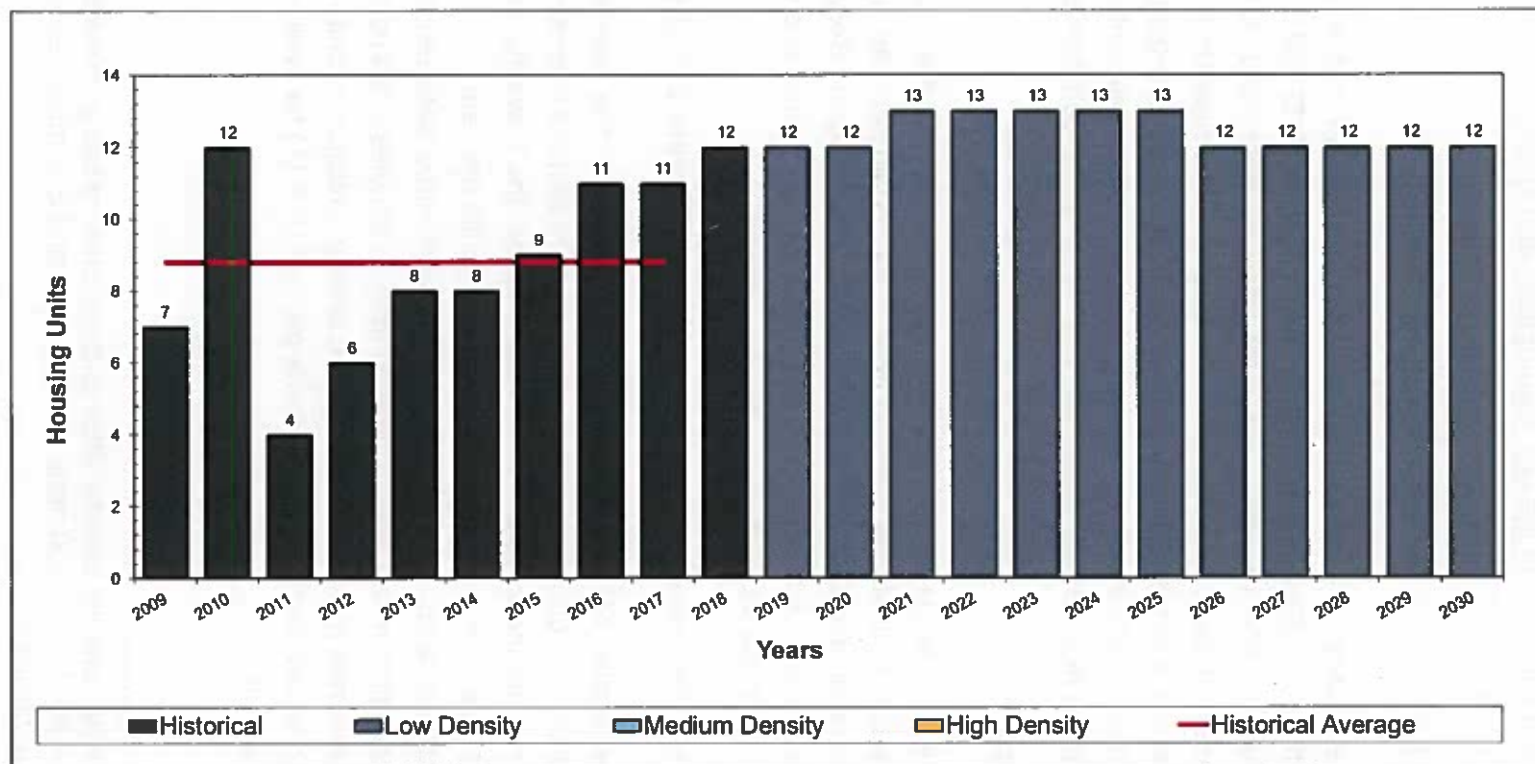
¹ Census undercount estimated at approximately 3.2%. Note: Population including the undercount has been rounded.

² Includes townhouses and apartments in duplexes.

³ Includes bachelor, 1-bedroom and 2-bedroom+ apartments.



Figure 3-2
Township of Melancthon
Annual Housing Forecast



Source: Historical housing activity from 2009 to 2013 derived from Statistics Canada building permit data for the Township of Melancthon. 2014 to 2018 data received from the Township of Melancthon.
¹ Growth forecast represents calendar year.



Provided below is a summary of the key assumptions and findings regarding the Township of Melancthon D.C. growth forecast.

1. Housing Unit Mix (Appendix A – Schedules 1 and 5)

- The housing unit mix for the Township was derived from a detailed review of historical development activity (as per Schedule 5) and discussions with Township staff regarding anticipated development trends for Melancthon.
- Based on the above indicators, the 2019 to 2031 household growth forecast is comprised of a unit mix of 100% low density (single detached and semi-detached), 0% medium density (multiples except apartments) and 0% high density (bachelor, 1-bedroom and 2-bedroom apartments).

2. Planning Period

- Short and longer-term time horizons are required for the D.C. process. The D.C.A. limits the planning horizon for certain services, such as parks, recreation and libraries, to a 10-year planning horizon. Services related to a highway, public works, fire, police, stormwater, water and wastewater services can utilize a longer planning period.

3. Population in New Housing Units (Appendix A - Schedules 2, 3 and 4)

- The number of housing units to be constructed in the Township of Melancthon during the short- and long-term periods is presented on Figure 3-2. Over the 2019 to 2031 forecast period, the Township is anticipated to average approximately 12 new housing units per year.
- Institutional population¹ is not anticipated to grow between 2019 to 2031.
- Population in new units is derived from Schedules 2, 3 and 4, which incorporate historical development activity, anticipated units (see unit mix discussion) and average persons per unit (P.P.U.) by dwelling type for new units.

¹ Institutional includes special care facilities such as nursing home or residences for senior citizens. A P.P.U. of 1.100 depicts 1-bedroom and 2 or more bedroom units in these special care facilities.



- Schedules 6a and 6b summarize the average P.P.U. assumed for the new housing units by age and type of dwelling based on a 2016 custom Census data. The total calculated P.P.U. for all density types has been accordingly adjusted to account for the P.P.U. trends which has been recently experienced in both new and older units. Forecasted 15-year average P.P.U.s by dwelling type are as follows:
 - Low density: 3.278
 - Medium density: 2.565
 - High density¹: 1.443

4. Existing Units and Population Change (Appendix A - Schedules 2, 3 and 4)

- Existing households for mid-2019 are based on the 2016 Census households, plus estimated residential units constructed between mid-2016 and 2019 assuming a 6-month lag between construction and occupancy (see Schedule 3).
- The decline in average occupancy levels for existing housing units is calculated in Schedules 2 through 4, by aging the existing population over the forecast period. The forecast population decline in existing households over the 2019 to 2031 forecast period is approximately 260.

5. Employment (Appendix A, Schedules 8a, 8b, 9 and 10)

- Employment projections are largely based on the activity rate method, which is defined as the number of jobs in a municipality divided by the number of residents. Key employment sectors include primary, industrial, commercial/ population-related, institutional, and work at home, which are considered individually below.
- 2016 employment data² (place of work) for the Township of Melancthon is outlined in Schedule 8a. The 2016 employment base is comprised of the following sectors:
 - 65 primary (14%);

¹ Includes bachelor, 1-bedroom and 2 or more bedroom apartments

² 2016 employment is based on Statistics Canada 2016 Place of Work Employment dataset by Watson & Associates Economists Ltd.



- 185 work at home employment (38%);
 - 110 industrial (23%);
 - 75 commercial/population related (16%); and
 - 45 institutional (9%).
- The 2016 employment by usual place of work, including work at home, is approximately 480. An additional 137 employees have been identified for the Township in 2016 that have no fixed place of work (N.F.P.O.W.).¹ The 2016 employment base, including N.F.P.O.W., totals 617.
 - Total employment, including work at home and N.F.P.O.W. for the Township of Melancthon is anticipated to reach approximately 680 by mid-2029 and 690 by mid-2031. This represents an employment increase of approximately 50 for the 10-year forecast period and 60 for the 13-year forecast period.
 - Schedule 8b, Appendix A, summarizes the employment forecast, excluding work at home employment and N.F.P.O.W. employment, which is the basis for the D.C. employment forecast. The impact on municipal services from work at home employees has already been included in the population forecast. The need for municipal services related to N.F.P.O.W. employees has largely been included in the employment forecast by usual place of work (i.e. employment and gross floor area generated from N.F.P.O.W. construction employment). Furthermore, since these employees have no fixed work address, they cannot be captured in the non-residential gross floor area (G.F.A.) calculation.
 - Total employment for the Township of Melancthon (excluding work at home and N.F.P.O.W. employment) is anticipated to reach 329 by mid-2029 and 334 by mid-2031. This represents an employment increase of 27 and 32 over the 10-year and 13-year forecast periods, respectively.

¹ Statistics Canada defines "No Fixed Place of Work" (N.F.P.O.W.) employees as, "persons who do not go from home to the same work place location at the beginning of each shift. Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc."



7. Non-Residential Sq.ft. Estimates (Gross Floor Area (G.F.A.), Appendix A, Schedule 8b)

- Square footage estimates were calculated in Schedule 8b based on the following employee density assumptions:
 - 2,000 sq.ft. per employee for industrial;
 - 600 sq.ft. per employee for commercial/population-related; and
 - 900 sq.ft. per employee for institutional employment.
- The Township-wide incremental Gross Floor Area (G.F.A.) is anticipated to increase by 23,300 sq.ft. over the 10-year forecast period and 27,100 sq.ft. over the 13-year forecast period.
- In terms of percentage growth, the 2019 to 2031 incremental G.F.A. forecast by sector is broken down as follows:
 1. industrial – 59%;
 2. commercial/population-related – 31%; and
 3. institutional – 10%.



Chapter 4

The Approach to the Calculation of the Charge



4. The Approach to the Calculation of the Charge

4.1 Introduction

This chapter addresses the requirements of subsection 5 (1) of the D.C.A. with respect to the establishment of the need for service which underpins the D.C. calculation. These requirements are illustrated schematically in Figure 4-1.

4.2 Services Potentially Involved

Table 4-1 lists the full range of municipal service categories which are provided within the Township.

A number of these services are defined in subsection 2 (4) of the D.C.A. as being ineligible for inclusion in D.C.s. These are shown as "ineligible" on Table 4-1. Two ineligible costs defined in subsection 5 (3) of the D.C.A. are "computer equipment" and "rolling stock with an estimated useful life of (less than) seven years..." In addition, local roads are covered separately under subdivision agreements and related means (as are other local services). Services which are potentially eligible for inclusion in the Township's D.C. are indicated with a "Yes."



4.3 Increase in the Need for Service



The D.C. calculation commences with an estimate of “the increase in the need for service attributable to the anticipated development,” for each service to be covered by the by-law. There must be



some form of link or attribution between the anticipated development and the estimated increase in the need for service. While the need could conceivably be expressed generally in terms of units of capacity, subsection



5 (1) 3, which requires that Township Council indicate that it intends to ensure that such an increase in need will be met, suggests that a project-specific expression of need would be most appropriate.



Figure 4-1
The Process of Calculating a Development Charge under the Act
that must be followed

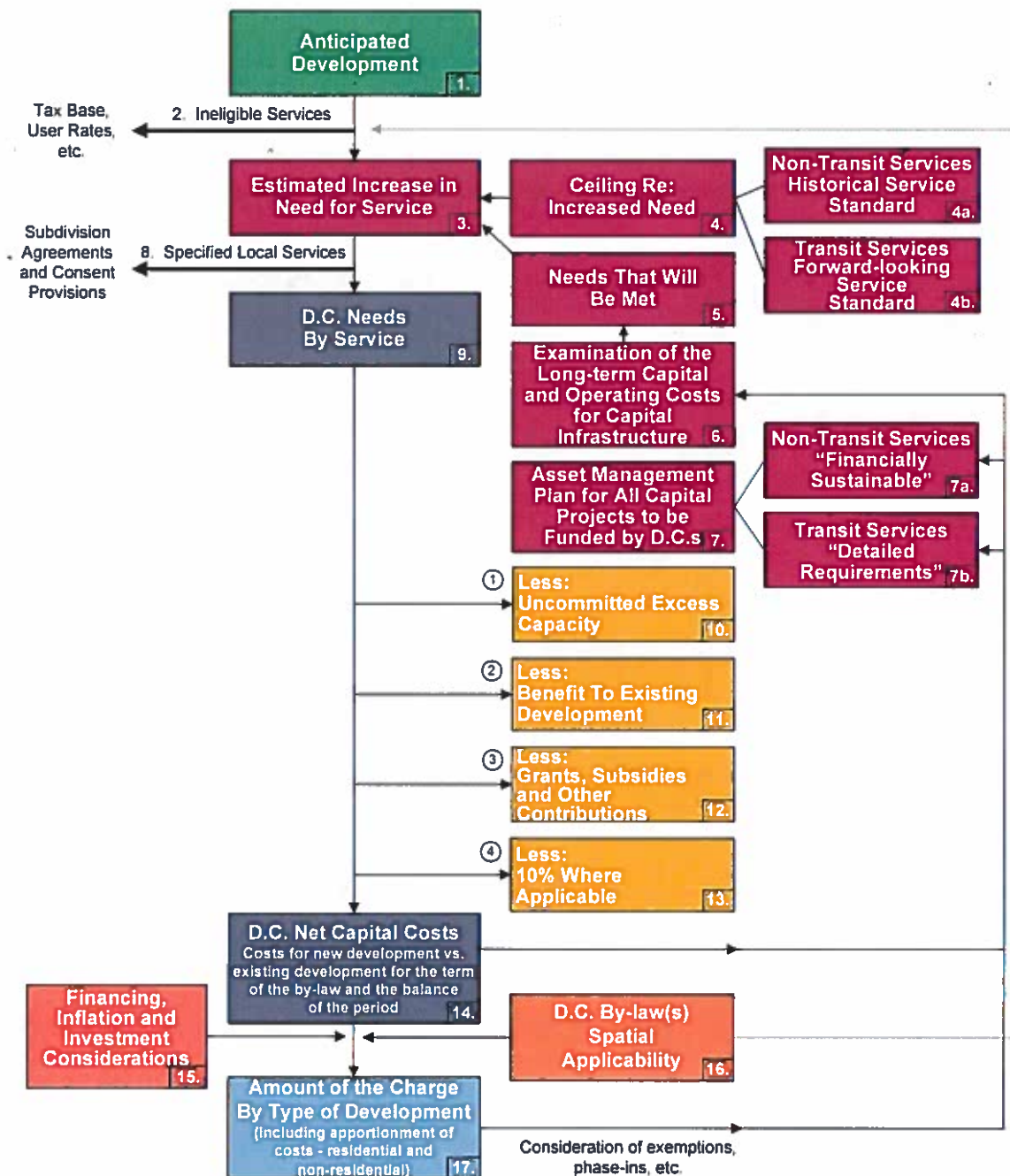




Table 4-1
Categories of Municipal Services to be Addressed as Part of the Calculation

Eligibility for Inclusion in the D.C. Calculation	Description
Yes	Municipality provides the service – service has been included in the D.C. calculation.
No	Municipality provides the service – service has not been included in the D.C. calculation.
n/a	Municipality does not provide the service.
Ineligible	Service is ineligible for inclusion in the D.C. calculation.

Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
1. Services Related to a Highway	Yes	1.1 Arterial roads	100
	Yes	1.2 Collector roads	100
	Yes	1.3 Bridges, Culverts and Roundabouts	100
	No	1.4 Local municipal roads	0
	Yes	1.5 Traffic signals	100
	Yes	1.6 Sidewalks and streetlights	100
	Yes	1.7 Active Transportation	100
2. Other Transportation Services	n/a	2.1 Transit vehicles ¹ & facilities	100
	n/a	2.2 Other transit infrastructure	100
	n/a	2.3 Municipal parking spaces - indoor	90
	No	2.4 Municipal parking spaces - outdoor	90
	Yes	2.5 Works Yards	100
	Yes	2.6 Rolling stock ¹	100
	n/a	2.7 Ferries	90
	n/a	2.8 Airport	90

¹with 7+ year life time

*same percentage as service component to which it pertains
computer equipment excluded throughout



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
3. Stormwater Drainage and Control Services	No	3.1 Main channels and drainage trunks	100
	No	3.2 Channel connections	100
	No	3.3 Retention/detention ponds	100
4. Fire Protection Services	Yes	4.1 Fire stations	100
	Yes	4.2 Fire pumpers, aerials and rescue vehicles ¹	100
	Yes	4.3 Small equipment and gear	100
5. Outdoor Recreation Services (i.e. Parks and Open Space)	Ineligible	5.1 Acquisition of land for parks, woodlots and E.S.A.s	0
	Yes	5.2 Development of area municipal parks	90
	Yes	5.3 Development of district parks	90
	Yes	5.4 Development of municipal-wide parks	90
	Yes	5.5 Development of special purpose parks	90
	Yes	5.6 Parks rolling stock ¹ and yards	90
6. Indoor Recreation Services	Yes	6.1 Arenas, indoor pools, fitness facilities, community centres, etc. (including land)	90
	Yes	6.2 Recreation vehicles and equipment ¹	90
7. Library Services	Yes	7.1 Public library space (incl. furniture and equipment)	90
	Yes	7.2 Library vehicles ¹	90
	Yes	7.3 Library materials	90
8. Electrical Power Services	Ineligible	8.1 Electrical substations	0
	Ineligible	8.2 Electrical distribution system	0
	Ineligible	8.3 Electrical system rolling stock	0

¹with 7+ year life time



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
9. Provision of Cultural, Entertainment and Tourism Facilities and Convention Centres	Ineligible	9.1 Cultural space (e.g. art galleries, museums and theatres)	0
	Ineligible	9.2 Tourism facilities and convention centres	0
10. Wastewater Services	n/a	10.1 Treatment plants	100
	n/a	10.2 Sewage trunks	100
	n/a	10.3 Local systems	0
	n/a	10.4 Vehicles and equipment ¹	100
11. Water Supply Services	n/a	11.1 Treatment plants	100
	n/a	11.2 Distribution systems	100
	n/a	11.3 Local systems	0
	n/a	11.4 Vehicles and equipment ¹	100
12. Waste Management Services	Ineligible	12.1 Landfill collection, transfer vehicles and equipment	0
	Ineligible	12.2 Landfills and other disposal facilities	0
	n/a	12.3 Waste diversion facilities	90
	n/a	12.4 Waste diversion vehicles and equipment ¹	90
13. Police Services	No	13.1 Police detachments	100
	No	13.2 Police rolling stock ¹	100
	Yes	13.3 Small equipment and gear	100
14. Homes for the Aged	n/a	14.1 Homes for the aged space	90
	n/a	14.2 Vehicles ¹	90
15. Child Care	n/a	15.1 Child care space	90
	n/a	15.2 Vehicles ¹	90
16. Health	n/a	16.1 Health department space	90
	n/a	16.2 Health department vehicles ¹	90
17. Social Housing	n/a	17.1 Social Housing space	90
18. Provincial Offences Act (P.O.A.)	n/a	18.1 P.O.A. space	90
19. Social Services	n/a	19.1 Social service space	90

¹with 7+ year life time



Categories of Municipal Services	Eligibility for Inclusion in the D.C. Calculation	Service Components	Maximum Potential D.C. Recovery %
20. Ambulance	n/a n/a	20.1 Ambulance station space 20.2 Vehicles ¹	90 90
21. Hospital Provision	Ineligible	21.1 Hospital capital contributions	0
22. Provision of Headquarters for the General Administration of Municipalities and Area Municipal Boards	Ineligible Ineligible Ineligible	22.1 Office space 22.2 Office furniture 22.3 Computer equipment	0 0 0
23. Other Services	Yes Yes	23.1 Studies in connection with acquiring buildings, rolling stock, materials and equipment, and improving land ² and facilities, including the D.C. background study cost 23.2 Interest on money borrowed to pay for growth-related capital	 0-100 0-100

¹with a 7+ year life time

²same percentage as service component to which it pertains

4.4 Local Service Policy

Some of the need for services generated by additional development consists of local services related to a plan of subdivision. As such, they will be required as a condition of development agreements or consent conditions.

4.5 Capital Forecast

Paragraph 7 of subsection 5 (1) of the D.C.A. requires that "the capital costs necessary to provide the increased services must be estimated." The Act goes on to require two



potential cost reductions and the Regulation sets out the way in which such costs are to be presented. These requirements are outlined below.

These estimates involve capital costing of the increased services discussed above. This entails costing actual projects or the provision of service units, depending on how each service has been addressed.

The capital costs include:

- a) costs to acquire land or an interest therein (including a leasehold interest);
- b) costs to improve land;
- c) costs to acquire, lease, construct or improve buildings and structures;
- d) costs to acquire, lease or improve facilities, including rolling stock (with a useful life of 7 or more years), furniture and equipment (other than computer equipment), materials acquired for library circulation, reference or information purposes;
- e) interest on money borrowed to pay for the above-referenced costs;
- f) costs to undertake studies in connection with the above-referenced matters; and
- g) costs of the D.C. background study.

In order for an increase in need for service to be included in the D.C. calculation, Township Council must indicate "...that it intends to ensure that such an increase in need will be met" (subsection 5 (1) 3). This can be done if the increase in service forms part of a Council-approved Official Plan, capital forecast or similar expression of the intention of Council (O.Reg. 82/98 section 3). The capital program contained herein reflects the Township's approved and proposed capital budgets and master servicing/needs studies, as well as the Township's proportionate shares of capital infrastructure where facilities are jointly shared with neighbouring municipalities.

4.6 Treatment of Credits

Section 8, paragraph 5, of O.Reg. 82/98 indicates that a D.C. background study must set out "the estimated value of credits that are being carried forward relating to the service." Subsection 17, paragraph 4, of the same Regulation indicates that "...the value of the credit cannot be recovered from future D.C.s," if the credit pertains to an ineligible service. This implies that a credit for eligible services can be recovered from future D.C.s. As a result, this provision should be made in the calculation, in order to



avoid a funding shortfall with respect to future service needs. There are no outstanding credit obligations in the D.C. calculations.

4.7 Existing Reserve Funds

Section 35 of the D.C.A. states that:

“The money in a reserve fund established for a service may be spent only for capital costs determined under paragraphs 2 to 8 of subsection 5 (1).”

There is no explicit requirement under the D.C.A. calculation method set out in subsection 5 (1) to net the outstanding reserve fund balance as part of making the D.C. calculation; however, section 35 does restrict the way in which the funds are used in future.

For services which are subject to a per capita based, service level “cap,” the reserve fund balance should be applied against the development-related costs for which the charge was imposed once the project is constructed (i.e. the needs of recent growth). This cost component is distinct from the development-related costs for the next 10-year period, which underlie the D.C. calculation herein.

The alternative would involve the Township spending all reserve fund monies prior to renewing each by-law, which would not be a sound basis for capital budgeting. Thus, the Township will use these reserve funds for the Township’s cost share of applicable development-related projects, which are required but have not yet been undertaken, as a way of directing the funds to the benefit of the development which contributed them (rather than to future development, which will generate the need for additional facilities directly proportionate to future growth).

The Township’s D.C. Reserve Fund Balance by service at December 31, 2018 (adjusted to recognize outstanding commitments) is shown below:

¹ Reserve balance to be combined with Administration Studies.



Service	Totals	Commitments /Adjustments	Total After Adjustments
Roads and Related	\$254,529.19	\$84,193.46	\$170,335.73
Fire Protection Services	\$59,013.10		\$59,013.10
Police Services	\$15,041.85		\$15,041.85
Outdoor Recreation Services	\$6,647.07		\$6,647.07
Indoor Recreation Services	\$147,343.43		\$147,343.43
Library Services	\$11,591.76		\$11,591.76
Administration	\$47,544.42	\$61,442.69	(\$13,898.27)
Total	\$541,710.82	\$145,636.15	\$396,074.67

Note: Amounts in brackets are deficit balances.

4.8 Deductions

The D.C.A. potentially requires that five deductions be made to the increase in the need for service. These relate to:

- the level of service ceiling;
- uncommitted excess capacity;
- benefit to existing development;
- anticipated grants, subsidies and other contributions; and
- 10% reduction for certain services.

The requirements behind each of these reductions are addressed as follows:

4.8.1 Reduction Required by Level of Service Ceiling

This is designed to ensure that the increase in need included in section 4.3 does "...not include an increase that would result in the level of service (for the additional development increment) exceeding the average level of the service provided in the Municipality over the 10-year period immediately preceding the preparation of the background study..." O.Reg. 82.98 (section 4) goes further to indicate that "...both the quantity and quality of a service shall be taken into account in determining the level of service and the average level of service."

In many cases, this can be done by establishing a quantity measure in terms of units as floor area, land area or road length per capita and a quality measure, in terms of the average cost of providing such units based on replacement costs, engineering



standards or recognized performance measurement systems, depending on circumstances. When the quantity and quality factor are multiplied together, they produce a measure of the level of service, which meets the requirements of the Act, i.e. cost per unit.

With respect to transit services, the changes to the Act as a result of Bill 73 have provided for an alternative method for calculating the services standard ceiling. Transit services must now utilize a forward-looking service standard analysis, described later in this section.

The average service level calculation sheets for each service component in the D.C. calculation are set out in Appendix B.

4.8.2 Reduction for Uncommitted Excess Capacity

Paragraph 5 of subsection 5 (1) requires a deduction from the increase in the need for service attributable to the anticipated development that can be met using the Township's "excess capacity," other than excess capacity which is "committed."

"Excess capacity" is undefined, but in this case must be able to meet some or all of the increase in need for service, in order to potentially represent a deduction. The deduction of uncommitted excess capacity from the future increase in the need for service would normally occur as part of the conceptual planning and feasibility work associated with justifying and sizing new facilities, e.g. if a road widening to accommodate increased traffic is not required because sufficient excess capacity is already available, then widening would not be included as an increase in need, in the first instance.

4.8.3 Reduction for Benefit to Existing Development

Section 5 (1) 6 of the D.C.A. provides that, "The increase in the need for service must be reduced by the extent to which an increase in service to meet the increased need would benefit existing development." The general guidelines used to consider benefit to existing development included:

- the repair or unexpanded replacement of existing assets that are in need of repair;



- an increase in average service level of quantity or quality (compare water as an example);
- the elimination of a chronic servicing problem not created by growth; and
- providing services where none previously existed (generally considered for water or wastewater services).

This step involves a further reduction in the need, by the extent to which such an increase in service would benefit existing development. The level of services cap in section 4.4 is related but is not the identical requirement. Sanitary, storm and water trunks are highly localized to growth areas and can be more readily allocated in this regard than other services such as services related to a highway, which do not have a fixed service area.

Where existing development has an adequate service level which will not be tangibly increased by an increase in service, no benefit would appear to be involved. For example, where expanding existing library facilities simply replicates what existing residents are receiving, they receive very limited (or no) benefit as a result. On the other hand, where a clear existing service problem is to be remedied, a deduction should be made accordingly.

In the case of services such as recreation facilities, community parks, libraries, etc., the service is typically provided on a Township-wide system basis. For example, facilities of the same type may provide different services (i.e. leisure pool vs. competitive pool), different programs (i.e. hockey vs. figure skating) and different time availability for the same service (i.e. leisure skating available on Wednesday in one arena and Thursday in another). As a result, residents will travel to different facilities to access the services they want at the times they wish to use them, and facility location generally does not correlate directly with residence location. Even where it does, displacing users from an existing facility to a new facility frees up capacity for use by others and generally results in only a very limited benefit to existing development. Further, where an increase in demand is not met for a number of years, a negative service impact to existing development is involved for a portion of the planning period.



4.8.4 Reduction for Anticipated Grants, Subsidies and Other Contributions

This step involves reducing the capital costs necessary to provide the increased services by capital grants, subsidies and other contributions (including direct developer contributions required due to local responsibilities required through development agreements) made or anticipated by Council and in accordance with various rules such as the attribution between the share related to new vs. existing development. That is, some grants and contributions may not specifically be applicable to growth or where Council targets fundraising as a measure to offset impacts on taxes (O.Reg. 82/98 section 6).

4.8.5 The 10% Reduction

Paragraph 8 of subsection 5 (1) of the D.C.A. requires that, “the capital costs must be reduced by 10 per cent.” This paragraph does not apply to water supply services, wastewater services, storm water drainage and control services, services related to a highway, police and fire protection services. The primary services to which the 10% reduction does apply include services such as parks, recreation, libraries, childcare/ social services, the Provincial Offences Act, ambulance, homes for the aged, and health.

The 10% is to be netted from the capital costs necessary to provide the increased services, once the other deductions have been made, as per the infrastructure costs sheets in Chapter 5.

4.9 Municipal-wide vs. Area Rating

This step involves determining whether all the subject costs are to be recovered on a uniform municipal-wide basis or whether some or all are to be recovered on an area-specific basis. Under the amended D.C.A., it is now mandatory to “consider” area-rating of services (providing charges for specific areas and services), however, it is not mandatory to implement area-rating. Further discussion is provided in section 7.4.4.



4.10 Allocation of Development

This step involves relating the costs involved to anticipated development for each period under consideration and using allocations between residential and non-residential development and between one type of development and another, to arrive at a schedule of charges.

4.11 Asset Management

The new legislation now requires that a D.C. background study must include an asset management plan (subsection 10 (2) c. 2). The asset management plan (A.M.P.) must deal with all assets that are proposed to be funded, in whole or in part, by D.C.s. The current regulations provide very extensive and specific requirements for the A.M.P. related to transit services (as noted in the subsequent subsection); however, they are silent with respect to how the A.M.P. is to be provided for all other services. As part of any A.M.P., the examination should be consistent with the municipality's existing assumptions, approaches and policies on the asset management planning. This examination has been included in Appendix E.

4.12 Transit

The most significant changes to the Act relate to the transit service. These changes relate to four areas of the calculations, as follows:

- A. Transit no longer requires the statutory 10% mandatory deduction from the net capital cost (subsection 5.2 (i) of the D.C.A.).
- B. The background study requires the following in regard to transit costs (as per subsection 8 (2) of the Regulations):
 1. The calculations that were used to prepare the estimate for the planned level of service for the transit services, as mentioned in subsection 5.2 (3) of the Act.
 2. An identification of the portion of the total estimated capital cost relating to the transit services that would benefit,



- i. the anticipated development over the 10-year period immediately following the preparation of the background study, or
 - ii. the anticipated development after the 10-year period immediately following the preparation of the background study.
3. An identification of the anticipated excess capacity that would exist at the end of the 10-year period immediately following the preparation of the background study.
4. An assessment of ridership forecasts for all modes of transit services proposed to be funded by the development charge over the 10-year period immediately following the preparation of the background study, categorized by development types, and whether the forecasted ridership will be from existing or planned development.
5. An assessment of the ridership capacity for all modes of transit services proposed to be funded by the development charge over the 10-year period immediately following the preparation of the background study.
- C. A new forward-looking service standard (as per subsection 6.1 (2) of the Regulations):
 1. The service is a discrete service.
 2. No portion of the service that is intended to benefit anticipated development after the 10-year period immediately following the preparation of the background study may be included in the estimate.
 3. No portion of the service that is anticipated to exist as excess capacity at the end of the 10-year period immediately following the preparation of the background study may be included in the estimate.
- D. A very detailed asset management strategy and reporting requirements (subsection 6.1 (3) of the Regulation) that includes lifecycle costs, action plans that will enable the assets to be sustainable, summary of how to achieve the proposed level of service, discussion on procurement measures and risk.



The Township does not currently, and in the near future does not intend to, provide transit services. Therefore, the above calculations and reporting requirements are not required.



Chapter 5

D.C.-Eligible Cost Analysis by Service



5. D.C.-Eligible Cost Analysis by Service

5.1 Introduction

This chapter outlines the basis for calculating eligible costs for the D.C.s to be applied on a uniform basis. In each case, the required calculation process set out in subsection 5 (1) paragraphs 2 to 8 in the D.C.A. and described in Chapter 4, was followed in determining D.C.-eligible costs.

The nature of the capital projects and timing identified in the Chapter reflects Council's current intention. Over time, however, Township projects and Council priorities change and accordingly, Council's intentions may alter and different capital projects (and timing) may be required to meet the need for services required by new growth.

5.2 Service Levels and 10-Year Capital Costs for D.C. Calculation

This section evaluates the development-related capital requirements for all the "softer" services over a 10-year planning period. Each service component is evaluated on two format sheets: the average historical 10-year level of service calculation (see Appendix B), which "caps" the D.C. amounts; and, the infrastructure cost calculation, which determines the potential D.C. recoverable cost.



5.2.1 Outdoor Recreation Services

The Township currently provides 2.47 acres of parkland at Horning Mills Park. This provides an average of 0.9 acres of parkland per 1,000 population or \$43 per capita. When applied over the forecast period, this average level of service translates into a D.C.-eligible amount of \$8,284

The Development of additional amenities at Horning Mills Park have been identified for inclusion in the D.C. at a total cost of \$25,000. From this amount, deductions of \$5,000 for existing benefit and \$5,000 from other sources and results in a net \$14,900 from growth within the 10-year forecast period. An allocation of the Recreation reserve fund balance of \$6,647 has also been deducted from the D.C. calculations. After the 10% mandatory deduction the amount for inclusion in the DC is \$7,428.

As the predominant users of outdoor recreation tend to be residents of the Township, the forecast growth-related costs have been allocated 95% to residential and 5% to non-residential.



Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Subtotal	Less:	Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development		Other (e.g. 10% Statutory Deduction)	Total	Residential Share	Non-Residential Share
	2019-2028										95%	5%	
1	Horning Mills Park Development - Provision for Additional Amenities	2019-2028	25,000	-		25,000	5,100	5,000	14,900	1,490	13,410	12,740	671
2	Reserve Fund Adjustment						6,647		(6,647)	(665)	(5,982)	(5,683)	(299)
	Total		25,000	-	-	25,000	11,747	5,000	8,253	825	7,428	7,056	371



5.2.2 Indoor Recreation Facilities

With respect to recreation facilities, the Township currently provides the service from a number of facilities that are shared with neighbouring municipalities as well as the Hornings Mills Hall which is located within the Township. Based on the shared portions Melancthon is responsible for, these facilities amount to a total of 24,000 sq.ft. of space. The average historic level of service for the previous ten years has been approximately 8.06 sq.ft. of space per capita or an investment of \$1,732 per capita. Based on this service standard, the Township would be eligible to collect \$334,324 from D.C.s for facility space.

The Township has provided for their portion (15%) of the Centre Dufferin Recreation Complex Arena Project which includes the addition of a second ice pad and walking track (as identified in Shelburne's 2015 D.C. study). The Township's share of this project equates to a total of \$736,700 with \$287,100 attributable to existing development, \$48,000 attributable to growth in the post 10-year forecast period, and the balance of \$401,600 attributable to growth within the 10-year forecast period. The Township has also provided for their portion (50%) of the North Dufferin Community Centre Arena at a gross capital cost of \$155,000. After a deduction of \$77,500 to account for grants, subsidies, and other contributions and the 10% mandatory deduction, the net amount included for this facility is \$69,750. A deduction for the surplus balance in the DC reserve fund of \$147,343 has also been made. Therefore, the net balance after the mandatory 10% deduction, of \$283,847 has been included in the development charge.

While indoor recreation service usage is predominately residential based, there is some use of the facility by non-residential users. To acknowledge this use, the growth-related capital costs have been allocated 95% residential and 5% non-residential.



Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Subtotal	Less: Other (e.g. 10% Statutory Deduction)	Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development			Total	Residential Share	Non-Residential Share
	2019-2028											95%	5%
1	Melancthon Share of Centre Dufferin Recreation Complex Arena Project - Second Ice Pad and Walking Track - Shared with Shelburne (15%)	2026	736,700	48,000		688,700	287,100		401,600	40,160	361,440	343,368	18,072
2	North Dufferin Community Centre (Honeywood) Arena - Partial replacement and expansion (shared with Mulmur 50%)	2019-2028	155,000	-		155,000	-	77,500	77,500	7,750	69,750	66,263	3,488
3	Reserve Fund Adjustment						147,343		(147,343)		(147,343)	(139,976)	(7,367)
	Total		891,700	48,000	-	843,700	434,443	77,500	331,757	47,910	283,847	269,654	14,192



5.2.3 Library Services

The Township provides Library facility space through shared agreements with Shelburne and Southgate. Based on Melancthon's share, there is a total of 784 sq.ft. of floor area. Over the past ten years, the average level of service was 0.29 sq.ft. of space per capita or an investment of \$76 per capita. Based on this service standard, the Township would be eligible to collect \$14,718 from D.C.s for library facility space.

Currently a provision for expansion of library space has been included at an amount of \$14,000. After the 10% mandatory deduction of \$1,400, \$12,600 has been included in the D.C. calculation.

In addition to facility space, Melancthon shares in the cost of the collection of books and periodicals at the Shelburne library. The Township's share provides for a total of 6,568 items which translates into a service standard of \$65 per capita or 2.17 items per capita. This service standard provides the Township with an eligible amount of \$12,555 from D.C.s for additional library collection items. Growth will result in the need for the collection to increase over time, therefore, a provision of \$46,600 has been included with \$22,600 attributable to growth in the post 10-year forecast period and \$24,000 attributable to growth in the current 10-year forecast period. In addition to this provision, a deduction has been included to recognize the surplus in the D.C. reserve fund of \$11,592. The net amount, after the mandatory deduction of 10%, that has been included in the development charge calculations is \$10,008.

While library usage is predominately residential based, there is some use of the facility by non-residential users. To acknowledge this, use the growth-related capital costs have been allocated 95% residential and 5% non-residential.



Infrastructure Costs Included in the Development Charges Calculation

Township of Melancthon
Service Library Facilities

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Subtotal	Less:		Potential D.C. Recoverable Cost	
							Benefit to Existing Development	Grants, Subsidies and Other Contribution s Attributable to New Development		Other (e.g. 10% Statutory Deduction)	Total	Residential Share	Non- Residential Share
2019-2028												95%	5%
1	Provision for Expansion of Library Space	2019-2028	14,000	-		14,000	-		14,000	1,400	12,600	11,970	630



Infrastructure Costs Included in the Development Charges Calculation

Township of Melancthon
Service Library Collection Materials

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Subtotal	Less:	Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development		Other (e.g. 10% Statutory Deduction)	Total	Residential Share	Non-Residential Share
	2019-2028											95%	5%
1	Additional Collection Materials	2019-2028	46,600	22,600		24,000	-		24,000	2,400	21,600	20,520	1,080
2	Reserve Fund Adjustment						11,592		(11,592)		(11,592)	(11,012)	(580)
	Total		46,600	22,600	-	24,000	11,592	-	12,408	2,400	10,008	9,508	500



5.2.4 Administration Studies – Essential Services

The D.C.A. permits the inclusion of studies undertaken to facilitate the completion of the Township's capital works program. The Township has made provision for the inclusion of new studies undertaken to facilitate this D.C. process, as well as other studies which benefit growth (in whole or in part). The list of studies includes such studies as the following:

- Development charges studies;
- Fire Master Plan; and
- A provision for other unidentified studies.

The cost of these studies, including the reserve fund deficit of \$13,898 is \$78,400. The net growth-related capital cost, after the mandatory 10% deduction and the application of the existing reserve deficit, is \$73,060 and has been included in the D.C.

These costs have been allocated 88% residential and 12% non-residential based on the incremental growth in population to employment for the 10-year forecast period.



Service Administration Studies - Essential Services

Watson & Associates Economists Ltd.
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5.2.5 Administration Studies – Community Based Services

The Township has made provision for the inclusion of new studies related to Community Based Services which benefit growth (in whole or in part). The list of studies includes such studies as the following:

- Official Plan;
- Zoning By-law; and
- Strategic Plan.

The cost of these studies is \$199,000, of which \$41,200 is attributable to existing benefit. The net growth-related capital cost, after the mandatory 10% deduction, is \$142,020 and has been included in the D.C.

These costs have been allocated 88% residential and 12% non-residential based on the incremental growth in population to employment for the 10-year forecast period.



Service Administration Studies - Community Based Services

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5.3 Service Levels and 13-Year Capital Costs for Melancthon's D.C. Calculation

This section evaluates the development-related capital requirements for those services with 13-year capital costs.

5.3.1 Services Related to a Highway

Melancthon owns and maintains 265.3 km of roads, as well as 51 bridges, culverts, and structures. This provides an average level of investment of \$37,395 per capita, resulting in a D.C.-eligible recovery amount of \$8,638,383 over the 13-year forecast period.

With respect to future needs, the identified roads program was reviewed with staff and totals \$1,307,200. The capital projects include various works related to adding capacity to the roads system including upgrades to roads, bridges and culverts. Deductions have been made against the total cost in the amounts of \$991,254 for costs related to existing development and \$170,336 to recognize the current D.C. reserve fund surplus. Therefore, the net growth related cost attributable to growth in the 13-year forecast is \$145,610, which has been included in the D.C. calculations.

The Public Works Department has a variety of vehicles and major equipment totalling \$2,430,500. The inventory provides for a per capita standard of \$834. Over the forecast period, the D.C.-eligible amount for vehicles and equipment is \$192,585. A provision for additional vehicles and equipment has been identified for the forecast period in the amount of \$175,000. This amount has been included in the D.C. calculation.

The Township operates their Public Works service from one main works garage facility along with a sand storage facility and an equipment storage facility. These buildings provide 19,336 sq. ft. of building area, providing for an average level of service of 5.22 sq.ft. per capita or \$945/capita. This level of service provides the Township with a maximum D.C.-eligible amount for recovery over the 13-year forecast period of \$218,380. The Township has not identified any additional capital works required for growth over the 13-year forecast period for public works facilities.



The residential/non-residential capital cost allocation for Services Related to a Highway would be based on an 88%/12% split, based on the incremental growth in population to employment for the 13-year forecast period.



Infrastructure Costs Included in the Development Charges Calculation

Township of Melancthon

Service: Services Related to a Highway - Roads, Bridges, Culverts & Structures

Prj.No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Benefit to Existing Development	Less:	Potential D.C. Recoverable Cost		
								Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 88%	Non-Residential Share 12%
	2019-2031										
	Road Upgrades										
1	5th Ln - Cty Rd 17 N to 15 Sideroad (pulverize, gravel and pave)	2020-2031	346,300	-		346,300	257,266		89,034	78,350	10,684
2	4th Ln OS - Hwy 10 to Cty 17 (pulverize, gravel, pave, dig out soft spots)	2020-2031	525,200	-		525,200	390,171		135,029	118,825	16,203
3	7th Ln SW - Riverview S to 270 Sideroad	2023	247,700	-		247,700	184,016		63,684	56,042	7,642
	Bridges and Culverts										
4	0011 - Anderson Bridge 8th Ln SW (3.4km N of Hwy 89)	2020-2031	36,700	-		36,700	31,195		5,505	4,844	661
5	2023 - 4th Ln (400m South of Cty 21)	2023	52,700	-		52,700	44,795		7,905	6,956	949
6	2003 - 3rd Ln (1km South of 5 Sideroad)	2019	98,600	-		98,600	83,810		14,790	13,015	1,775
7	Reserve Fund Adjustment						170,336		(170,336)	(149,895)	(20,440)
	Total		1,307,200	-	-	1,307,200	1,161,590	-	145,610	128,137	17,473



Infrastructure Costs Included in the Development Charges Calculation

Township of Melancthon

Service: Services Related to a Highway - Vehicles and Equipment

Prj .No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Benefit to Existing Development	Less:	Potential D.C. Recoverable Cost		
								Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 88%	Non-Residential Share 12%
	2019-2031										
1	Provisions for Public Works Vehicles and Equipment	2019-2031	175,000	-		175,000	-		175,000	154,000	21,000
	Total		175,000	-	-	175,000	-	-	175,000	154,000	21,000



5.3.2 Police Services

The Township provides police services through an agreement with the Ontario Provincial Police (O.P.P.). As part of the agreement Melancthon is responsible to outfit police officers. Based on the current agreement with the O.P.P., 3.49 full time equivalent police officers, at various ranks, are accommodated for provision of services. This provides for a per capita average level of service of 0.001 officers per capita or \$9 per capita. This level of service provides the Township with a maximum D.C. eligible amount for recovery over the 13-year forecast period of \$1,977.

To service growth over the 13-year forecast period, staff have identified for the need to include a provision for additional equipment and gear for police officers at a total amount of \$17,000. The current surplus in the D.C. reserved fund of \$15,042 has been deducted resulting in a net growth-related cost of \$1,958 for inclusion in the D.C. calculations.

The costs for the Melancthon police service are shared 88%/12% between residential and non-residential based on the population to employment ratio over the 13-year forecast period.



Service: Police Small Equipment and Gear

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5.3.3 Fire Protection Services

The Fire Services is a shared service between the Township of Melancthon, Township of Mulmur, Township of Southgate and Town of Shelburne. Each Township/Town shares the stations situated in each respective municipality as well as the vehicles and equipment. In 2018, Melancthon's share of the Mulmur/Melancthon station was 50%, 5.52% of the Southgate (Dundalk) Station, and 14.65% of the Shelburne station. Therefore, Melancthon's current share of facility space is equal to 4,643 sq.ft. of facility space, providing for a per capita average level of service of 1.58 sq.ft. of space or \$357 per capita. This level of service provides the Township with a maximum D.C.-eligible amount for recovery over the forecast period of \$82,395.

Based on the current shares as mentioned above, Melancthon's share of the current vehicle inventory equates to 4.25 vehicles. Based on a service standard of \$334 per capita, the total D.C. eligible amount calculated for fire vehicles over the 13-year forecast period is \$77,263.

Melancthon's share of small equipment and gear provides \$280,941 for the use in fire services. The calculated average level of service for the historic 10-year period is \$101 per capita, providing for a D.C. eligible amount over the forecast period of \$23,423.

The total D.C. eligible amount for Fire Protection Services over the 13-year forecast period for Melancthon is \$182,901.

A provision for an expansion of facility space as well as additional fire vehicles and equipment have been included in the D.C. calculation. The total gross capital cost of these projects is \$453,200. Deductions of \$119,000 have been made to account for the benefit to growth beyond the forecast period as well as \$92,400 deducted to account for the benefit to existing development. Further, a deduction of \$59,013 has been made to account for the existing reserve fund balance resulting in a total net D.C. eligible amount of \$182,787 included in the D.C. calculations.

These costs are shared between residential and non-residential based on the population to employment ratio over the forecast period, resulting in 88% being allocated to residential development and 12% being allocated to non-residential development.



Infrastructure Costs Included in the Development Charges Calculation

Township of Melancthon
Service: Fire Services

Prj .No	Increased Service Needs Attributable to Anticipated Development	Timing (year)	Gross Capital Cost Estimate (2019\$)	Post Period Benefit	Other Deductions	Net Capital Cost	Less:		Potential D.C. Recoverable Cost		
							Benefit to Existing Development	Grants, Subsidies and Other Contributions Attributable to New Development	Total	Residential Share 88%	Non- Residential Share 12%
	2019-2031										
1	Provision for Facility Space Expansion- Shelburne (Melancthon Share 14.65%)	2028	369,600	119,000		250,600	92,400		158,200	139,216	18,984
2	Additional Vehicle - Shelburne (Melancthon portion 14.65%)	2019-2023	8,800	-		8,800	-		8,800	7,744	1,056
3	Mulmur/Melancthon (Honeywood) Fire Vehicles (Melancthon portion)	2019-2023	67,300	-		67,300	-		67,300	59,224	8,076
4	Provision for Additional Firefighter Equipment (Shelburne - 8 additional - Melancthon Share 14.65%)	2019-2031	7,500	-		7,500	-		7,500	6,600	900
5	Reserve Fund Adjustment						59,013		(59,013)	(51,932)	(7,082)
	Total		453,200	119,000	0	334,200	151,413	0	182,787	160,852	21,934



Chapter 6

D.C. Calculation



6. D.C. Calculation

Table 6-1 calculates the proposed uniform D.C. to be imposed on anticipated development in the Township for Township-wide services over a 13-year planning horizon. Table 6-2 calculates the proposed uniform D.C. to be imposed on anticipated development in the Township for Township-wide services over a 10-year planning horizon

The calculation for residential development is generated on a per capita basis and is based upon four forms of housing types (singles and semi-detached, apartments 2+ bedrooms, apartments bachelor and 1 bedroom, and all other multiples). The non-residential D.C. has been calculated on a per sq.ft. of gross floor area basis for all types of non-residential development (industrial, commercial and institutional).

The D.C.-eligible costs for each service component were developed in Chapter 5 for all Township services, based on their proposed capital programs.

For the residential calculations, the total cost is divided by the “gross” (new resident) population to determine the per capita amount. The eligible D.C. cost calculations set out in Chapter 5 are based on the net anticipated population increase (the forecast new unit population less the anticipated decline in existing units). The cost per capita is then multiplied by the average occupancy of the new units (Appendix A, Schedule 5) to calculate the charge in Tables 6-1 and 6-2. Wind Turbines are deemed to be equivalent to a residential single detached unit as it related to Services Related to a Highway, and Fire Protection Services only.

With respect to non-residential development, the total costs in the uniform charge allocated to non-residential development (based on need for service) have been divided by the anticipated development over the planning period to calculate a cost per sq.ft. of gross floor area.

Table 6-3 summarizes the total D.C. that is applicable for municipal-wide services and Table 6-4 summarizes the gross capital expenditures and sources of revenue for works to be undertaken during the 5-year life of the by-law.



Table 6-1
Township of Melancthon
Development Charge Calculation
Municipal-wide Services
2019-2031

SERVICE	2019\$ D.C.-Eligible Cost		2019\$ D.C.-Eligible Cost	
	Residential	Non Residential	S.D.U.	per sq.ft.
	\$	\$	\$	\$
1. <u>Services Related to a Highway</u>				
1.1 Roads, Bridges, Culverts & Structures	128,137	17,473	861	0.65
1.2 Vehicles and Equipment	154,000	21,000	1,034	0.78
	282,137	38,473	1,895	1.43
2. <u>Fire Protection Services</u>				
2.1 Fire facilities, vehicles & equipment	160,852	21,934	1,060	0.80
	160,852	21,934	1,060	0.80
3. <u>Police Services</u>				
3.1 Small equipment and gear	1,723	235	12	0.01
	1,723	235	12	0.01
TOTAL	444,713	\$60,643	\$2,987	\$2.24
D.C.-Eligible Capital Cost	\$444,713	\$60,643		
13-Year Gross Population/GFA Growth (sq. ft.)	488	27,100		
Cost Per Capita/Non-Residential GFA (sq.ft.)	\$911.30	\$2.24		
<u>By Residential Unit Type</u>	<u>P.P.U.</u>			
Single and Semi-Detached Dwelling	3,278	\$2,987		
Apartments - 2 Bedrooms +	1,580	\$1,440		
Apartments - Bachelor and 1 Bedroom	1,135	\$1,034		
Other Multiples	2,565	\$2,337		



Table 6-2
Township of Melancthon
Development Charge Calculation
Municipal-wide Services
2019-2028

SERVICE	2019\$ D.C.-Eligible Cost		2019\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq. ft.
	\$	\$	\$	\$
4. Outdoor Recreation Services				
4.1 Parkland development, amenities & trails	7,056	371	56	0.02
	7,056	371	56	0.02
5. Indoor Recreation Services				
5.1 Recreation facilities	269,654	14,192	2,156	0.60
	269,654	14,192	2,156	0.60
6. Library Services				
6.1 Library facilities	11,970	630	96	0.03
6.2 Library materials	9,508	500	76	0.02
	21,478	1,130	172	0.05
7. Administration				
7.1 Studies - Essential Services	64,293	8,767	514	0.38
7.2 Studies - Community Based Services	124,978	17,042	999	0.73
TOTAL	487,459	\$41,504	\$3,897	\$1.78
D.C.-Eligible Capital Cost	\$487,459	\$41,504		
10-Year Gross Population/GFA Growth (sq.ft.)	410	23,300		
Cost Per Capita/Non-Residential GFA (sq.ft.)	\$1,188.92	\$1.78		
By Residential Unit Type	P.P.U.			
Single and Semi-Detached Dwelling	3.278	\$3,897		
Apartments - 2 Bedrooms +	1.590	\$1,878		
Apartments - Bachelor and 1 Bedroom	1.135	\$1,349		
Other Multiples	2.565	\$3,050		

Table 6-3
Township of Melancthon
Development Charge Calculation
Total All Services

	2019\$ D.C.-Eligible Cost		2019\$ D.C.-Eligible Cost	
	Residential	Non-Residential	S.D.U.	per sq. ft.
	\$	\$	\$	\$
Municipal-wide Services 13 Year	444,713	60,643	2,987	2.24
Municipal-wide Services 10 Year	487,459	41,504	3,897	1.78
TOTAL	932,171	102,146	6,884	4.03



Table 6-4
Township of Melancthon
Gross Expenditure and Sources of Revenue Summary for Costs to be Incurred over the Life of the By-law

Service	Total Gross Cost	Sources of Financing						
		Other Deductions	Tax Base or Other Non-D.C. Source Benefit to Existing	Other Funding	Legislated Reduction	Post D.C. Period Benefit	D.C. Reserve Fund Residential	Non-Residential
1. Services Related to a Highway								
1.1 Roads, Bridges, Culverts & Structures	399,000	0	312,621	0	0	0	76,013	10,365
1.2 Vehicles and Equipment	67,308	0	0	0	0	0	59,231	8,077
2. Fire Protection Services								
2.1 Fire facilities, vehicles & equipment	78,985	0	0	0	0	0	69,506	9,478
3. Police Services								
3.1 Small equipment and gear	6,538	0	0	0	0	0	5,754	785
4. Outdoor Recreation Services								
4.1 Parkland development, amenities & trails	12,500	0	2,550	2,500	745	0	6,370	335
5. Indoor Recreation Services								
5.1 Recreation facilities	77,500	0	0	38,750	3,875	0	33,131	1,744
6. Library Services								
6.1 Library facilities	7,000	0	0	0	700	0	5,985	315
6.2 Library materials	23,300	0	0	0	1,200	11,301	10,260	540
7. Administration								
7.1 Studies - Essential Services	41,700	0	0	0	2,670	0	34,346	4,684
7.2 Studies - Community Based Services	69,000	0	17,250	0	5,175	0	40,986	5,589
Total Expenditures & Revenues	\$782,831	\$0	\$332,421	\$41,250	\$14,365	\$11,301	\$341,582	\$41,912



Chapter 7

D.C. Policy Recommendations and D.C. By-law Rules



7. D.C. Policy Recommendations and D.C. By-law Rules

7.1 Introduction

Subsection 5 (1) 9 states that rules must be developed:

“...to determine if a development charge is payable in any particular case and to determine the amount of the charge, subject to the limitations set out in subsection 6.”

Paragraph 10 of the section goes on to state that the rules may provide for exemptions, phasing in and/or indexing of D.C.s.

Subsection 5 (6) establishes the following restrictions on the rules:

- the total of all D.C.s that would be imposed on anticipated development must not exceed the capital costs determined under 5(1) 2-8 for all services involved;
- if the rules expressly identify a type of development, they must not provide for it to pay D.C.s that exceed the capital costs that arise from the increase in the need for service for that type of development; however, this requirement does not relate to any particular development; and
- if the rules provide for a type of development to have a lower D.C. than is allowed, the rules for determining D.C.s may not provide for any resulting shortfall to be made up via other development.

With respect to “the rules,” section 6 states that a D.C. by-law must expressly address the matters referred to above re subsection 5 (1) paragraphs 9 and 10, as well as how the rules apply to the redevelopment of land.

The rules provided are based on the Township’s existing policies; however, there are items under consideration at this time and these may be refined prior to adoption of the by-law.



7.2 D.C. By-law Structure

It is recommended that:

- the Township uses a uniform Township-wide D.C. calculation for all municipal services; and
- one municipal D.C. by-law be used for all services.

7.3 D.C. By-law Rules

The following subsections set out the recommended rules governing the calculation, payment and collection of D.C.s in accordance with section 6 of the D.C.A.

It is recommended that the following sections provide the basis for the D.C.s.:

7.3.1 Payment in any Particular Case

In accordance with the D.C.A., subsection 2 (2), a D.C. be calculated, payable and collected where the development requires one or more of the following:

- “(a) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the Planning Act;
- (b) the approval of a minor variance under section 45 of the Planning Act;
- (c) a conveyance of land to which a by-law passed under subsection 50 (7) of the Planning Act applies;
- (d) the approval of a plan of subdivision under section 51 of the Planning Act;
- (e) a consent under section 53 of the Planning Act;
- (f) the approval of a description under section 9 of the Condominium Act, 1998; or
- (g) the issuing of a permit under the Building Code Act, 1992 in relation to a building or structure.”



7.3.2 Determination of the Amount of the Charge

The following conventions be adopted:

- 1) Costs allocated to residential uses will be assigned to different types of residential units based on the average occupancy for each housing type constructed during the previous decade. Costs allocated to non-residential uses will be assigned based on the amount of square feet of gross floor area constructed for eligible uses (i.e. industrial, commercial and institutional).
- 2) Costs allocated to residential and non-residential uses are based upon a number of conventions, as may be suited to each municipal circumstance, e.g.
 - for administration studies – community-based services, and administration studies – essential services, the costs have been based on a population vs. employment growth ratio (88%/12%) for residential and non-residential, respectively) over the 10-year forecast period;
 - for indoor and outdoor recreation and library services, a 5% non-residential attribution has been made to recognize use by the non-residential sector; and
 - for services related to a highway, fire protection services, and police services, an 88% residential/33% non-residential attribution has been made based on a population vs. employment growth ratio over the 13-year forecast period.

7.3.3 Application to Redevelopment of Land (Demolition and Conversion)

If a development involves the demolition of and replacement of a building or structure on the same site, or the conversion from one principal use to another, the developer shall be allowed a credit equivalent to:

- 1) the number of dwelling units demolished/converted multiplied by the applicable residential D.C. in place at the time the D.C. is payable; and/or
- 2) the gross floor area of the building demolished/converted multiplied by the current non-residential D.C. in place at the time the D.C. is payable.



The demolition credit is allowed only if the land was improved by occupied structures and if the demolition permit related to the site was issued less than 5 years prior to the issuance of a building permit. The credit can, in no case, exceed the amount of D.C.s that would otherwise be payable.

7.3.4 Exemptions (full or partial)

a) Statutory exemptions:

- industrial building additions of up to and including 50% of the existing gross floor area (defined in O.Reg. 82/98, section 1) of the building; for industrial building additions which exceed 50% of the existing gross floor area, only the portion of the addition in excess of 50% is subject to D.C.s (subsection 4 (3) of the D.C.A.);
- buildings or structures owned by and used for the purposes of any municipality, local board or Board of Education (section 3);
- residential development that results only in the enlargement of an existing dwelling unit, or that results only in the creation of up to two additional dwelling units (based on prescribed limits set out in section 2 of O.Reg. 82/98).

b) Non-statutory exemptions:

- Lands, buildings or structures used as a place of worship, cemetery or burial ground exempt from taxation under the *Assessment Act*; and
- An agricultural use, including barns, silos, or other storage facilities for produce, livestock, or machinery and equipment used in connection with an existing agricultural operation, and other ancillary development to an agricultural use, but excluding a residential use and an on-farm diversified use.

7.3.5 Phasing in

No provisions for phasing in the D.C. are provided in the D.C. by-law.

7.3.6 Timing of Collection

A D.C. that is applicable under section 5 of the D.C.A. shall be calculated and payable:



- where a permit is required under the Building Code Act in relation to a building or structure, the owner shall pay the D.C. prior to the issuance of a permit or prior to the commencement of development or redevelopment as the case may be; and
- despite the above, Council, from time to time and at any time, may enter into agreements providing for all or any part of a D.C. to be paid before or after it would otherwise be payable.

7.3.7 Wind Turbines

As part of the D.C. process, staff reviewed the projects included within the background study and the various rules that would ultimately be incorporated into the D.C. by-law. Regarding Wind Turbines, the services that are impacted by this type of development include Services Related to a Highway, and Fire Protection Services. The impact of these services is similar to a residential single detached unit and therefore, 100% of the Services Related to a Highway, and Fire Protection Services are recommended as the charge for future Wind Turbines developed within the Township.

7.3.8 Indexing

Indexing of the D.C.s shall be implemented on a mandatory basis annually commencing on January 1st of each year, in accordance with the Statistics Canada Quarterly, Non-Residential Building Construction Price Index (Table 18-10-0135-01)¹ for the most recent year-over-year period.

7.3.9 The Applicable Areas

The charges developed herein provide for varying charges within the Township, as follows:

- all Township-wide services – the full residential and non-residential charge will be imposed on all lands within the Township.

¹ O.Reg. 82/98 referenced "The Statistics Canada Quarterly, Construction Price Statistics, catalogue number 62-007" as the index source. Since implementation, Statistics Canada has modified this index twice and the above-noted index is the most current. The draft by-law provided herein refers to O.Reg. 82/98 to ensure traceability should this index continue to be modified over time.



7.4 Other D.C. By-law Provisions

It is recommended that:

7.4.1 Categories of Services for Reserve Fund and Credit Purposes

The Township's D.C. collections are currently reserved in six separate reserve funds: Services Related to a Highway, Fire Protection Services, Police Services, Parks & Recreation, Library Services and Administration. It is recommended that the Township split out the Administration reserve fund into Administration Studies – Community Based Services, and Administration Studies – Essential Services, in addition to splitting out the Parks & Recreation reserve fund into Indoor Recreation Services, and Outdoor Recreation Services. Appendix D outlines the reserve fund policies that the Township is required to follow as per the D.C.A.

7.4.2 By-law In-force Date

A by-law under the D.C.A. comes into force on the day after which the by-law is passed by Council.

7.4.3 Minimum Interest Rate Paid on Refunds and Charged for Inter-Reserve Fund Borrowing

The minimum interest rate is the Bank of Canada rate on the day on which the by-law comes into force (as per section 11 of O.Reg. 82/98).

7.4.4 Area Rating

As noted earlier, Bill 73 has introduced two new sections where Council must consider the use of area specific charges:

1. Section 2 (9) of the Act now requires a municipality to implement area-specific D.C.s for either specific services which are prescribed and/or for specific municipalities which are to be regulated (note that at this time, no municipalities or services are prescribed by the Regulations).
2. Section 10 (2) c.1 of the D.C.A. requires that "the development charges background study shall include consideration of the use of more than one



development charge by-law to reflect different needs for services in different areas.”

In regard to the first item, there are no services or specific municipalities identified in the regulations which must be area-rated. The second item requires Council to consider the use of area-rating.

At present, the Township's by-law does not provide for area-rating. All Township services are recovered based on a uniform, Township-wide basis. There have been several reasons why they have not been imposed including:

1. All Township services, with the exception of water, wastewater and stormwater, require that the average 10-year service standard be calculated. This average service standard multiplied by growth in the Township, establishes an upper ceiling on the amount of funds which can be collected from all developing landowners. Section 4 (4) of O.Reg. 82/98 provides that "...if a development charge by-law applies to a part of the municipality, the level of service and average level of service cannot exceed that which would be determined if the by-law applied to the whole municipality." Put in layman terms, the average service standard multiplied by the growth within the specific area, would establish an area specific ceiling which would significantly reduce the total revenue recoverable for the Township hence potentially resulting in D.C. revenue shortfalls and impacts on property taxes.
2. Extending on item 1, attempting to impose an area charge potentially causes equity issues in transitioning from a Township-wide approach to an area specific approach. For example, if all services were now built (and funded) within Area A (which is 75% built out) and this was funded with some revenues from Areas B and C, moving to an area rating approach would see Area A contribute no funds to the costs of services in Areas B and C. The development charges would be lower in Area A (as all services are now funded) and higher in Areas B and C. As well, funding shortfalls may then potentially encourage the municipality to provide less services to Areas B and C due to reduced revenue.
3. Many services which are provided (roads, parks, recreation facilities, library) are not restricted to one specific area and are often used by all residents. For example, arenas located in different parts of the Township will be used by



residents from all areas depending on the programming of the facility (i.e. a public skate is available each night, but at a different arena; hence usage of any one facility at any given time is based on programming availability).

For the reasons noted above, it is recommended that Council continue the D.C. approach to calculate the charges on a uniform Township-wide basis.

7.5 Other Recommendations

It is recommended that Council:

"Whenever appropriate, request that grants, subsidies and other contributions be clearly designated by the donor as being to the benefit of existing development or new development, as applicable;"

"Adopt the assumptions contained herein as an 'anticipation' with respect to capital grants, subsidies and other contributions;"

"Continue the D.C. approach to calculate the charges on a uniform Township-wide basis for all services.

"Approve the capital project listing set out in Chapter 5 of the D.C.s Background Study dated June 14, 2019, subject to further annual review during the capital budget process;"

"Approve the D.C.s Background Study dated June 14, 2019, as amended (if applicable);"

"Determine that no further public meeting is required;" and

"Approve the D.C. By-law as set out in Appendix I."



Chapter 8

By-law Implementation



8. By-law Implementation

8.1 Public Consultation Process

8.1.1 Introduction

This chapter addresses the mandatory, formal public consultation process (section 8.1.2), as well as the optional, informal consultation process (section 8.1.3). The latter is designed to seek the co-operation and participation of those involved, in order to produce the most suitable policy. Section 8.1.4 addresses the anticipated impact of the D.C. on development from a generic viewpoint.

8.1.2 Public Meeting of Council

Section 12 of the D.C.A. indicates that before passing a D.C. by-law, Council must hold at least one public meeting, giving at least 20 clear days' notice thereof, in accordance with the Regulation. Council must also ensure that the proposed by-law and background report are made available to the public at least two weeks prior to the (first) meeting.

Any person who attends such a meeting may make representations related to the proposed by-law.

If a proposed by-law is changed following such a meeting, Council must determine whether a further meeting (under this section) is necessary (i.e. if the proposed by-law which is proposed for adoption has been changed in any respect, Council should formally consider whether an additional public meeting is required, incorporating this determination as part of the final by-law or associated resolution. It is noted that Council's decision, once made, is final and not subject to review by a Court or the Local Planning Appeal Tribunal (L.P.A.T.) (formerly the Ontario Municipal Board (O.M.B.)).

8.1.3 Other Consultation Activity

There are three broad groupings of the public who are generally the most concerned with Township D.C. policy:

1. The first grouping is the residential development community, consisting of land developers and builders, who are typically responsible for generating the majority



of the D.C. revenues. Others, such as realtors, are directly impacted by D.C. policy. They are, therefore, potentially interested in all aspects of the charge, particularly the quantum by unit type, projects to be funded by the D.C. and the timing thereof, and Township policy with respect to development agreements, D.C. credits and front-ending requirements.

2. The second public grouping embraces the public at large and includes taxpayer coalition groups and others interested in public policy.
3. The third grouping is the industrial/commercial/institutional development sector, consisting of land developers and major owners or organizations with significant construction plans, such as hotels, entertainment complexes, shopping centres, offices, industrial buildings and institutions. Also involved are organizations such as Industry Associations, the Chamber of Commerce, the Board of Trade and the Economic Development Agencies, who are all potentially interested in Township D.C. policy. Their primary concern is frequently with the quantum of the charge, gross floor area exclusions such as basements, mechanical or indoor parking areas, or exemptions and phase-in or capping provisions in order to moderate the impact.

8.2 Anticipated Impact of the Charge on Development

The establishment of sound D.C. policy often requires the achievement of an acceptable balance between two competing realities. The first is that high non-residential D.C.s can, to some degree, represent a barrier to increased economic activity and sustained industrial/commercial growth, particularly for capital intensive uses. Also, in many cases, increased residential D.C.s can ultimately be expected to be recovered via higher housing prices and can impact project feasibility in some cases (e.g. rental apartments).

On the other hand, D.C.s or other Township capital funding sources need to be obtained in order to help ensure that the necessary infrastructure and amenities are installed. The timely installation of such works is a key initiative in providing adequate service levels and in facilitating strong economic growth, investment and wealth generation.



8.3 Implementation Requirements

8.3.1 Introduction

Once the Township has calculated the charge, prepared the complete background study, carried out the public process and passed a new by-law, the emphasis shifts to implementation matters.

These include notices, potential appeals and complaints, credits, front-ending agreements, subdivision agreement conditions and finally the collection of revenues and funding of projects.

The sections which follow overview the requirements in each case.

8.3.2 Notice of Passage

In accordance with section 13 of the D.C.A., when a D.C. by-law is passed, the Township clerk shall give written notice of the passing and of the last day for appealing the by-law (the day that is 40 days after the day it was passed). Such notice must be given no later than 20 days after the day the by-law is passed (i.e. as of the day of newspaper publication or the mailing of the notice).

Section 10 of O.Reg. 82/98 further defines the notice requirements which are summarized as follows:

- notice may be given by publication in a newspaper which is (in the Clerk's opinion) of sufficient circulation to give the public reasonable notice, or by personal service, fax or mail to every owner of land in the area to which the by-law relates;
- subsection 10 (4) lists the persons/organizations who must be given notice; and
- subsection 10 (5) lists the eight items which the notice must cover.

8.3.3 By-law Pamphlet

In addition to the "notice" information, the Township must prepare a "pamphlet" explaining each D.C. by-law in force, setting out:

- a description of the general purpose of the D.C.s;



- the “rules” for determining if a charge is payable in a particular case and for determining the amount of the charge;
- the services to which the D.C.s relate; and
- a description of the general purpose of the Treasurer’s statement and where it may be received by the public.

Where a by-law is not appealed to the L.P.A.T., the pamphlet must be readied within 60 days after the by-law comes into force. Later dates apply to appealed by-laws.

The Township must give one copy of the most recent pamphlet without charge, to any person who requests one.

8.3.4 Appeals

Sections 13 to 19 of the D.C.A. set out the requirements relative to making and processing a D.C. by-law appeal and L.P.A.T. Hearing in response to an appeal. Any person or organization may appeal a D.C. by-law to the L.P.A.T. by filing a notice of appeal with the Township clerk, setting out the objection to the by-law and the reasons supporting the objection. This must be done by the last day for appealing the by-law, which is 40 days after the by-law is passed.

The Township is carrying out a public consultation process, in order to address the issues that come forward as part of that process, thereby avoiding or reducing the need for an appeal to be made.

8.3.5 Complaints

A person required to pay a D.C., or his agent, may complain to the Township Council imposing the charge that:

- the amount of the charge was incorrectly determined;
- the reduction to be used against the D.C. was incorrectly determined; or
- there was an error in the application of the D.C.

Sections 20 to 25 of the D.C.A. set out the requirements that exist, including the fact that a complaint may not be made later than 90 days after a D.C. (or any part of it) is payable. A complainant may appeal the decision of Township Council to the L.P.A.T.



8.3.6 Credits

Sections 38 to 41 of the D.C.A. set out a number of credit requirements, which apply where a Township agrees to allow a person to perform work in the future that relates to a service in the D.C. by-law.

These credits would be used to reduce the amount of D.C.s to be paid. The value of the credit is limited to the reasonable cost of the work which does not exceed the average level of service. The credit applies only to the service to which the work relates, unless the Township agrees to expand the credit to other services for which a D.C. is payable.

8.3.7 Front-Ending Agreements

The Township and one or more landowners may enter into a front-ending agreement which provides for the costs of a project which will benefit an area in the Township to which the D.C. by-law applies. Such an agreement can provide for the costs to be borne by one or more parties to the agreement who are, in turn, reimbursed in future by persons who develop land defined in the agreement.

Part III of the D.C.A. (sections 44 to 58) addresses front-ending agreements and removes some of the obstacles to their use which were contained in the D.C.A., 1989. Accordingly, the Township assesses whether this mechanism is appropriate for its use, as part of funding projects prior to Township funds being available.

8.3.8 Severance and Subdivision Agreement Conditions

Section 59 of the D.C.A. prevents a municipality from imposing directly or indirectly, a charge related to development or a requirement to construct a service related to development, by way of a condition or agreement under section 51 or section 53 of the Planning Act, except for:

- "local services, related to a plan of subdivision or within the area to which the plan relates, to be installed or paid for by the owner as a condition of approval under section 51 of the Planning Act;" and
- "local services to be installed or paid for by the owner as a condition of approval under section 53 of the Planning Act."



It is also noted that subsection 59 (4) of the D.C.A. requires that the municipal approval authority for a draft plan of subdivision under subsection 51 (31) of the Planning Act, use its power to impose conditions to ensure that the first purchaser of newly subdivided land is informed of all the D.C.s related to the development, at the time the land is transferred.

In this regard, if the Township in question is a commenting agency, in order to comply with subsection 59 (4) of the D.C.A. it would need to provide to the approval authority, information regarding the applicable Township D.C.s related to the site.

If the Township is an approval authority for the purposes of section 51 of the Planning Act, it would be responsible to ensure that it collects information from all entities which can impose a D.C.

The most effective way to ensure that purchasers are aware of this condition would be to require it as a provision in a registered subdivision agreement, so that any purchaser of the property would be aware of the charges at the time the title was searched prior to closing a transaction conveying the lands.



Appendices



Appendix A

Background Information on Residential and Non- Residential Growth Forecast



**Schedule 1
Township of Melancthon
Residential Growth Forecast Summary**

	Year	Population (Including Census Undercount) ¹	Excluding Census Undercount			Housing Units					Person Per Unit (P.P.U.): Total Population/ Total Households
			Population	Institutional Population	Population Excluding Institutional Population	Singles & Semi- Detached	Multiple Dwellings ²	Apartments ³	Other	Total Households	
Historical	Mid 2016	3,100	3,008	3	3,005	1,010	25	0	0	1,035	2.906
Forecast	Mid 2019	3,180	3,077	3	3,074	1,044	25	0	0	1,069	2.878
	Mid 2029	3,370	3,270	3	3,267	1,169	25	0	0	1,194	2.739
	Mid 2031	3,410	3,308	3	3,305	1,193	25	0	0	1,218	2.716
Incremental	Mid 2016 - Mid 2019	80	69	0	69	34	0	0	0	34	
	Mid 2019 - Mid 2029	190	193	0	193	125	0	0	0	125	
	Mid 2019 - Mid 2031	230	231	0	231	149	0	0	0	149	

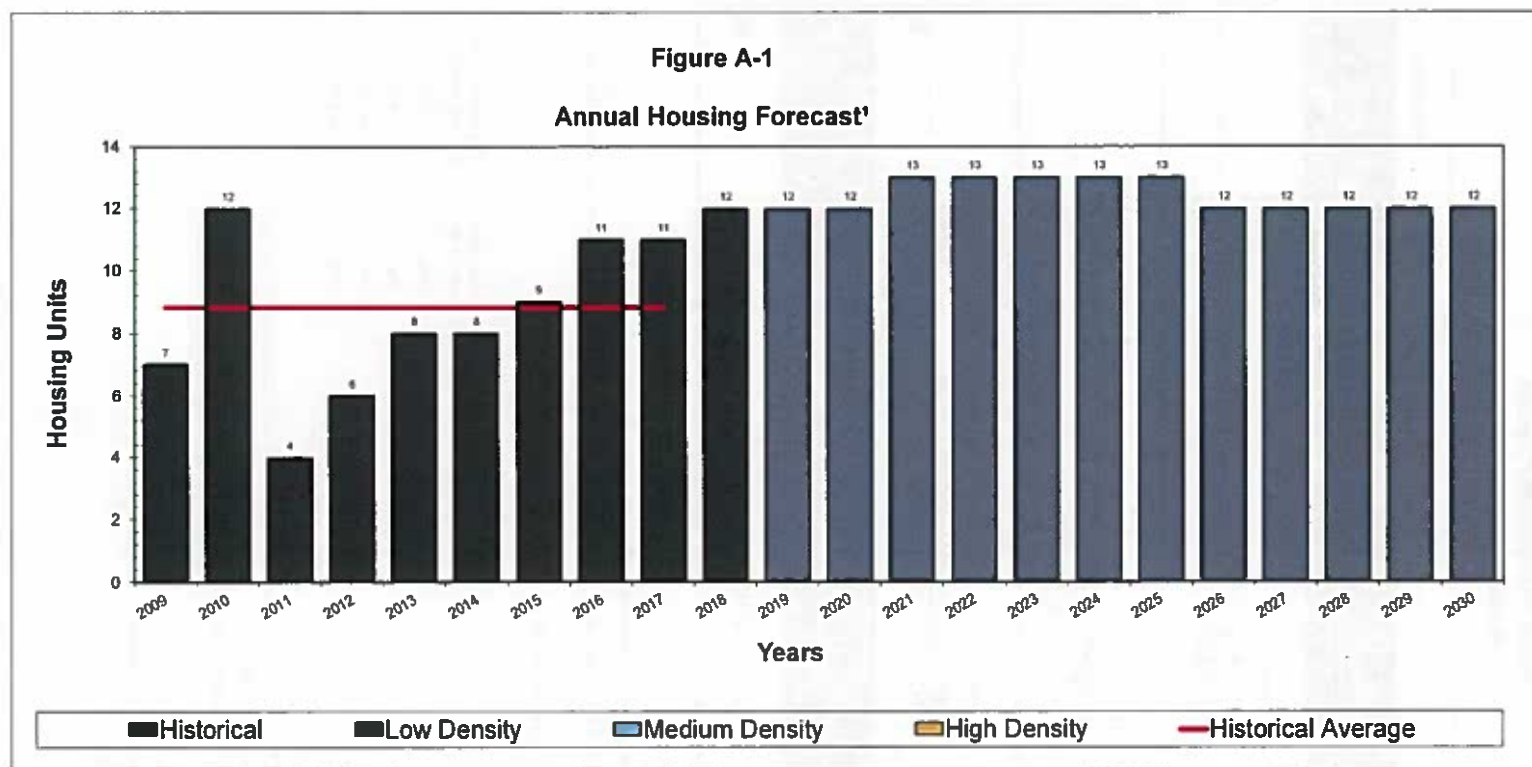
Source: Watson & Associates Economists Ltd., 2019. Derived from the Township of Melancthon Official Plan, Approved by the Ontario Municipal Board, September 5, 2017.

Forecasts are consistent with the Growth Plan for the Greater Golden Horseshoe targets, as identified in Schedule 3 of the Growth Plan.

¹ Census undercount estimated at approximately 3.2%. Note: Population including the undercount has been rounded.

² Includes townhouses and apartments in duplexes.

³ Includes bachelor, 1-bedroom and 2-bedroom+ apartments.



Source: Historical housing activity from 2009 to 2013 derived from Statistics Canada building permit data for the Township of Melancthon. 2014 to 2018 data received from the Township of Melancthon.

¹ Growth forecast represents calendar year.



**Schedule 2
Township of Melancthon
Current Year Growth Forecast
Mid 2016 to Mid 2019**

		Population
Mid 2016 Population		3,008
Occupants of New Housing Units, Mid 2016 to Mid 2019	Units (2)	34
	multiplied by P.P.U. (3)	3,338
	gross population increase	113
Occupants of New Equivalent Institutional Units, Mid 2016 to Mid 2019	Units	0
	multiplied by P.P.U. (3)	1,100
	gross population increase	0
Decline in Housing Unit Occupancy, Mid 2016 to Mid 2019	Units (4)	1,035
	multiplied by P.P.U. decline rate (5)	-0.043
	total decline in population	-44
Population Estimate to Mid 2019		3,077
Net Population Increase, Mid 2016 to Mid 2019		69

(1) 2016 population based on Statistics Canada Census unadjusted for Census undercount.

(2) Estimated residential units constructed, Mid-2016 to the beginning of the growth period assuming a six-month lag between construction and occupancy.

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit* (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
<i>Singles & Semi Detached</i>	3.338	100%	3.338
<i>Multiples (6)</i>	2.524	0%	0.000
<i>Apartments (7)</i>	1.482	0%	0.000
Total		100%	3.338

* Based on 2016 Census custom database

² Based on Building permit/completion activity

(4) 2016 households taken from Statistics Canada Census.

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



**Schedule 3
Township of Melancthon
Ten Year Growth Forecast
Mid 2019 to Mid 2029**

			Population
Mid 2019 Population			3,077
Occupants of New Housing Units, Mid 2019 to Mid 2029	Units (2)	125	
	multiplied by P.P.U. (3)	3.278	
	gross population increase	410	410
Occupants of New Equivalent Institutional Units, Mid 2019 to Mid 2029	Units	0	
	multiplied by P.P.U. (3)	1.100	
	gross population increase	0	0
Decline in Housing Unit Occupancy, Mid 2019 to Mid 2029	Units (4)	1,069	
	multiplied by P.P.U. decline rate (5)	-0.203	
	total decline in population	-217	-217
Population Estimate to Mid 2029			3,270
Net Population Increase, Mid 2019 to Mid 2029			193

(1) Mid 2019 Population based on:

2016 Population (3,008) + Mid 2016 to Mid 2019 estimated housing units to beginning of forecast period $(34 \times 3.338 = 113) + (1,035 \times -0.043 = -44) = 3,077$

(2) Based upon forecast building permits/completions assuming a lag between construction and occupancy.

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit ¹ (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
<i>Singles & Semi Detached</i>	3.278	100%	3.278
<i>Multiples (6)</i>	2.565	0%	0.000
<i>Apartments (7)</i>	1.443	0%	0.000
<i>one bedroom or less</i> 1.135			
<i>two bedrooms or more</i> 1.580			
Total		100%	3.278

¹ Persons per unit based on adjusted Statistics Canada Custom 2016 Census database.

² Forecast unit mix based upon historical trends and housing units in the development process.

(4) Mid 2019 households based upon 2016 Census (1,035 units) + Mid 2016 to Mid 2019 unit estimate (34 units) = 1,069 units.

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



**Schedule 4
Township of Melancthon
2031 Growth Forecast
Mid 2019 to Mid 2031**

		Population
Mid 2019 Population		3,077
Occupants of New Housing Units, 2019 to 2031	Units (2)	149
	multiplied by P.P.U. (3)	3.278
	gross population increase	488
Occupants of New Equivalent Institutional Units, 2019 to 2031	Units	0
	multiplied by P.P.U. (3)	1.100
	gross population increase	0
Decline in Housing Unit Occupancy, 2019 to 2031	Units (4)	1,069
	multiplied by P.P.U. decline rate (5)	-0.240
	total decline in population	-257
Population Estimate to 2031		3,308
Net Population Increase, 2019 to 2031		231

(1) Mid 2019 Population based on:

2016 Population (3,008) + Mid 2016 to Mid 2019 estimated housing units to beginning of forecast period (34 x 3.338 = 113) + (1,035 x -0.043 = -44) = 3,077

(2) Mid 2019 Population based on:

(3) Average number of persons per unit (P.P.U.) is assumed to be:

Structural Type	Persons Per Unit ¹ (P.P.U.)	% Distribution of Estimated Units ²	Weighted Persons Per Unit Average
Singles & Semi Detached	3.278	100%	3.278
Multiples (6)	2.565	0%	0.000
Apartments (7)	1.443	0%	0.000
one bedroom or less	1.135		
two bedrooms or more	1.580		
Total		100%	3.278

¹ Persons per unit based on adjusted Statistics Canada Custom 2016 Census database.

² Forecast unit mix based upon historical trends and housing units in the development process.

(4) Mid 2019 households based upon 2016 Census (1,035 units) + Mid 2016 to Mid 2019 unit estimate (34 units) = 1,069 units.

(5) Decline occurs due to aging of the population and family life cycle changes, lower fertility rates and changing economic conditions.

(6) Includes townhouses and apartments in duplexes.

(7) Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Note: Numbers may not add to totals due to rounding.



Schedule 5
Township of Melancthon
Historical Residential Building Permits
Years 2009 to 2018

Residential Building Permits				
Year	Singles & Semi Detached	Multiples ¹	Apartments ²	Total
2009	7	0	0	7
2010	12	0	0	12
2011	4	0	0	4
2012	6	0	0	6
2013	8	0	0	8
Average (2009 - 2013)	7	0	0	7
% Breakdown	100.0%	0.0%	0.0%	100.0%
2014	8	0	0	8
2015	9	0	0	9
2016	11	0	0	11
2017	11	0	0	11
2018	12	0	0	12
Sub-total	51	0	0	51
Average (2014 - 2018)	10	0	0	10
% Breakdown	100.0%	0.0%	0.0%	100.0%
2009 - 2019				
Total	88	0	0	88
Average	9	0	0	9
% Breakdown	100.0%	0.0%	0.0%	100.0%

Source: Historical housing activity from 2009 to 2013 derived from Statistics Canada building permit data for the Township of Melancthon. 2014 to 2018 data received from the Township of Melancthon.

¹ Includes townhouses and apartments in duplexes.

² Includes bachelor, 1 bedroom and 2 bedroom+ apartments.



Schedule 6a
Township of Melancthon
Persons Per Unit By Age and Type of Dwelling
(2016 Census)

Age of Dwelling	Singles and Semi-Detached						15 Year Historic Average	15 Year Forecast ¹
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	-	-	-	2.692		
6-10	-	-	-	-	-	3.143		
11-15	-	-	-	-	-	3.500	3.112	3.278
16-20	-	-	-	-	-	2.833		
20-25	-	-	-	-	-	2.800		
25-35	-	-	-	2.765	-	3.000		
35+	-	-	2.400	2.917	-	2.845		
Total	-	-	2.258	2.910	4.957	2.920		

Age of Dwelling	All Density Types					
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total
1-5	-	-	-	-	-	3.182
6-10	-	-	-	-	-	3.000
11-15	-	-	-	-	-	3.438
16-20	-	-	-	-	-	2.833
20-25	-	-	-	2.909	-	2.867
25-35	-	-	-	2.789	-	2.871
35+	-	-	2.100	2.829	3.333	2.771
Total	-	-	2.025	2.891	4.143	2.885

¹ PPU has been forecasted based on 2001 to 2016 historical trends.

Note: Does not include Statistics Canada data classified as 'Other'

P.P.U. Not calculated for samples less than or equal to 50 dwelling units, and does not include institutional population.



**Schedule 6b
Dufferin County
Persons Per Unit By Age and Type of Dwelling
(2016 Census)**

Age of Dwelling	Multiples ¹						15 Year Historic Average	15 Year Forecast ³
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	-	2.516	-	2.524		
6-10	-	-	-	-	-	-		
11-15	-	-	-	2.708	-	2.808	2.666	2.565
16-20	-	-	-	2.818	-	2.469		
20-25	-	-	-	2.303	-	2.541		
25-35	-	-	2.059	2.854	-	2.727		
35+	-	1.385	2.125	2.857	-	2.383		
Total	-	1.080	2.071	2.693	-	2.525		

Age of Dwelling	Apartments ²						15 Year Historic Average	15 Year Forecast ³
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR	Total		
1-5	-	-	-	-	-	-		
6-10	-	-	1.417	-	-	1.462		
11-15	-	-	-	-	-	1.688	1.575	1.443
16-20	-	-	-	-	-	1.333		
20-25	-	-	1.667	-	-	1.450		
25-35	-	1.310	1.596	-	-	1.537		
35+	-	1.226	1.700	2.448	-	1.496		
Total	0.600	1.233	1.643	2.341	-	1.505		

Age of Dwelling	All Density Types						Total
	< 1 BR	1 BR	2 BR	3/4 BR	5+ BR		
1-5	-	-	1.882	3.112	5.222		3.190
6-10	-	-	1.633	3.142	4.238		3.107
11-15	-	-	1.913	3.149	4.500		3.176
16-20	-	-	1.839	3.067	4.867		3.085
20-25	-	-	1.933	3.028	4.350		2.958
25-35	-	1.342	1.740	2.909	3.893		2.718
35+	-	1.297	1.877	2.708	3.809		2.497
Total	-	1.299	1.840	2.909	4.230		2.776

¹ Includes townhouses and apartments in duplexes.

² Includes bachelor, 1 bedroom and 2 bedroom+ apartments.

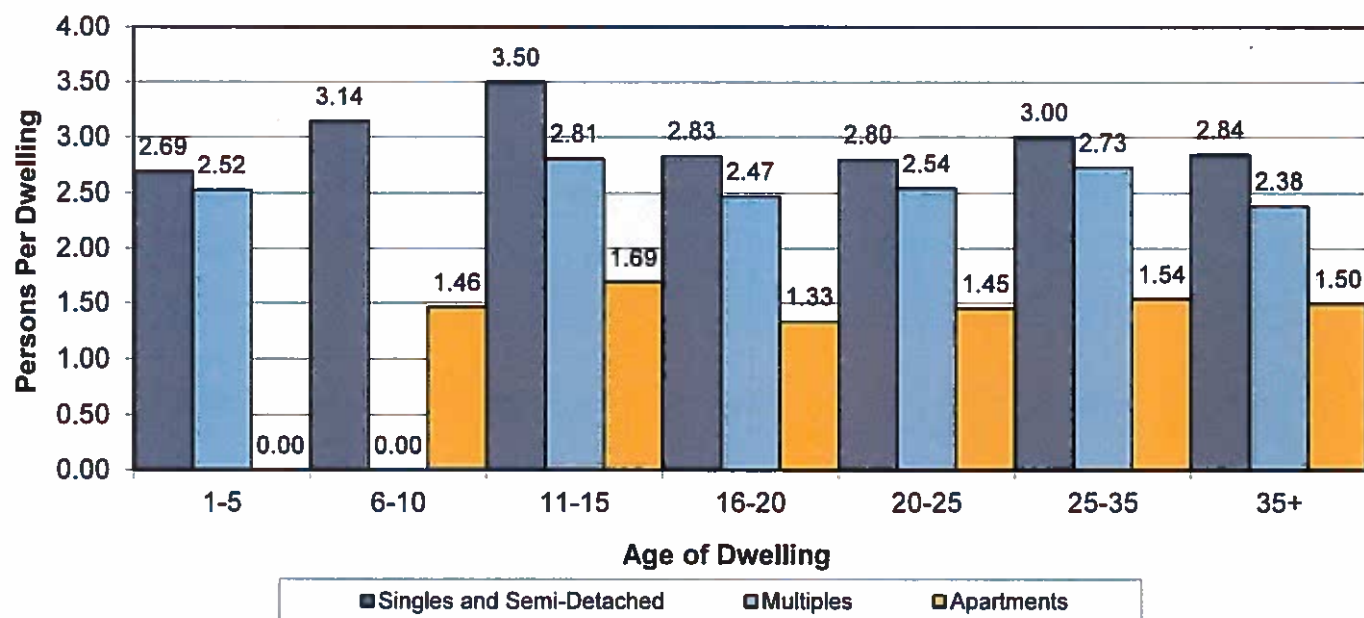
³ PPU has been forecasted based on 2001 to 2016 historical trends.

Note: Does not include Statistics Canada data classified as 'Other'

P.P.U. Not calculated for samples less than or equal to 50 dwelling units, and does not include institutional population.



Schedule 7
Township of Melancthon
Persons Per Unit By Structural Type and Age of Dwelling
(2016 Census)



Multiple and Apartment P.P.U.s are based on Dufferin County.



**Schedule 8a
Township of Melancthon
Employment Forecast, 2019 to 2031**

Period	Population	Activity Rate								Employment								Employment Total (Excluding Work at Home and N.F.P.O.W.)
		Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W.*	Total Including N.F.P.O.W.	Primary	Work at Home	Industrial	Commercial/ Population Related	Institutional	Total	N.F.P.O.W.*	Total Employment (Including N.F.P.O.W.)	
Mid 2016	3,006	0.022	0.062	0.037	0.025	0.015	0.160	0.046	0.205	65	185	110	76	45	480	137	617	295
Mid 2019	3,077	0.022	0.062	0.037	0.025	0.015	0.160	0.046	0.205	66	189	113	77	46	491	140	631	302
Mid 2029	3,270	0.022	0.062	0.037	0.027	0.015	0.162	0.046	0.207	72	201	120	88	49	530	149	679	329
Mid 2031	3,308	0.022	0.062	0.037	0.027	0.015	0.163	0.046	0.208	73	203	121	91	49	537	151	688	334
Incremental Change																		
Mid 2016 - Mid 2019	69	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	1	4	3	2	1	11	3	14	7
Mid 2019 - Mid 2029	193	0.0005	0.0000	0.0000	0.0019	0.0000	0.0023	0.0000	0.0023	6	12	7	11	3	39	9	48	27
Mid 2019 - Mid 2031	231	0.0006	0.0000	0.0000	0.0025	0.0000	0.0031	0.0000	0.0031	7	14	8	14	3	46	11	57	32
Annual Average																		
Mid 2016 - Mid 2019	23	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0	1	1	1	0	4	1	5	2
Mid 2019 - Mid 2029	19	0.00005	0.00000	0.00000	0.00019	0.00000	0.00023	0.00000	0.00023	1	1	1	1	0	4	1	5	3
Mid 2019 - Mid 2031	19	0.00005	0.00000	0.00000	0.00021	0.00000	0.00026	0.00000	0.00026	1	1	1	1	0	4	1	5	3

Source: Watson & Associates Economists Ltd., 2018.

* Statistics Canada defines no fixed place of work (N.F.P.O.W.) employees as "persons who do not go from home to the same work place location at the beginning of each shift". Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.

Note: The 2031 employment forecasted has been adjusted upwards from the Township of Melancthon Official Plan, Approved by the Ontario Municipal Board, September 5, 2017, taking into account the 2016 Census.



Schedule 8b
Township of Melancthon
Employment & Gross Floor Area (G.F.A) Forecast, 2019 to 2031

Period	Population	Employment					Gross Floor Area In Square Feet (Estimated)*			
		Primary	Industrial	Commercial/ Population Related	Institutional	Total	Industrial	Commercial/ Population Related	Institutional	Total
Mid 2016	3,008	65	110	75	45	295				
Mid 2019	3,077	66	113	77	46	302				
Mid 2029	3,270	72	120	88	49	329				
Mid 2031	3,308	73	121	91	49	334				
Incremental Change										
Mid 2016 - Mid 2019	69	1	3	2	1	7	6,000	1,200	900	8,100
Mid 2019 - Mid 2029	193	6	7	11	3	27	14,000	6,600	2,700	23,300
Mid 2019 - Mid 2031	231	7	8	14	3	32	16,000	8,400	2,700	27,100
Annual Average										
Mid 2016 - Mid 2019	23	0	1	1	0	2	2,000	400	300	2,700
Mid 2019 - Mid 2029	19	1	1	1	0	3	1,400	660	270	2,330
Mid 2019 - Mid 2031	19	1	1	1	0	3	1,333	700	225	2,258

Source: Watson & Associates Economists Ltd., 2019.

* Square Foot Per Employee Assumptions

Industrial 2,000

Commercial/ Population Related 600

Institutional 900

* Reflects Mid 2019 to Mid 2031 forecast period

Note: Numbers may not add to totals due to rounding.



Schedule 9
Township of Melancthon
Non-Residential Construction Value
Years 2007 to 2016
(000's 2018 \$)

YEAR	Industrial				Commercial				Institutional				Total			
	New	Improve	Additions	Total	New	Improve	Additions	Total	New	Improve	Additions	Total	New	Improve	Additions	Total
2007	986	405	0	1,391	1,096	116	0	1,213	0	0	0	0	2,082	521	0	2,604
2008	22,102	23	0	22,125	171	0	0	171	0	0	0	0	22,273	23	0	22,296
2009	1,127	342	0	1,469	147	0	0	147	0	0	0	0	1,274	342	0	1,616
2010	1,768	174	0	1,942	268	0	0	268	0	0	0	0	2,036	174	0	2,210
2012	637	177	0	814	0	0	804	804	0	0	0	0	637	177	804	1,618
2013	4,592	471	0	5,063	0	168	0	168	0	26	0	26	4,592	666	0	5,258
2014	930	385	0	1,315	774	0	0	774	0	0	0	0	1,704	385	0	2,089
2015	1,582	115	0	1,698	396	63	0	459	0	0	0	0	1,978	178	0	2,157
2016	919	31	0	949	29	10	491	530	102	0	0	102	1,049	40	491	1,581
Subtotal	35,640	2,395	0	38,035	3,911	499	1,295	5,705	102	26	0	128	39,652	2,921	1,295	43,868
Percent of Total	94%	6%	0%	100%	69%	9%	23%	100%	79%	21%	0%	100%	90%	7%	3%	100%
Average	3,564	240	#DIV/0!	3,803	489	100	648	571	102	26	#DIV/0!	64	3,965	292	648	4,387
2007 - 2011 Period Total				28,196				2,970				0				31,166
2007 - 2011 Average				5,639				594				0				6,233
% Breakdown				90.5%				9.5%				0.0%				100.0%
2012 - 2016 Period Total				9,839				2,735				128				12,702
2012 - 2016 Average				1,968				547				26				2,540
% Breakdown				77.5%				21.5%				1.0%				100.0%
2007 - 2016 Period Total				38,035				5,705				128				43,868
2007 - 2016 Average				3,803				571				13				4,387
% Breakdown				86.7%				13.0%				0.3%				100.0%

Source: Statistics Canada Publication, 64-001-X1B

Note: Inflated to year-end 2017 (January, 2018) dollars using Reed Construction Cost Index



Schedule 10
Township of Melancthon
Employment to Population Ratio by Major Employment Sector, 2016

NAICS		Year	Comments
		2016	
Employment by Industry			
	Primary Industry Employment		Categories which relate to local land-based resources
11	<i>Agriculture, forestry, fishing and hunting</i>	145	
21	<i>Mining and oil and gas extraction</i>	0	
	Sub-total	145	
	Industrial and Other Employment		Categories which relate primarily to industrial land supply and demand
22	<i>Utilities</i>	25	
23	<i>Construction</i>	40	
31-33	<i>Manufacturing</i>	65	
41	<i>Wholesale trade</i>	20	
48-49	<i>Transportation and warehousing</i>	15	
56	<i>Administrative and support</i>	5	
	Sub-total	170	
	Population Related Employment		Categories which relate primarily to population growth within the municipality
44-45	<i>Retail trade</i>	20	
51	<i>Information and cultural industries</i>	0	
52	<i>Finance and insurance</i>	0	
53	<i>Real estate and rental and leasing</i>	10	
54	<i>Professional, scientific and technical services</i>	10	
55	<i>Management of companies and enterprises</i>	0	
56	<i>Administrative and support</i>	5	
71	<i>Arts, entertainment and recreation</i>	40	
72	<i>Accommodation and food services</i>	0	
81	<i>Other services (except public administration)</i>	35	
	Sub-total	120	
	Institutional		
61	<i>Educational services</i>	10	
62	<i>Health care and social assistance</i>	20	
91	<i>Public administration</i>	15	
	Sub-total	45	
	Total Employment	480	
	Population	3,008	
	Employment to Population Ratio		
	Industrial and Other Employment	0.06	
	Population Related Employment	0.04	
	Institutional Employment	0.01	
	Primary Industry Employment	0.05	
	Total	0.16	

Source: Statistics Canada Employment by Place of Work

Note: 2006-2016 employment figures are classified by North American Industry Classification System (NAICS) Code



Appendix B

Level of Service



Appendix B: Level of Service

SUMMARY OF SERVICE STANDARDS AS PER DEVELOPMENT CHARGES ACT, 1997, AS AMENDED							
Service Category	Sub-Component	10 Year Average Service Standard					
		Cost (per capita)	Quantity (per capita)		Quality (per capita)		Maximum Ceiling LOS
Services Related to a Highway	Services Related to a Highway - Roads	\$27,996.40	0.0906	km of roadways	309,011	per lane km	6,467,168
	Services Related to a Highway - Bridges, Culverts & Structures	\$9,399.20	0.0174	Number of Bridges, Culverts & Structures	540,184	per item	2,171,215
	Services Related to a Highway - Facilities	\$945.37	5.2233	ft² of building area	181	per sq.ft	218,380
	Services Related to a Highway - Vehicles and Equipment	\$833.70	0.0037	No. of vehicles and equipment	225,324	per vehicle	192,585
Fire	Fire Facilities	\$356.89	1.5783	ft² of building area	226	per sq.ft	82,395
	Fire Vehicles	\$334.47	0.0015	No. of vehicles	222,980	per vehicle	77,263
	Fire Small Equipment and Gear	\$100.62	0.0069	No. of equipment and gear	14,583	per Firefighter	23,243
Police	Police Small Equipment and Gear	\$8.56	0.0010	No. of equipment and gear	8,560	per Officer	1,977
Parks	Parkland Development	\$42.92	0.0009	Acres of Parkland	47,689	per acre	6,284
Recreation	Indoor Recreation Facilities	\$1,732.25	8.0576	ft² of building area	215	per sq.ft	334,324
Library	Library Facilities	\$76.26	0.2937	ft² of building area	260	per sq.ft	14,718
	Library Collection Materials	\$65.05	2.1682	No. of library collection items	30	per collection item	12,555



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Services Related to a Highway - Roads
Unit Measure: km of roadways

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/km)
Asphalt - Rural	67.02	67.02	67.02	67.02	67.02	67.02	67.02	67.02	67.02	67.02	\$427,000
Asphalt - Semi-Urban	8.76	8.76	8.76	8.76	8.76	8.76	8.76	8.76	8.76	8.76	\$420,000
Asphalt - Urban	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	1.31	\$444,000
Gravel - Rural	188.22	188.22	188.22	188.22	188.22	188.22	188.22	188.22	188.22	188.22	\$261,000
Total	265.30	265.30	265.30	265.30	265.30	265.30	265.30	265.30	265.30	265.30	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0923	0.0931	0.0934	0.0927	0.0917	0.0905	0.0894	0.0882	0.0876	0.0869

10 Year Average	2009-2018
Quantity Standard	0.0906
Quality Standard	\$309,011
Service Standard	\$27,996

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$27,996
Eligible Amount	\$6,467,168



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Services Related to a Highway - Bridges, Culverts & Structures
Unit Measure: Number of Bridges, Culverts & Structures

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/item)
Bridge/Structure	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	28.5	\$691,000
Culvert	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	22.0	\$353,000
Prefabricated Structure (50% Share)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	\$141,000
Total	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	51.0	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0177	0.0179	0.0180	0.0178	0.0176	0.0174	0.0172	0.0170	0.0168	0.0167

10 Year Average	2009-2018
Quantity Standard	0.0174
Quality Standard	\$540,184
Service Standard	\$9,399

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$9,399
Eligible Amount	\$2,171,215



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Services Related to a Highway - Facilities
Unit Measure: ft² of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Sand Storage Facility	4,736	4,736	4,736	4,736	4,736	4,736	4,736	4,736	4,736	4,736	\$170	\$191
Public Works Garage	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	9,600	\$170	\$191
Equipment Storage Facility	-	-	-	-	-	-	-	-	5,000	5,000	\$26	\$32
Total	14,336	14,336	14,336	14,336	14,336	14,336	14,336	14,336	19,336	19,336		

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	4.9864	5.0319	5.0497	5.0073	4.9537	4.8912	4.8302	4.7660	6.3815	6.3355

10 Year Average	2009-2018
Quantity Standard	5.2233
Quality Standard	\$181
Service Standard	\$945

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$945
Eligible Amount	\$218,380



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Services Related to a Highway - Vehicles and Equipment
Unit Measure: No. of vehicles and equipment

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/Vehicle)
Champion Grader	1	1	1	-	-	-	-	-	-	-	\$422,000
GMC Dump Truck	1	1	1	1	1	1	1	1	1	1	\$326,800
Freightliner Dump Truck	1	-	-	-	-	-	-	-	-	-	\$326,800
GMC Pickup	2	2	2	2	2	1	1	1	1	1	\$35,500
JBC Backhoe	1	1	1	1	1	1	1	1	1	1	\$258,000
Western Star Plow	1	1	1	1	1	1	1	1	1	1	\$326,800
Western Star Dump Truck	1	1	1	1	1	1	1	1	1	1	\$326,800
John Deer Grader	-	-	-	1	1	1	1	1	1	1	\$360,100
CAT Grader	1	1	1	1	1	1	1	1	1	1	\$360,100
Volvo vehicles	-	2	2	2	2	2	2	2	2	2	\$147,900
CAT Loader	1	1	1	1	1	1	1	1	1	1	\$99,800
Ford Pickup	-	-	-	-	-	-	-	1	1	1	\$40,800
Total	10	11	11	11	11	10	10	11	11	11	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0035	0.0039	0.0039	0.0038	0.0038	0.0034	0.0034	0.0037	0.0036	0.0036

10 Year Average	2009-2018
Quantity Standard	0.0037
Quality Standard	\$225,324
Service Standard	\$834

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$834
Eligible Amount	\$192,585



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Fire Facilities
Unit Measure: ft² of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Mulmur Melancthon (Honeywood) Fire Station (Melancthon portion)	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	3,375	\$186	\$218
Shelburne Fire Station (Melancthon portion)	843	843	843	1,114	1,114	1,114	1,075	1,047	1,051	1,026	\$229	\$268
Southgate (Dundalk) Fire Station (Melancthon portion)	242	242	242	242	242	242	242	242	242	242	\$138	\$163
Total	4,461	4,461	4,461	4,731	4,731	4,731	4,692	4,664	4,669	4,643		

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	1.5515	1.5657	1.5712	1.6525	1.6348	1.6141	1.5808	1.5505	1.5408	1.5212

10 Year Average	2009-2018
Quantity Standard	1.5783
Quality Standard	\$226
Service Standard	\$357

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$357
Eligible Amount	\$82,395



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Fire Vehicles
Unit Measure: No. of vehicles

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/Vehicle)
Shelburne (Melancthon's portion):											
Rescue Van (Town's Share) 2004 Oro Design Rescue 26	0.1591	0.1591	0.1591	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$350,000
2018 Spartan MetroStar Pumper 24 (Town's Share)	0.1591	0.1591	0.1591	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$550,000
1998 Fort Gary Pumper 27 (Town's Share)	0.1591	0.1591	0.1591	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$550,000
2009 Seagrave Tanker 25 (Town's Share)	0.1591	0.1591	0.1591	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$350,000
Training Maze (Town's Share)	0.1591	0.1591	0.1591	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$2,800
Ford F-150 Command - Car 21 (Town's Share)	0.1591	0.1591	0.1591	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$60,000
Ariel Truck (Town's Share) 2012 E-ONE HP1000 Aerial - Ladder 28	-	-	-	0.1591	0.1591	0.1591	0.1535	0.1495	0.1502	0.1465	\$1,000,000
Mulmur Melancthon (Honeywood) Fire Vehicles (Melancthon's portion):											
1999 Freightliner Pumper	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	\$430,000
2009 Spartan Rescue Pumper ZS4	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	\$430,000
1987 Ford Tanker	0.5000	0.5000	-	-	-	-	-	-	-	-	\$194,800
2005 International Tanker	-	-	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	\$194,800
2000 Ford F-350 Rescue	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	-	-	-	-	\$60,000
2000 Freightliner Command Rescue	-	-	-	-	-	-	0.5000	0.5000	0.5000	0.5000	\$60,000
2007 Trailer 20'	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	\$21,000
8 Wheeled Argo	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	0.5000	\$10,200
Southgate (Dundalk) (Melancthon's Portion)											
Rescue Van	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	\$304,000
Pumper	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	\$396,000



Service: Fire Vehicles
Unit Measure: No. of vehicles

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/Vehicle)
Tanker	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	\$303,000
Pumper	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	0.0552	\$588,000
Total	4.1754	4.1754	4.1754	4.3345	4.3345	4.3345	4.2953	4.2673	4.2722	4.2463	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0015	0.0015	0.0015	0.0015	0.0015	0.0015	0.0014	0.0014	0.0014	0.0014

10 Year Average	2009-2018
Quantity Standard	0.0015
Quality Standard	\$222,980
Service Standard	\$334

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$334
Eligible Amount	\$77,263



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Fire Small Equipment and Gear
Unit Measure: No. of equipment and gear

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/item)
Mulmur Melancthon (Honeywood) Fire Fighters (Melancthon's portion)	11.00	11.00	11.00	11.50	11.50	13.00	12.50	12.00	12.00	10.50	\$7,500
Mulmur Melancthon (Honeywood) Small Equipment (Melancthon's portion)	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.50	\$164,125
Shelburne Firefighters and Small Equipment (Melancthon's portion)	4.77	4.77	4.77	4.77	4.77	4.77	4.61	4.49	4.51	4.40	\$21,300
Southgate (Melancthon's Portion):											
Fire Fighter Equipment	1.49	1.49	1.49	1.49	1.55	1.55	1.55	1.55	1.55	1.55	\$6,700
Hurst Auto Extractor	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	\$15,900
S.C.B.A.'s	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	0.55	\$9,300
Defibrillators	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	\$9,300
Trunk Radios	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	0.11	\$6,700
Portable Pumps	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	\$8,400
Ram Kits	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	\$8,900
AirBags	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	0.22	\$9,700
TMX Gas Detectors	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	\$6,000
Mt. Forest Firefighters (Southgate Share)	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	0.28	\$6,700
Durham Firefighters (Southgate Share)	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	0.23	\$6,700
Thermal Imaging Camera	-	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	0.06	\$12,400
Total	19.59	19.65	19.65	20.15	20.20	21.70	21.04	20.42	20.44	18.83	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0068	0.0069	0.0069	0.0070	0.0070	0.0074	0.0071	0.0068	0.0067	0.0062

10 Year Average	2009-2018
Quantity Standard	0.0069
Quality Standard	\$14,583
Service Standard	\$101

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$101
Eligible Amount	\$23,243



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Police Small Equipment and Gear
Unit Measure: No. of equipment and gear

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/item)
Equipped Officers - O.P.P.	2.35	2.49	2.49	2.49	2.49	3.28	3.28	3.62	3.45	3.49	\$8,555
Total	2.35	2.49	2.49	2.49	2.49	3.28	3.28	3.62	3.45	3.49	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0008	0.0009	0.0009	0.0009	0.0009	0.0011	0.0011	0.0012	0.0011	0.0011

10 Year Average	2009-2018
Quantity Standard	0.0010
Quality Standard	\$8,560
Service Standard	\$9

D.C. Amount (before deductions)	13 Year
Forecast Population	231
\$ per Capita	\$9
Eligible Amount	\$1,977



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Parkland Development
Unit Measure: Acres of Parkland

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/Acre)
Horning Mills Park	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47	\$50,900
Total	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47	2.47	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.0009	0.0009	0.0009	0.0009	0.0009	0.0008	0.0008	0.0008	0.0008	0.0008

10 Year Average	2009-2018
Quantity Standard	0.0009
Quality Standard	\$47,689
Service Standard	\$43

D.C. Amount (before deductions)	10 Year
Forecast Population	193
\$ per Capita	\$43
Eligible Amount	\$8,284



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Indoor Recreation Facilities
Unit Measure: ft² of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Centre Dufferin Recreation Complex (15% Melancthon portion)	4,660	4,660	4,660	5,958	5,958	5,958	5,958	5,958	5,958	5,958	\$248	\$277
Southgate Dundalk Community Centre (10% Melancthon portion)	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	3,052	\$162	\$182
Horning Mills Hall	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	3,240	\$173	\$194
North Dufferin Community Centre - Mulmur/Melancthon Area - Arena	11,750	11,750	11,750	11,750	11,750	11,750	11,750	11,750	11,750	11,750	\$178	\$200
Total	22,703	22,703	22,703	24,000	24,000	24,000	24,000	24,000	24,000	24,000		

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	7.8966	7.9687	7.9967	8.3829	8.2931	8.1884	8.0863	7.9788	7.9209	7.8638

10 Year Average	2009-2018
Quantity Standard	8.0576
Quality Standard	\$215
Service Standard	\$1,732

D.C. Amount (before deductions)	10 Year
Forecast Population	193
\$ per Capita	\$1,732
Eligible Amount	\$334,324



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Library Facilities
Unit Measure: ft² of building area

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Bld'g Value (\$/sq.ft.)	Value/sq.ft. with land, site works, etc.
Shelburne Library (Melancthon portion 15.6%)	780	780	780	780	780	705	639	670	718	653	\$229	\$280
The Ruth Hargrave Memorial Library (Southgate/Dundalk) (Melancthon portion 4.08%)	131	131	131	131	131	131	131	131	131	131	\$118	\$146
Total	911	911	911	911	911	836	770	801	849	784		

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	0.3167	0.3196	0.3207	0.3180	0.3146	0.2851	0.2593	0.2661	0.2800	0.2567

10 Year Average	2009-2018
Quantity Standard	0.2937
Quality Standard	\$260
Service Standard	\$76

D.C. Amount (before deductions)	10 Year
Forecast Population	193
\$ per Capita	\$76
Eligible Amount	\$14,718



**Township of Melancthon
Service Standard Calculation Sheet**

Service: Library Collection Materials
Unit Measure: No. of library collection items

Description	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 Value (\$/item)
Circulation Books & Periodicals (Melancthon's Share)	5,511	5,769	6,623	6,570	6,926	5,872	6,144	6,102	7,471	6,568	\$30
Total	5,511	5,769	6,623	6,570	6,926	5,872	6,144	6,102	7,471	6,568	

Population	2,875	2,849	2,839	2,863	2,894	2,931	2,968	3,008	3,030	3,052
Per Capita Standard	1.92	2.02	2.33	2.29	2.39	2.00	2.07	2.03	2.47	2.15

10 Year Average	2009-2018
Quantity Standard	2.1682
Quality Standard	\$30
Service Standard	\$65

D.C. Amount (before deductions)	10 Year
Forecast Population	193
\$ per Capita	\$65
Eligible Amount	\$12,555



Appendix C

Long-Term Capital and Operating Cost Examination



Appendix C: Long-Term Capital and Operating Cost Examination

Township of Melancthon Annual Capital and Operating Cost Impact

As a requirement of the D.C.A. under subsection 10 (2) (c), an analysis must be undertaken to assess the long-term capital and operating cost impacts for the capital infrastructure projects identified within the D.C. As part of this analysis, it was deemed necessary to isolate the incremental operating expenditures directly associated with these capital projects, factor in cost saving attributable to economies of scale or cost sharing where applicable and prorate the cost on a per unit basis (i.e. sq.ft. of building space, per vehicle, etc.). This was undertaken through a review of the Township's approved 2017 Financial Information Return (F.I.R.).

- In addition to the operational impacts, over time the initial capital projects will require replacement. This replacement of capital is often referred to as life cycle cost. By definition, life cycle costs are all the costs which are incurred during the life of a physical asset, from the time its acquisition is first considered, to the time it is taken out of service for disposal or redeployment. The method selected for life cycle costing is the sinking fund method which provides that money will be contributed annually and invested, so that those funds will grow over time to equal the amount required for future replacement. The following factors were utilized to calculate the annual replacement cost of the capital projects (annual contribution = factor X capital asset cost) and are based on an annual growth rate of 2% (net of inflation) over the average useful life of the asset:

Asset	Lifecycle Cost Factors	
	Average Useful Life	Factor
Roads	25	0.03122
Bridges, Culverts & Structures	50	0.01182
Vehicles	12	0.07456
Fire & Police Equipment	7	0.13451
Parkland	30	0.02465
Parkland Amenities	15	0.05783
Library Materials	10	0.09133
Facilities	50	0.01182



Table C-1 depicts the annual operating impact resulting from the proposed gross capital projects at the time they are all in place. It is important to note that, while Township program expenditures will increase with growth in population, the costs associated with the new infrastructure (i.e. facilities) would be delayed until the time these works are in place.



Table C-1
Township of Melancthon
Operating and Capital Expenditure Impacts for Future Capital Expenditures

SERVICE	GROSS COST LESS BENEFIT TO EXISTING	ANNUAL LIFECYCLE EXPENDITURES	ANNUAL OPERATING EXPENDITURES	TOTAL ANNUAL EXPENDITURES
1. Services Related to a Highway				
1.1 Roads, Bridges, Culverts & Structures	145,810	20,280	51,687	71,967
1.2 Vehicles and Equipment	175,000	18,603	62,119	80,722
2. Fire Protection Services				
2.1 Fire facilities, vehicles & equipment	301,787	22,463	12,443	34,906
3. Police Services				
3.1 Small equipment and gear	1,958	2,808	32,363	35,191
4. Outdoor Recreation Services				
4.1 Parkland development, amenities & trails	13,253	1,790	57	1,847
5. Indoor Recreation Services				
5.1 Recreation facilities	457,257	31,334	1,674	33,008
6. Library Services				
6.1 Library facilities	14,000	730	-	730
6.2 Library materials	35,008	7,710	-	7,710
7. Administration				
7.1 Studies - Essential Services	78,400		-	-
7.2 Studies - Community Based Services	157,800		-	-
Total	1,380,073	105,718	160,364	266,082



Appendix D

D.C. Reserve Fund Policy



Appendix D: D.C. Reserve Fund Policy

D.1 Legislative Requirements

The Development Charges Act, 1997 (D.C.A.) requires development charge collections (and associated interest) to be placed in separate reserve funds. Sections 33 through 36 of the Act provide the following regarding reserve fund establishment and use:

- A municipality shall establish a reserve fund for each service to which the D.C. by-law relates; subsection 7 (1), however, allows services to be grouped into categories of services for reserve fund (and credit) purposes, although only 100% eligible and 90% eligible services may be combined (minimum of two reserve funds).
- The municipality shall pay each development charge it collects into a reserve fund or funds to which the charge relates.
- The money in a reserve fund shall be spent only for the “capital costs” determined through the legislated calculation process (as per subsection 5 (1) 2-8).
- Money may be borrowed from the fund but must be paid back with interest (O.Reg. 82/98, subsection 11 (1) defines this as Bank of Canada rate either on the day the by-law comes into force or, if specified in the by-law, the first business day of each quarter).
- D.C. reserve funds may not be consolidated with other municipal reserve funds for investment purposes and may only be as an interim financing source for capital undertakings for which development charges may be spent (section 37).

Annually, the Treasurer of the municipality is required to provide Council with a financial statement related to the D.C. by-law(s) and reserve funds. This statement must be made available to the public and may be requested to be forwarded to the Minister of Municipal Affairs and Housing. The D.C.A. does not prescribe how the statement is to be made available to the public. We would recommend that a resolution of Council make the statement available on the municipality's website or upon request.

Subsection 43 (2) and O.Reg. 82/98 prescribes the information that must be included in the Treasurer's statement, as follows:

- opening balance;



- closing balance;
- description of each service and/or service category for which the reserve fund was established (including a list of services within a service category);
- transactions for the year (e.g. collections, draws) including each assets capital costs to be funded from the D.C. reserve fund and the manner for funding the capital costs not funded under the D.C. by-law (i.e. non-D.C. recoverable cost share and post-period D.C. recoverable cost share);
- for projects financed by development charges, the amount spent on the project from the D.C. reserve fund and the amount and source of any other monies spent on the project.
- amounts borrowed, purpose of the borrowing and interest accrued during previous year;
- amount and source of money used by the municipality to repay municipal obligations to the D.C. reserve fund;
- list of credits by service or service category (outstanding at beginning of the year, given in the year and outstanding at the end of the year by holder);
- for credits granted under section 14 of the previous D.C.A., a schedule identifying the value of credits recognized by the municipality, the service to which it applies and the source of funding used to finance the credit; and
- a statement as to compliance with subsection 59 (1) of the D.C.A., whereby the municipality shall not impose, directly or indirectly, a charge related to a development or a requirement to construct a service related to development, except as permitted by the D.C.A. or another Act.

Based upon the above, Figure 1, and Attachments 1 and 2, set out the format for which annual reporting to Council should be provided.

D.2 D.C. Reserve Fund Application

Section 35 of the D.C.A. states that:

“The money in a reserve fund established for a service may be spent only for capital costs determined under paragraphs 2 to 8 of subsection 5(1).”

This provision clearly establishes that reserve funds collected for a specific service are only to be used for that service, or to be used as a source of interim financing of capital undertakings for which a development charge may be spent.



Figure D-1
Township of Melancthon
Annual Treasurer's Statement of Development Charge Reserve Funds

Annual Treasurer's Statement of Development Charge Reserve Funds									
Description	Services to which the Development Charge Relates								Total
	Non-Discounted Services				Discounted Services				
	Services Related to a Highway	Police Services	Fire Protection Services	Outdoor Recreation Services	Indoor Recreation Services	Library Services	Administration - Studies - Community Based Services	Administration - Studies - Essential Services	
Opening Balance, January 1, _____									
Plus:									
Development Charge Collections									
Accrued Interest									
Repayment of Monies Borrowed from Fund and Associated Interest ¹									
Sub-Total	0	0	0	0	0	0		0	
Less:									
Amount Transferred to Capital (or Other) Funds ²									
Amounts Refunded									
Amounts Loaned to Other D.C. Service Category for Interim Financing Credits ³									
Sub-Total	0	0	0	0	0	0		0	
Closing Balance, December 31, _____	0	0	0	0	0	0		0	

¹ Source of funds used to repay the D.C. reserve fund

² See Attachment 1 for details

³ See Attachment 2 for details

The Municipality is compliant with s.s. 59.1 (1) of the *Development Charges Act*, whereby charges are not directly or indirectly imposed on development nor has a requirement to construct a service related to development been imposed, except as permitted by the *Development Charges Act* or another Act.



Attachment 1
Township of Melancthon
Amount Transferred to Capital (or Other) Funds – Capital Fund Transactions

Capital Fund Transactions	Gross Capital Cost	D.C. Recoverable Cost Share						Non-D.C. Recoverable Cost Share				
		D.C. Forecast Period			Post D.C. Forecast Period			Other Reserve/Reserve Fund Draws	Tax Supported Operating Fund Contributions	Rate Supported Operating Fund Contributions	Debt Financing	Grants, Subsidies Other Contributions
		D.C. Reserve Fund Draw	D.C. Debt Financing	Grants, Subsidies Other Contributions	Post-Period Benefit/ Capacity Interim Financing	Grants, Subsidies Other Contributions						
<u>Services Related to a Highway</u>												
Capital Cost A												
Capital Cost B												
Capital Cost C												
Sub-Total - Services Related to a Highway	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Fire Protection Services</u>												
Capital Cost D												
Capital Cost E												
Capital Cost F												
Sub-Total - Fire Protection Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<u>Library Services</u>												
Capital Cost G												
Capital Cost H												
Capital Cost I												
Sub-Total - Library Services	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0



Attachment 2
Township of Melancthon
Statement of Credit Holder Transactions

Credit Holder	Applicable D.C. Reserve Fund	Credit Balance Outstanding Beginning of Year _____	Additional Credits Granted During Year	Credits Used by Holder During Year	Credit Balance Outstanding End of Year _____
Credit Holder A					
Credit Holder B					
Credit Holder C					
Credit Holder D					
Credit Holder E					
Credit Holder F					



Appendix E

Asset Management Plan



Appendix E: Asset Management Plan

The recent changes to the D.C.A. (new subsection 10 (2) (c.2)) require that the background study must include an asset management plan (A.M.P.) related to new infrastructure. Section 10 (3) of the D.C.A. provides:

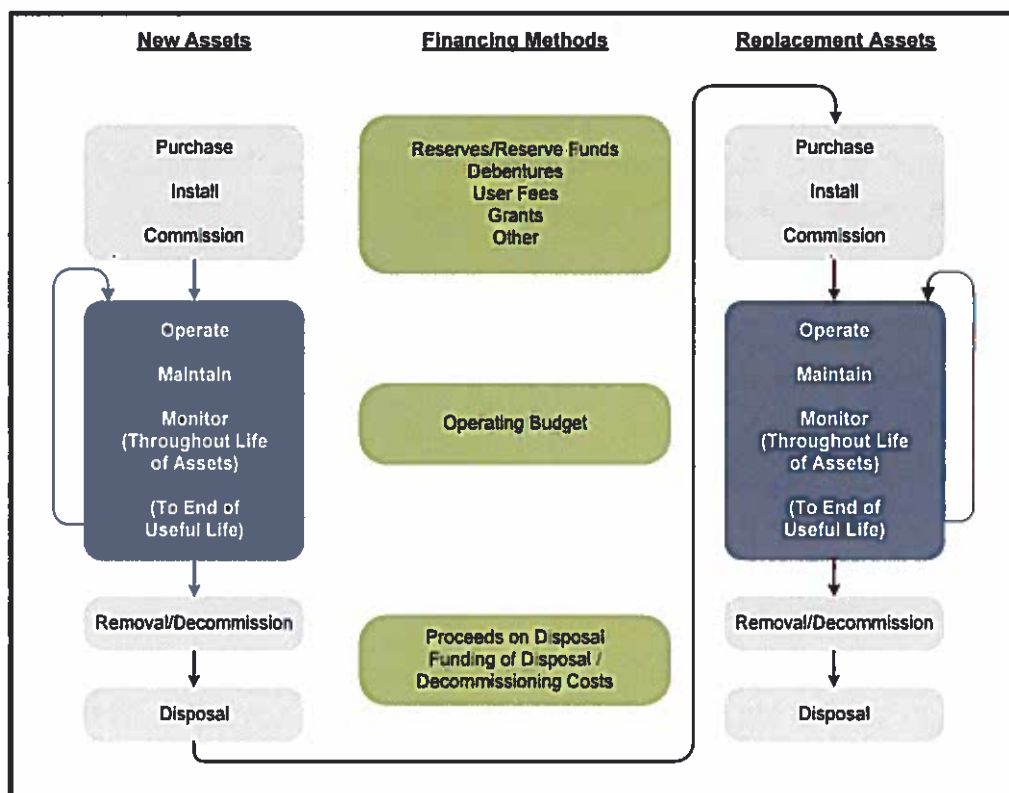
“The asset management plan shall,

- (a) deal with all assets whose capital costs are proposed to be funded under the development charge by-law;
- (b) demonstrate that all the assets mentioned in clause (a) are financially sustainable over their full life cycle;
- (c) contain any other information that is prescribed; and
- (d) be prepared in the prescribed manner.”

In regard to the above, section 8 of the Regulations was amended to include subsections (2), (3) and (4) which set out for specific detailed requirements for transit (only). For all services except transit, there are no prescribed requirements at this time thus requiring the municipality to define the approach to include within the background study.

At a broad level, the A.M.P. provides for the long-term investment in an asset over its entire useful life along with the funding. The schematic below identifies the costs for an asset through its entire lifecycle. For growth-related works, the majority of capital costs will be funded by the D.C. Non-growth-related expenditures will then be funded from non-D.C. revenues as noted below. During the useful life of the asset, there will be minor maintenance costs to extend the life of the asset along with additional program related expenditures to provide the full services to the residents. At the end of the life of the asset, it will be replaced by non-D.C. financing sources.

It should be noted that with the recent passing of the Infrastructure for Jobs and Prosperity Act (I.J.P.A.) municipalities are now required to complete A.M.P.s, based on certain criteria, which are to be completed by 2021 for core municipal services and 2023 for all other services. The amendments to the D.C.A. do not require municipalities to complete these A.M.P.s (required under I.J.P.A.) for the D.C. background study, rather the D.C.A. requires that the D.C. background study include information to show the assets to be funded by the D.C. are sustainable over their full lifecycle.



In 2012, the Province developed Building Together: Guide for municipal asset management plans which outlines the key elements for an A.M.P., as follows:

State of local infrastructure: asset types, quantities, age, condition, financial accounting valuation and replacement cost valuation.

Desired levels of service: defines levels of service through performance measures and discusses any external trends or issues that may affect expected levels of service or the municipality's ability to meet them (for example, new accessibility standards, climate change impacts).

Asset management strategy: the asset management strategy is the set of planned actions that will seek to generate the desired levels of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

Financing strategy: having a financial plan is critical for putting an A.M.P. into action. By having a strong financial plan, municipalities can also demonstrate that they have



made a concerted effort to integrate the A.M.P. with financial planning and municipal budgeting and are making full use of all available infrastructure financing tools.

Commensurate with the above, the Township prepared an A.M.P. in 2017 for its existing assets however, did not take into account future growth-related assets. As a result, the asset management requirement for the D.C. must be undertaken in the absence of this information.

In recognition to the schematic above, the following table (presented in 2019 \$) has been developed to provide the annualized expenditures and revenues associated with new growth. Note that the D.C.A. does not require an analysis of the non-D.C. capital needs or their associated operating costs so these are omitted from the table below. As well, as all capital costs included in the D.C.-eligible capital costs are not included in the Township's A.M.P., the present infrastructure gap and associated funding plan have not been considered at this time. Hence the following does not represent a fiscal impact assessment (including future tax/rate increases) but provides insight into the potential affordability of the new assets:

1. The non-D.C. recoverable portion of the projects which will require financing from municipal financial resources (i.e. taxation, rates, fees, etc.). This amount has been presented on an annual debt charge amount based on 20-year financing.
2. Lifecycle costs for the 2019 D.C. capital works have been presented based on a sinking fund basis. The assets have been considered over their estimated useful lives.
3. Incremental operating costs for the D.C. services (only) have been included.
4. The resultant total annualized expenditures are \$396,368.
5. Consideration was given to the potential new taxation and user fee revenues which will be generated as a result of new growth. These revenues will be available to finance the expenditures above. The new operating revenues are \$172,100. This amount, totalled with the existing operating revenues of \$3.91 million, provide annual revenues of \$4.08 million by the end of the period.
6. In consideration of the above, the capital plan is deemed to be financially sustainable.



Township of Melancthon
Asset Management – Future Expenditures and Associated Revenues
2019\$

	Sub-Total	2031 (Total)
Expenditures (Annualized)		
Annual Debt Payment on Non-Growth Related Capital ¹		105,152
Annual Debt Payment on Post Period Capital ²		13,951
Lifecycle:		
Annual Lifecycle - Town Wide Services	\$130,852	
Sub-Total - Annual Lifecycle	\$130,852	\$130,852
Incremental Operating Costs (for D.C. Services)		\$160,364
Total Expenditures		\$396,368
Revenue (Annualized)		
Total Existing Revenue ³		\$3,910,735
Incremental Tax and Non-Tax Revenue (User Fees, Fines, Licences, etc.)		\$172,100
Total Revenues		\$4,082,835

¹ Non-Growth Related component of Projects including 10% mandatory deduction on soft services

² Interim Debt Financing for Post Period Benefit

³ As per Sch. 10 of FIR



Appendix F

Proposed D.C. By-law



Appendix F: Proposed D.C. By-law

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

By-law Number 2019-__

BEING A BY-LAW to establish development charges for the Township of Melancthon and to repeal Development Charge By-law Number 2014-42.

WHEREAS subsection 2(1) of the *Development Charges Act*, 1997, S.O. 1997, c. 27, as amended (the "Act"), provides that the council of a municipality may by by-law impose development charges against land to pay for increased capital costs required because of increased needs for services arising from development of the area to which the by-law applies;

AND WHEREAS a Development Charges Background Study for the Township of Melancthon, dated June 14, 2019 (the "Study") as required by section 10 of the Act was presented to Council along with a draft of this By-law as then proposed on July 18, 2019 and was completed within a one-year period prior to the enactment of this By-law;

AND WHEREAS notice of a public meeting was given pursuant to subsection 12(1) of the Act, and in accordance with the regulations under the Act, on or before June 27, 2019, and copies of the Study and this proposed development charge by-law were made available to the public not later than June 14, 2019 in accordance with subsection 12(1) of the Act;

AND WHEREAS a public meeting was held on July 18, 2019 in accordance with the Act to hear comments and representations from all persons who applied to be heard (the "Public Meeting");

AND WHEREAS any person who attended the public meeting was afforded an opportunity to make representations and the public generally were afforded an opportunity to make written submissions relating to this proposed By-law;



AND WHEREAS the Council of the Township of Melancthon has determined that no further public meeting is required in accordance with Section 12(3) of the *Development Charges Act, 1997*, S.O. 1997, c. 27;

NOW THEREFORE The Corporation of the Township of Melancthon by its Council enacts the following:

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MELANCTHON ENACTS AS FOLLOWS:

1.0 DEFINITIONS

1.1 In this By-law,

- (a) "Act" means the *Development Charges Act, 1997*, S.O. 1997, c. 27, as amended, or any successor thereto;
- (b) "administration service" means any and all development related studies carried out by the municipality which are with respect to eligible services for which a development charge by-law may be imposed under the Act;
- (c) "accessory use" means where used to describe a use, building, or structure that the use, building or structure is naturally and normally incidental, subordinate in purpose of floor area or both, and exclusively devoted to a principal use, building or structure;
- (d) "agricultural use" means a farming operation conducted by a business with a valid Farm Business Registration Number issued by the Ontario Ministry of Agriculture, Food and Rural Affairs. Agricultural use does not include an on-farm diversified use;
- (e) "apartment unit" means any residential unit within a building containing three or more dwelling units where access to each residential unit is obtained through a common entrance or entrances from the street level and the residential units are connected by an interior corridor;
- (f) "Assessment Act" means the *Assessment Act*, R.S.O. 1990, c. A.31, as amended or any successor thereto;



- (g) "bedroom" means a habitable room larger than seven square metres, including a den, study, or other similar area, but does not include a living room, dining room or kitchen
- (h) "benefiting area" means an area defined by map, plan or legal description in a front-ending agreement as an area that will receive a benefit from the construction of a service;
- (i) "board" has the same meaning as that specified in the *Education Act*, R.S.O. 1990, c. E.2, as amended or any successor thereto;
- (j) "*Building Code Act*" means the *Building Code Act*, 1992, S.O. 1992, c. 23, as amended, and all Regulations made under it including the Building Code, as amended, or any successors thereto;
- (k) "capital cost" means costs incurred or proposed to be incurred by the municipality or a local board thereof directly or by others on behalf of, and as authorized by, the municipality or local board
 - (a) to acquire land or an interest in land, including a leasehold interest;
 - (b) to improve land;
 - (c) to acquire, lease, construct or improve buildings and structures;
 - (d) to acquire, lease, construct or improve facilities including,
 - (i) rolling stock with an estimated useful life of seven years or more,
 - (ii) furniture and equipment, other than computer equipment, and
 - (iii) materials acquired for circulation, reference or information purposes by a library board as defined in the *Public Libraries Act*, R. O. 1990, c. 57, and
 - (iv) to undertake studies in connection with any of the matters referred to in clauses (a) to (d);



- (f) to complete the development charge background study under Section 10 of the Act;
- (g) interest on money borrowed to pay for costs in (a) to (d); required for provision of services designated in this by-law within or outside the municipality;
- (l) “commercial” means any use of land, structures or buildings for the purposes of buying or selling commodities and services, but does not include industrial or agricultural uses, but does include hotels, motels, motor inns and boarding, lodging and rooming houses;
- (m) “Council” means the Council of the Township of Melancthon;
- (n) “development” means the construction, erection or placing of one or more buildings or structures on land or the making of an addition or alteration to a building or structure that the effect of increasing the size of usability thereof, and includes redevelopment;
- (o) “development charge” means a charge imposed pursuant to this By-law;
- (p) “dwelling unit” means any part of a building or structure used, designed or intended to be used as a domestic establishment in which one or more persons may sleep and are provided with culinary and sanitary facilities for their exclusive use;
- (q) “*Education Act*” means the *Education Act*, R.S.O. 1990, c. E.2, as amended or any successor thereto;
- (r) “existing industrial” means an industrial building or buildings existed on a lot in the Township on the day this By-law comes into effect or the first industrial building or buildings constructed and occupied on a vacant lot pursuant to site plan approval under section 41 of the Planning Act subsequent to this By-law coming into effect for which full Development Charges were paid
- (s) “grade” means the average level of finished ground adjoining a building or structure at all exterior walls;
- (t) “gross floor area” means:



- a. in the case of a residential building or structure, the total area of all floors above grade of a dwelling unit measured between the outside surfaces of exterior walls or between the outside surfaces of exterior walls and the centre line of party walls dividing the dwelling unit from any other dwelling unit or other portion of a building; and
- b. in the case of a non-residential building or structure, or in the case of a mixed-use building or structure in respect of the non-residential portion thereof, the total area of all building floors above or below grade measured between the outside surfaces of the exterior walls, or between the outside surfaces of exterior walls and the centre line of party walls dividing a non-residential use and a residential use, except for:
 - (i) a room or enclosed area within the building or structure above or below that is used exclusively for the accommodation of heating, cooling, ventilating, electrical, mechanical or telecommunications equipment that service the building;
 - (ii) loading facilities above or below grade; anda part of the building or structure below grade that is used for the parking of motor vehicles or for storage or other accessory use;
- (u) “industrial” means lands, buildings or structures used or designed or intended for use for manufacturing, processing, fabricating or assembly of raw goods, warehousing or bulk storage of goods, and includes office uses and the sale of commodities to the general public where such uses are accessory to an industrial use, but does not include the sale of commodities to the general public through a warehouse club, or any land, buildings or structures used for an agricultural use;
- (v) “institutional” means land, buildings, structures or any part thereof used by any organization, group or association for promotion of charitable, educational or benevolent objectives and not for profit or gain;
- (w) “Local Board” means a school board, public utility, commission, transportation commission, public library board, board of park management, local board of health, board of commissioners of police, planning board, or



any other board, commission, committee, body or local authority established or exercising any power or authority under any general or special Act with respect to any of the affairs or purposes, including school purposes, of the municipality or any part or parts thereof;

- (x) “mixed use” means land, buildings or structures used, or designed or intended for use, for a combination of residential and non-residential uses;
- (y) “multiple dwellings” means all dwellings other than single-detached, semi-detached and apartment unit dwellings.
- (z) “municipality” (or the “Township”) means The Corporation of the Township of Melancthon;
- (aa) “non-residential use” means a building or structure of any kind whatsoever used, designed or intended to be used for other than a residential use;
- (bb) “on-farm diversified use” means a use, occurring entirely and exclusively within a detached building that is secondary and subordinate to the active and principle agricultural use occurring on a property. Such uses shall be integrated within a farm cluster of buildings which must include a dwelling, and may include, but are not limited to, uses that produce value added agricultural products or provide a service that is supportive of regional agri-business.
- (cc) “owner” means the owner of land or a person who has made an application for approval for the development of land upon which a development charge is imposed;
- (dd) “Official Plan” means the Official Plan adopted for the municipality, as amended and approved;
- (ee) “place of worship” means a building or structure that is used primarily for worship and religious practices and purposes, including related administrative, assembly and associated spaces, but does not include portions of such building or structure used for any commercial use, including but not limited to daycare facilities;
- (ff) “*Planning Act*” means the *Planning Act*, R.S.O. 1990, c. P.13, as amended



or any successor thereto;

- (gg) "rate" means the interest rate established weekly by the Bank of Canada based on Treasury Bills having a term of 91 days;
- (hh) "redevelopment" means the construction, erection or placing of one (1) or more buildings or structures on land where all or part of a building or structure has previously been demolished on such land, or changing the use of a building or structure from residential to non-residential or from non-residential to residential;
- (ii) "regulation" means any regulation made under the Act;
- (jj) "residential dwelling" means a building, occupied or capable of being occupied as a home, residence or sleeping place by one or more persons, containing one or more dwelling units but not including motels, hotels, tents, truck campers, tourist trailers, mobile camper trailers or boarding, lodging or rooming houses;
- (kk) "residential use" means the use of a building or structure or portion thereof for one or more dwelling units. This also includes a dwelling unit on land that is used for an agricultural use;
- (ll) "semi-detached dwelling" means a dwelling unit in a residential building consisting of two dwelling units having one vertical wall or one horizontal wall, but not other parts, attached or another dwelling unit where the residential unit are not connected by an interior corridor;
- (mm) "service" means a service designed in Schedule "A" to this By-law, and "services" shall have a corresponding meaning;
- (nn) "Single detached dwelling" means a completely detached building containing only one dwelling unit;
- (oo) "Wind Turbine" means any wind energy system, comprising one or more turbines, that converts energy into electricity, with a combined nameplate generating capacity greater than 500 kilowatts and a height greater than 100 metres, that converts energy into electricity, and consists of a wind turbine, a tower, and associated control or conversion electronics. A wind



turbine and energy system may be connected to the electricity grid in circuits at a substation to provide electricity off-site for sale to an electrical utility or other intermediary;

- (pp) "Zoning By-Law" means the Zoning By-Law of the Township or any successor thereof passed pursuant to Section 34 of the *Planning Act*, S.O. 1998;

2.0 DESIGNATION OF SERVICES

2.1 The categories of services for which development charges are imposed under this By-law are as follows:

- a) Library Services;
- b) Fire Protection Services;
- c) Police Services
- d) Indoor Recreation Services;
- e) Outdoor Recreation Services;
- f) Services Related to a Highway;
- g) Administration Studies – Essential Services; and
- h) Administration Studies – Community Based Services.

2.2 The components of the services designated in subsection 2.1 are described in Schedule "A" to this By-law.

3.0 APPLICATION OF BY-LAW RULES

3.1 Development charges shall be payable in the amounts set out in this By-law where:

- a) the lands are located in the area described in subsection 3.2; and



- b) the development of the lands requires any of the approvals set out in clause 3.4(a).

Area to Which By-law Applies

- 3.2 Subject to subsection 3.3, this By-law applies to all lands in the geographic area of the Township of Melancthon.
- 3.3 This By-law shall not apply to lands that are owned by and used for the purposes of:
 - a) the Township of Melancthon or a local board thereof;
 - b) a board as defined in section 1(1) of the *Education Act*; or
 - c) the Corporation of the County of Dufferin or a local board thereof.

Approvals for Development

- 3.4 (a) Development charges shall be imposed on all lands, buildings or structures that are developed for residential or non-residential uses if the development requires:
 - (i) the passing of a zoning by-law or of an amendment to a zoning by-law under section 34 of the *Planning Act*;
 - (ii) the approval of a minor variance under section 45 of the *Planning Act*;
 - (iii) a conveyance of land to which a by-law passed under subsection 50(7) of the *Planning Act* applies;
 - (iv) the approval of a plan of subdivision under section 51 of the *Planning Act*;
 - (v) a consent under section 53 of the *Planning Act*;
 - (vi) the approval of a description under section 50 of the *Condominium Act*, R.S.O. 1990, Chap. C.26, as amended, or any successor thereof; or



- (vii) the issuing of a permit under the *Building Code Act* in relation to a building or structure.
- (b) No more than one development charge for each service designated in subsection 2.1 shall be imposed upon any lands, buildings or structures to which this By-law applies even though two or more of the actions described in subsection 3.4(a) are required before the lands, buildings or structures can be developed.
- (c) Despite subsection 3.4(b), if two or more of the actions described in subsection 3.4(a) occur at different times, additional development charges shall be imposed if the subsequent action has the effect of increasing the need for services.

Exemptions

3.5 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to:

- (a) an enlargement to an existing dwelling unit;
- (b) one or two additional dwelling units in an existing single detached dwelling; or
- (c) one additional dwelling unit in any other existing residential building;

3.6 Notwithstanding section 3.5(b), development charges shall be imposed if the total gross floor area of the additional one or two units exceeds the gross floor area of the existing dwelling unit.

3.7 Notwithstanding section 3.5, development charges shall be imposed if the additional unit has a gross floor area greater than

- i. in the case of a semi-detached or row dwelling, the gross floor area of the existing dwelling unit; and
- ii. in the case of any other residential building, the gross floor area of the smallest dwelling unit contained in the residential building.



3.8 Exemption for Industrial Development:

3.8.1 Notwithstanding any other provision of this by-law, no development charge is payable with respect to an enlargement of the gross floor area of an existing industrial building where the gross floor area is enlarged by 50 percent or less.

3.8.2 If the gross floor area of an existing industrial building is enlarged by greater than 50 percent, the amount of the development charge payable in respect of the enlargement is the amount of the development charge that would otherwise be payable multiplied by the fraction determined as follows:

- 1) determine the amount by which the enlargement exceeds 50 percent of the gross floor area before the enlargement;
- 2) divide the amount determined under subsection 1) by the amount of the enlargement

3.8.3 For the purpose of section 3.8 herein, "existing industrial building" is used as defined in the Regulation made pursuant to the Act.

Other Exemptions:

3.9.1 Notwithstanding the provisions of this By-law, development charges shall not be imposed with respect to lands, buildings or structures used as a place of worship, cemetery or burial ground exempt from taxation under the *Assessment Act*.

3.9.2 Notwithstanding the provisions of this By-law, development charges shall not be imposed on "an agricultural use, including barns, silos, or other storage facilities for produce, livestock, or machinery and equipment used in connection with an existing agricultural operation, and other ancillary development to an agricultural use, but excluding a residential dwelling or an on-farm diversified use"

Amount of Charges

Residential Uses

3.10 The development charges set out in Schedules B-1 and B-2 shall be imposed on residential uses of lands, buildings or structures, including a dwelling unit accessory to a non-residential use and, in the case of a mixed use building or



structure, on the residential uses in the mixed use building or structure, according to the type of residential unit, and calculated with respect to each of the services according to the type of residential use.

Non-Residential Uses

- 3.11 The development charges described in Schedules B-1 and B-2 to this by-law shall be imposed on non-residential uses of lands, buildings or structures, and, in the case of a mixed use building or structure, on the non-residential uses in the mixed use building or structure, and calculated with respect to each of the services according to the total floor area of the non-residential use.

Wind Turbines

- 3.12 The development charges described in Schedules B-1 and B-2 to this by-law shall be imposed on wind turbines with respect to services related to a highway and fire protection services on a per unit basis.

Reduction of Development Charges for Redevelopment

- 3.13 Despite any other provisions of this By-law, where, as a result of the redevelopment of land, a building or structure existing on the same land within 5 years prior to the date of payment of development charges in regard to such redevelopment was, or is to be demolished, in whole or in part, or converted from one principal use to another principal use on the same land, in order to facilitate the redevelopment, the development charges otherwise payable with respect to such redevelopment shall be reduced by the following amounts:

- (a) in the case of a residential building or structure, or in the case of a mixed-use building or structure, the residential uses in the mixed-use building or structure, an amount calculated by multiplying the applicable development charge under subsection 3.10 by the number, according to type, of dwelling units that have been or will be demolished or converted to another principal use; and
- (b) in the case of a non-residential building or structure or, in the case of mixed-use building or structure, the non-residential uses in the mixed-use building or structure, an amount calculated by multiplying



the applicable development charges under subsection 3.11 by the gross floor area that has been or will be demolished or converted to another principal use;

provided that such amounts shall not exceed, in total, the amount of the development charges otherwise payable with respect to the redevelopment.

Time of Payment of Development Charges

3.14 Development charges imposed under this By-law are calculated, payable, and collected upon issuance of a building permit for the development.

3.15 Despite section 3.14, Council from time to time, and at any time, may enter into agreements providing for all or any part of a development charge to be paid before or after it would otherwise be payable, in accordance with section 27 of the Act.

4. PAYMENT BY SERVICES

4.1 Despite the payment required under subsections 3.11 and 3.12, Council may, by agreement, give a credit towards a development charge in exchange for work that relates to a service to which a development charge relates under this By-law.

5. INDEXING

5.1 Development charges imposed pursuant to this By-law shall be adjusted annually, without amendment to this By-law, on January 1st of each year, in accordance with the prescribed index in the Act.

6. SCHEDULES

6.1 The following schedules shall form part of this By-law:

Schedule A - Components of Services Designated in section 2.1

Schedule B-1- Schedule of Development Charges for "Hard Services"

Schedule B-2 - Schedule of Development Charges for "Soft Services"



7. CONFLICTS

- 7.1 Where the Township of Melancthon and an owner or former owner have entered into an agreement with respect to land within the area to which this By-law applies, and a conflict exists between the provisions of this By-law and such agreement, the provisions of the agreement shall prevail to the extent that there is a conflict.
- 7.2 Notwithstanding section 7.1, where a development which is the subject of an agreement to which section 7.1 applies, is subsequently the subject of one or more of the actions described in subsection 3.4(a), an additional development charge in respect of the development permitted by the action shall be calculated, payable and collected in accordance with the provisions of this By-law if the development has the effect of increasing the need for services, unless such agreement provides otherwise.

8. SEVERABILITY

- 8.1 If, for any reason, any provision of this By-law is held to be invalid, it is hereby declared to be the intention of Council that all the remainder of this By-law shall continue in full force and effect until repealed, re-enacted, amended or modified.

9. DATE BY-LAW IN FORCE

- 9.1 This By-law shall come into effect at 12:01 AM on August __, 2019.

10. DATE BY-LAW EXPIRES

- 10.1 This By-law will expire at 12:01 AM on August __, 2023 unless it is repealed by Council at an earlier date.

11. EXISTING BY-LAW REPEALED

- 11.1 By-law Number 2014-22 is hereby repealed as of the date and time of this By-law coming into effect.

12.0 SHORT TITLE

- 12.1 This By-law may be referred to as the "Development Charges By-law".



READ A FIRST AND SECOND TIME THIS xx DAY OF AUGUST, 2019.

READ A THIRD TIME AND FINALLY PASSED THIS xx DAY OF AUGUST, 2019.

MAYOR

CLERK



Schedule "A"

Township of Melancthon Components of Service

- 1.0 Services Related to a Highway
- 2.0 Fire Protection Services
- 3.0 Police Services
- 4.0 Administration Studies – Essential Services
- 5.0 Indoor Recreation Services
- 6.0 Outdoor Recreation Services
- 7.0 Library Services
- 8.0 Administration Studies – Community Based Services



Schedule "B-1"
Township of Melancthon
Schedule of Residential and Non-Residential Development Charges for "Hard Services"

Service	RESIDENTIAL				NON-RESIDENTIAL	Wind Turbines
	Single and Semi-Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	(per sq.ft. of Gross Floor Area)	
Municipal Wide "Hard Services":						
Services Related to a Highway	1,895	913	656	1,483	1.43	1,895
Fire Protection Services	1,080	521	374	845	0.80	1,080
Police Services	12	6	4	9	0.01	-
Administration - Studies - Community Based Services	999	482	346	782	0.73	-
Total Municipal Wide "Hard Services"	3,986	1,922	1,380	3,119	2.97	2,975

Schedule "B-2"
Township of Melancthon
Schedule of Residential and Non-Residential Development Charges for "Soft Services"

Service	RESIDENTIAL				NON-RESIDENTIAL	Wind Turbines
	Single and Semi-Detached Dwelling	Apartments - 2 Bedrooms +	Apartments - Bachelor and 1 Bedroom	Other Multiples	(per sq.ft. of Gross Floor Area)	
Municipal Wide "Soft Services":						
Outdoor Recreation Services	56	27	19	44	0.02	-
Indoor Recreation Services	2,156	1,039	747	1,687	0.60	-
Library Services	172	83	60	135	0.05	-
Administration - Studies - Essential Services	514	248	178	402	0.38	-
Total Municipal Wide "Soft Services"	2,898	1,397	1,004	2,268	1.05	-

