



# TOWNSHIP OF MELANCTHON

## A G E N D A

Thursday, December 12, 2019 - 9:00 a.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 - November 21, 2019**
6. **Business Arising from Minutes**
7. **Point of Privilege or Personal Privilege**
8. **Public Question Period** (Please visit our website under Agendas and Minutes for information on Public Question Period)
9. **Public Works**
  1. Accounts
  2. Letter from Harvey Lyon regarding Burnside Road Management Plan
  3. Other
10. **Planning**
  1. Applications to Permit
  2. Notice of Intent to Pass By-law
    1. Tripp/Serbin - Zoning By-law Amendment By-law Temporary Use
  3. NWN Scientific Site Plan Application - Verbal Report
  4. Other
11. **Strategic Plan**
  1. Preservation - 2.1 - Water
12. **Climate Change Initiatives**
13. **Police Services Board**
14. **Committee Reports**
15. **Correspondence**

### **\*Board & Committee Minutes**

1. GRCA - Summary of the General Membership Meeting - November 22, 2019
2. Shelburne Public Library Board Meeting - October 15, 2019

### **\* Items for Information Purposes**

1. Town of Shelburne Notice of Decision - Draft Plan of Subdivision 900 Main Street East
2. Email from Jennifer Passy regarding Education Development Charges Regulation - Additional Exemptions
3. Dufferin County Council in Brief - November 14, 2019
4. NVCA Board Meeting Highlights - November 22, 2019
5. ROMA and OGRA Discuss Future Opportunities
6. Letter from Ministry of Agriculture Food and Rural Affairs regarding trespassers on farms and at food processing facilities
7. Report from Anna McGregor, Director of Community Services, County of Dufferin - Single Source Consultant - Community Safety and Well-Being Plan

8. Email from Sonya Pritchard, CAO, County of Dufferin - Service Delivery Review RFP Award

**\* Items for Council Action**

1. Notification for Maintenance and Repair Section 79, The Drainage Act, 1990 - Lot 244-245 Con 2 SW
2. Source Protection Committee Municipal Member to be Nominated
3. Report from Tracey Atkinson and Denise Holmes regarding Recreational Needs and Efficiency Proposals
4. Shelburne Public Library - Approved 2020 Budget
5. Email from Councillor David Thwaites - Memorandum on Administrative Monetary Penalties

**16. General Business**

1. Accounts
2. Notice of Intent to Pass By-law
  1. By-law Which Provides For The Erection of Stop Signs at Intersections - 2<sup>nd</sup> Line SW at 250 Sideroad
3. New/Other Business/Additions
  1. Motion to reduce taxes on specific properties under Section 357 of the Municipal Act
  2. Notice of Motion - Moved by Besley, to reschedule Council Meetings to One Day and One Evening Meeting per Month
  3. Notice of Motion - Moved by Mercer, to Support Continued and Positive Involvement in Local Boards and Committees
  4. Review NVCA Appointment as Councillor Mercer's Appointment expires December 31, 2019
  5. Report from Denise Holmes regarding Municipal Cyber Security Policies
  6. By-law Enforcement Services
  7. Addition(s)
4. Unfinished Business
  1. Notice of Intent to Pass By-law
    1. Salvage Yard By-law – Redlined Version from Township Solicitor and Clean Version

**17. Delegations**

1. 10:15 a.m. - Steven Murphy, Emergency Management and Communications Coordinator, County of Dufferin - Presentation on Emergency Management
2. 10:45 a.m. - Notice of Public Meeting Proposed ZBA - Huxtable

**18. Closed Session**

1. Approval of Draft Minutes - November 21, 2019
2. Business Arising from Minutes
3. Personal matters about an identifiable individual, including municipal or local board employees - Report of Denise Holmes, CAO/Clerk - Stats Ontario CPI Adjustment for Council/Staff Wages
4. Rise With or Without Report from Closed Session

**19. Third Reading of By-laws**

**20. Notice of Motion**

**21. Confirmation By-law**

**22. Adjournment and Date of Next Meeting - Thursday, January 16, 2019 - 5:00 p.m.**

**23. On Sites**

**24. Correspondence on File at the Clerk's Office**

RECEIVED

NOV 20 2019

To: Mayor White & Members of Council  
& Roads Subcommittee

From: ~~Paul Lyon~~

Date: November 19, 2019

Re: Burnside Road Management Plan

Following up on Mr. Kalinauskas' recent presentation to council respecting the above, and my brief review of the draft report, I have the following comments

1 Wrong Starting Point

For more than 25 years there have been 5 key north/south hardtop Township roads: 3rd line OS, 4th line OS, 5th line OS, 4th line NE and 2nd line SW. Most are now in need of major rehabilitation work. That a section of the 4th line NE has been converted to gravel, the first step of a rehabilitation program, just means that the Township got a head start on the required rehabilitation work before an overall Township plan had been developed.

Figure (1) should be modified to recognize the 4th line NE as a key hardtop road with a traffic count of 350. (My notes 2015)  
Prior to the road breaking up and the 2018 pulverizing traffic counts on this road usually exceeded those on the 5th line OS.

Even the 2018 count of 289 (taken during  $1\frac{1}{2}$  load season and as the asphalt was breaking up badly in the area of hot 22, both conditions would have the effect of reducing the count somewhat) is higher than those on the 5<sup>th</sup> line OS as set out on Figure(1).

A simple table setting out the 10 year cost for each of the 5 key roads (including rehabilitation of the 4<sup>th</sup> line NE) would go along way to making very clear the challenge facing the Township. (No formulae please)

## 2. Core Road Section 94, 5<sup>th</sup> line OS Soonest

Rehabilitation of the 5<sup>th</sup> line OS as set out in the plan is forecast to be, by a significant margin, the most expensive project for the next 10 years. My concern is that the core data indicates that the base work required to meet Burnside specs is more extensive than anticipated with the result that cost skyrocket. If the costs end up being too high then this part of the road will be downgraded to gravel and the whole plan as originally presented falls apart.

### 3. Lack of Realistic Fiscal Constraints

The 10 year plan was developed at an average cost of \$30,000/year. This is an 80% increase over the 2014-2018 average of \$20,000.

I may be totally out to lunch, but I doubt that this increase is not within the range possibility.

It would appear that Burnside has developed the plan with no clear appreciation of the Township's capacity to handle this level of plan costs. As a very experienced consulting firm (and expensive) their rep should have met with Township staff and wrestled out at least a target range that the Township might, might, might be able to handle. Yes there might be grant money available, but the base case must be developed with no grant money. If grant money becomes available then you do base plus.

### 4. Where are the costs?

Extensive effort has been put into examining various roads and developing a ranking based on GUP1 — not a mention of costs. Cost should probably be the key determinant.

What is not clear, particularly with the major, rehabilitation costs, is whether the cost of extensive blade work has been included, or whether it has been assumed that Township staff covered these. Free? The costs for extensive blade work must be included. Considering the scope of this work that will be required in the Plan the Township simply does not have the resources.

## 5. Hardtop Maintenance

It is noted in the RMP that the Township "does not have an annual budget specific to routine and preventative maintenance for hardtop roads (eg crack sealing, micro surfacing ... )" (Page 44.) However, in the 10-year plan presented the only maintenance option indicated is crack sealing. As far as providing any help to Township staff as to where other options might be used to extend road life the RMP is a failure.

Had more realistic financial constraints been imposed I would have expected the RMP to make more use of the full range of maintenance options to stretch road life until the funding required for full rehabilitation could be handled. This is the real challenge facing every Road Supervisor in the Province.

## 6. Maintenance of New Gravel

The option of converting some hardtop roads, or sections thereof, to gravel should be weighed rather carefully. The recent experience with the 4<sup>th</sup> h.w. N.E. provides some observations in this regard.

- the figure of grading 7 times per year as set out in the RMP is not at the high end of what will be required but more likely at the low end.

- Even grading at this frequency together with high applications of calcium has failed to provide a road surface comparable, to say, that of the 5<sup>th</sup> line OS. — a gravel road with significantly higher traffic counts.

- The gravel portion of the 4<sup>th</sup> line NE is essentially a new gravel road especially with respect to the surface structure. In comparison the 5<sup>th</sup> line OS has had some 20 years of systematic grooming, gravelling and grading. It will be some years before we can expect a comparable surface. In the meantime such roads will be high maintenance. The biggest problem will be almost unmanageable corrugation — a real safety issue.

If parts of the 2<sup>nd</sup> line SW are converted to gravel in the short term in order to put off for 2 or 3 years undertaking full rehabilitation it could be a complete disaster. Even if the traffic is reduced by half I seriously doubt the Township has the resources to maintain an acceptable road surface.

Will we need another grader and man to operate? It would appear that the traffic count would have to be knocked back to below 200 to have half a chance. How realistic is that?

In conclusion, I find the report as presented at this stage has serious shortcomings. The next time Mr. Katinauskas pulls out his road degradation curve and opines at length on the key role that timely maintenance plays in extending road life someone should pull the plug on his computer. The Township pays a very handsome sum for an RMP and all he has to offer is that the Township should implement some test projects and talk to our neighbours — Page 44r  
Is the Township sure that it is talking to the right consultant?

Respectfully  
~~Paul Byron~~



**APPLICATIONS TO PERMIT FOR APPROVAL**  
**Dec 12, 2019 COUNCIL MEETING**

<b>PROPERTY OWNER</b>	<b>PROPERTY DESCRIPTION</b>	<b>TYPE OF STRUCTURE</b>	<b>DOLLAR VALUE</b>	<b>D.C.'s</b>	<b>COMMENTS</b>
2690044 Ontario Inc - NWN Inc Applicant: Josh Van Eyk	Pts Lot 272-277, Con 2 SW 117287 2nd Line SW	Farm Equipment Building	\$5,000,000		
Waldemar Litz	W Part Lot 8, Con 1 OS RP 7R4171 Part 1	Dwelling and Storage Shop	\$300,000	YES	

PLAN#1  
DEC. 12 2019

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**  
**TEMPORARY USE BY-LAW NO. \_\_\_\_\_**  
**(Serbin/Tripp Special Events On-Farm Diversified Use)**

Being a Zoning 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 Zoning By-laws to regulate the use of land pursuant to Sections 34 and 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 an on-farm diversified use on a temporary basis in a manner consistent with the Township's Official Plan;

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 (A1-138) 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 sub-section after Section 4.7 aaaaaa):

bbbbbb) *On lands located in Part Lot 20, Concession 4, N.E. and located in the A1-138 Zone, a temporary special events business for private parties and events such as weddings shall be permitted which shall include facilities for the preparation and consumption of food and alcohol in conjunction with any special event. The following regulations shall be applicable to the special events business:*

- a) The maximum floor area of the building utilized for the business shall be 278.7 m<sup>2</sup> (3,000ft<sup>2</sup>);*
- 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 36 hour period, not including setup;*
- d) the special event shall be confined to lands zoned A1-138;*
- e) one temporary tent shall be permitted, subject to the issuance of a building permit and shall be setback 15 metres from any lot line;*

- f) live music or amplified music associated with the special event shall be located indoors after 9 pm;*
- g) access for patrons shall be provided via the existing farm entrance and all parking shall be accommodated on lands zoned A1-138;*
- h) a restaurant is not a permitted use in the A1-138 Zone;*
- i) any special event involving the sale of liquor shall require a Special Occasion Permit issued by the Alcohol and Gaming Commission of Ontario. A Liquor Sales License is not authorized in the A-138 Zone;*
- 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 complaint with all requisite Provincial laws and regulations to conduct the business.*

- 3. Lands located in the A1-138 Zone are subject to a temporary use of 3 years from the effective date of this Amendment.
- 4. 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 12th day of December 2019.

READ A THIRD TIME and finally passed this 12th day of December 2019.

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Mayor

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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 (A1-138) Zone

This is Schedule 'A-1' to By-law \_\_\_\_\_

Passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk



**Grand River Conservation Authority**  
*Summary of the General Membership Meeting – November 22, 2019*

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

**Action Items**

*The Board approved the resolutions in the following reports as presented in the agenda:*

- GM-11-19-116 - Financial Summary
- GM-11-19-112 - Reserves 2019
- GM-11-19-113 - 2020 Permit, Planning and Inquiry Fee Schedule
- GM-11-19-111 - 2020 Outdoor Education Fees
- GM-11-19-109 - 2020 Conservation Area User Fees
- GM-11-19-105 - Upper Cedar Creek Scoped Watershed Study
- GM-11-19-C14 - Non-Union Salary Adjustments January 2020 (Confidential agenda)

**Information Items**

*The Board received the following reports as information:*

- GM-11-19-118 - Chief Administrative Officer's Report
- GM-11-19-110 - Cash and Investment Status
- GM-11-19-115 - Environmental Assessments
- GM-11-19-107 - Development, Interference with Wetlands and Alterations to Shorelines Regulation
- GM-11-19-108 - 2020 – Complimentary GRCA Membership Passes
- GM-11-19-106 - New Hamburg Flood Mitigation Study
- GM-11-19-117 - Lake Erie Surge Flood Event - October 31, 2019
- GM-11-19-114 - Current Watershed Conditions

**Correspondence**

*The Board received the following correspondence:*

- Tony Dowling - West Montrose Covered Bridge
- Township of Southgate - Resolution 2019-709

*For full information, please refer to the November 22 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 scheduled on December 13, 2019.*

*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'.*

BD/comm# /  
DEC 17 2019

*Minutes for Shelburne Public Library Board Meeting  
Tuesday, October 15, 2019*

**Present:** Margaret Mercer      Shane Hall      Paul Barclay  
James Hodder      Gail Little      Patricia Clark  
Sharon Martin

**Also Present:** Rose Dotten, CEO/ Head Librarian, Gord Gallagher, Treasurer

**Regrets:** Geoff Dunlop, Michal Archer

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In the absence of the Chair, Geoff Dunlop, the Vice-Chair, Margaret Mercer, called the meeting to order at 7:00 P.M.

**Motion 32-19      P. Clark, J. Hodder**

Be it resolved that we approve the Agenda for October 15, 2019, meeting.  
**Carried**

**Motion 33-19      J. Hodder, P. Clark**

Be it resolved that we approve the minutes of the board meeting dated September 17, 2019.  
**Carried**

**Financial Reports:**

**Motion 34-19      P. Barclay, S. Hall**

Be it resolved that we approve the Accounts Payable Register for September, 2019 with invoices and payments in the amount of \$26,484.63.

**Carried**

**CEO/ Head Librarian's Report:**

- **Statistics**

We include statistics for the months of September, 2019. You will see that the “bump” caused by the TD Summer Reading Statistics is over. Circulation is steady but factors like the decrease in Inter-library loans has a significant impact on our circulation. Although we are loaning out books to other libraries not all libraries are participating fully.

- **Library Literary Events**

Our upcoming Library Literary Events are as follows:

- Traveler's Tales—Canada's Arctic Parks,  
Marlis Butcher, on October 29/19, at 7 pm at the Library.

- **Coffee, Conversation & Books**

The next Coffee, Conversation & Books, will be:

- Tricia Daniels, Brewed Awakenings, October 16/19
- Helen Notzl, Jelly Craft Bakery, November 20/19

- **Saugeen Consortium meeting held here on September 30, 2019**

This is the group of libraries which includes Shelburne, Grand Valley, Hanover, Grey Highlands, Orangeville, North Perth, St. Mary's, Blue Mountain, West Grey, Southgate, and Bruce County. The meeting is such a great way to network and exchange ideas. Our location seems to be central enough for everyone to attend.

**Correspondence:** none

**Business:**

- **Ontario Public Libraries Week—October 20-26, 2019**

Sylvia Jones, MPP, will be at the library October 21/19, at 2 pm, to launch the Ontario Public Libraries week. We will be having a "Tea Party" with assorted foods and tea as the refreshments to follow the announcement.

- **Draft Financial Statements from BDO** was distributed to the Board.

**Motion: 35-19**                **S. Hall, S. Martin**

Be it resolved that we hereby approve BDO Financial Statements for the year ending December 31, 2018.

**Carried**

- **Presentation of Draft Budget, with Treasurer, Gord Gallagher**

Gord Gallagher presented the draft 2020 budget. Gord and Rose reviewed each line and provided explanations for the areas about which the Board raised questions. Under the Income section, it was noted the current government had cut out the Capacity Grant which affected us by about \$3500. Under expenses, we require more money to mail out the Inter-Library Loans (ILL) since the current government has downloaded that cost to individual libraries. Also, in our revenue line, we are not receiving rental money on a consistent basis.

**Motion: 36-19**                **S. Martin, P. Barclay**

That we receive the 2020 draft budget as presented by the Treasurer.

**Carried**

- **In Camera session—not needed**

**Motion 37 -19**                **S. Martin, M. Mercer**

That we now adjourn at 8:33 p.m., to meet again November 19, 2019, at 7 pm., or at call of the Chair.

**Carried**



## THE CORPORATION OF THE TOWN OF SHELburne

### NOTICE OF DECISION

#### UNDER SECTION 51(31) OF THE PLANNING ACT

DRAFT PLAN OF SUBDIVISION DPS 18/01

SHELburne 89 DEVELOPMENTS LTD. – FIELDGATE HOMES

900 MAIN STREET EAST – PART OF THE WEST HALF OF LOT 1, CONCESSION 1,  
OLD SURVEY, IN THE TOWN OF SHELburne, COUNTY OF DUFFERIN

Submitted by GSAI Consulting Services Inc. on behalf of Shelburne 89 Developments Inc.

Pursuant to subsection 51(31) of the Planning Act, the above-noted draft plan of subdivision was approved by the Council of the Town of Shelburne on November 11, 2019, subject to conditions listed in **Attachment A (DPS 18/01)**. Unless otherwise noted, these conditions must be fulfilled prior to final approval of the plan.

The approval lapses on December 8, 2022. The approval may be extended pursuant to subsection 51(33) of the Planning Act, but no extension can be granted once the approval has lapsed.

The subject land is also the subject of an application for zoning by-law amendment, Town File Number Z18/01.

A Public Meeting for the approval of the draft plan of subdivision application was held on April 23, 2018. There were questions from members of the public, and written submissions were received by the Town from members of the public prior to the decision. The oral submissions included comments and questions regarding privacy/screening and the type of units being proposed within the subdivision. Written submissions were received regarding the proposed commercial blocks, the types of commercial uses that may be planned within these blocks and associated floor areas, and regarding the proposed new intersections and street entrances providing access to the development. Questions and comments received were responded to at the Public Meeting and at additional Council Meetings held on October 28, 2019 and November 11, 2019 and through associated staff reports. The decision includes conditions of final approval that describe how these, and other matters are required to be addressed.

#### APPEALS

The last date for filing a notice of appeal to the Local Planning Appeal Tribunal in relation to this decision is December 8, 2019. A notice of appeal must be filed with the approval authority, must set out the reasons for the appeal, and must be accompanied by the fee required by the Local Planning Appeal Tribunal.

Any of the following may, at any time before the approval of the final plan of subdivision, appeal the conditions imposed by the approval authority to the Local Planning Appeal Tribunal by filing a notice of appeal with the approval authority:

- the applicant;
- any public body that, before the approval authority made its decision, made oral submissions at a public meeting or written submissions to the approval authority;
- the Minister of Municipal Affairs; and,
- the Town of Shelburne.

INFO #1

DEC 12 2019



## NOTES REGARDING YOUR RIGHTS WITH RESPECT TO CHANGES TO CONDITIONS

You will be entitled to receive notice of any changes to the conditions of approval of the proposed plan of subdivision if you have made a written request to be notified of changes to the conditions.

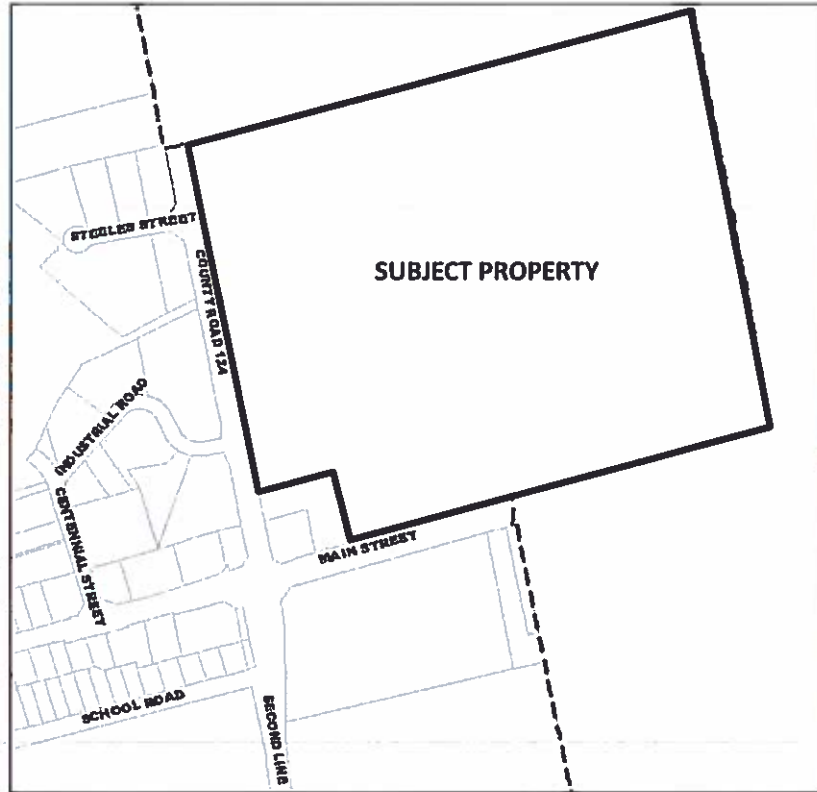
No person or public body shall be added as a party to the hearing of the appeal regarding any changes to the conditions of approval unless the person or public body, before the approval authority made its decision, made oral submissions at the public meeting or written submissions to the approval authority, or made a written request to be notified of the changes to the conditions or, in the Local Planning Appeal Tribunal's opinion, there are reasonable grounds to add the person or public body as a party.

Only individuals, corporations or public bodies may appeal decisions in respect of a proposed plan of subdivision 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 of the decision of the approval authority, including the lapsing provisions or the conditions, unless the person or public body, before the decision of the approval authority, made oral submissions at a public meeting or written submissions to the council, or made a written request to be notified of changes to the conditions or, in the Local Planning Appeal Tribunal's opinion, there are reasonable grounds to add the person or public body as a party.

Dated at the Town of Shelburne this 18<sup>th</sup> day of November, 2019.

Jennifer Willoughby, Clerk  
Town of Shelburne  
203 Main Street East  
Shelburne, Ontario  
L9V 3K7



Applicant: Glen Schnarr & Associates Inc.  
File Number: DPS 18/01  
Municipality: Town of Shelburne  
Subject Lands: West Half of Lot 1, Concession 1

Date of Decision: November 11, 2019  
Date of Notice: November 18, 2019  
Last Date of Appeal: December 8, 2019  
Lapsing Date: December 8, 2022

## **ATTACHMENT A**

### **Conditions of Draft Plan Approval**

**Shelburne 89 Developments Ltd. – Town of Shelburne**

**Draft Plan of Subdivision File Number: DPS 18/01**

The Town of Shelburne's conditions of final plan approval for registration of this subdivision File Number DPS 18/01 are as follows:

#### **Conditions**

1. That this approval applies to the draft plan of subdivision prepared by Glen Schnarr & Associates Inc., dated November 1, 2019, and certified by Pier De Rosa, J.D. Barnes Ltd., Ontario Land Surveyor.

Draft Plan of Subdivision shows:

- Lots 1-19, 30-35, 42-77, 81-89, 93, 94, 97-123, 131, 134-141, 145-150, 154-171, 173-178, 186-195 and 203-206 for Detached Dwellings - 11.0m (152 units, 6.21 ha)
  - Lots 20-29, 36-41, 78-80, 90-92, 95, 96, 124-130, 132, 133, 142-144, 151-153, 172, 179-185 and 196-202 for Detached Dwellings – 12.2m (54 units, 2.61 ha)
  - Blocks 207-214 for Street Townhouse Dwellings (44 units, 1.10 ha)
  - Block 215 for Medium Density/High Density/Commercial (1.77 ha)
  - Blocks 216 and 217 for Commercial (4.81 ha)
  - Blocks 218 and 219 for Stormwater Management Facility/Access (2.52 ha)
  - Block 220 for Parkland (1.34 ha)
  - Blocks 221 and 222 for Vistas (0.03 ha)
  - Blocks 223 and 224 for Natural Heritage System (Woodlot & Watercourse) (11.43 ha)
  - Blocks 225 for Natural Heritage System Buffer (1.40 ha)
  - Streets 'A', 'B', 'C', 'D', 'E', 'F', 'H', 'I', 'J' and 'K'
2. That the Owner shall satisfy all of the requirements of the Town of Shelburne ("Town") with respect to the draft plan of subdivision and shall enter into a Subdivision Agreement with the Town, to be registered against the lands to address the requirements, financial and otherwise, of the Town concerning the provision of roads, installation of services, grading and drainage, and to include but not be limited to:
    - i. The payment of development charges is applicable at the time of issuance of Municipal Approvals of building permits.

Applicant: Glen Schnarr & Associates Inc.  
File Number: DPS 18/01  
Municipality: Town of Shelburne  
Subject Lands: West Half of Lot 1, Concession 1

Date of Decision: November 11, 2019  
Date of Notice: November 18, 2019  
Last Date of Appeal: December 8, 2019  
Lapsing Date: December 8, 2022

- ii. The requirement for all lots and blocks for development to be serviced with full municipal sewage and water services.
- iii. The installation of water, sanitary and stormwater related infrastructure with required approvals from the Ministry of Environment, Conservation and Parks pursuant to Part V under the *Safe Drinking Water Act*.
- iv. The provision of detailed lot grading, erosion and sediment control, landscaping and stormwater management plans, prepared by a technically qualified consultant, by the Owner to the satisfaction of the Town.
- v. Street lighting, sidewalks and tree planting to be provided on the proposed roadways to the satisfaction of the Town.
- vi. The provision of an overall utility distribution plan as may be necessary for utilities, drainage and servicing to the appropriate authority.
- vii. The granting of such easements as may be necessary for utilities, drainage and servicing to the appropriate authority.
- viii. The provision of appropriate conditions as required by all utilities including Bell, Rogers, Hydro One and Enbridge with respect to servicing of the proposed dwellings and other buildings.
- ix. Fencing to be provided as required by the Town in accordance with the Town's design standards, in locations required by the Town.
- x. The provision of a Letter of Credit, the amount of which shall be determined in accordance with the Town's requirements, to ensure satisfactory completion of the development.
- xi. The order/phasing and timing of construction and site servicing to facilitate the development of the commercial land uses in Blocks 216 or 217 in the first phase of building construction in accordance with an approved Site Plan for the commercial blocks and prior to or concurrent with any residential building construction. The Subdivision Agreement phasing provisions may require the Owner to obtain final acceptance of Streets A and B prior to or concurrent with the first phase of residential building occupancies in order to provide a satisfactory route and pick-up/drop-off location for school buses, and that the Owner maintain Streets A and B until final acceptance of all other streets in the development, as determined by the Town in consultation with the Upper Grand District School Board.

Applicant: Glen Schnarr & Associates Inc.  
File Number: DPS 18/01  
Municipality: Town of Shelburne  
Subject Lands: West Half of Lot 1, Concession 1

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- xii. The location and requirements for construction access to the site and measures to control and mitigate potential construction impacts such as erosion, sediment, noise, dust, odour, waste and vehicles/equipment, be determined. The Town may require in the Subdivision Agreement that the Owner shall provide an alternative temporary construction access from County Road 124 after final acceptance of Streets A and B to prevent the use of these streets by construction vehicles and equipment.
3. That the Owner shall provide the Town with a copy of the Record of Site Condition (RSC) for the subject land, or in the alternative an opinion by a qualified professional confirming to the satisfaction of the Town that a RSC is not required and that the proposed land uses and the development comply with the Environmental Protection Act.
4. That the Subdivision Agreement between the Owner and the Town shall require the completion of the following works external to the development:
- i. Roadway and intersection design and construction for required intersections and roadway improvements on Highway 10/89 and Dufferin County Roads 11 and 124 including:
    - a) The proposed new unsignalized intersection at Street A and County Road 124 and the related roadway improvements recommended in the report entitled *Traffic Impact Study Proposed Mixed-Use Subdivision, Part of West Half of Lot 1, Concession 1, Town of Shelburne* prepared by Cole Engineering Group Ltd. and dated January 2017, or the final version of the Traffic Impact Study for the development as approved by the Ministry of Transportation, the County of Dufferin and the Town, at the cost of the Owner and to the satisfaction of the Ministry of Transportation, the County of Dufferin and the Town;
    - b) The proposed new signalized intersection at Street B and Highway 10/89 and the related roadway improvements on Highway 10/89 in accordance with the required Environmental Assessment (EA) and detailed design to be completed by the Owner, to the satisfaction of the Ministry of Transportation and the Town. The Owner shall enter into an agreement with the Town regarding Development Charges funding, pursuant to Condition #5.
  - ii. Installation of a sidewalk or other hard surface walkway having a minimum width of 1.5 metres along the east side of County Road 124 from Street A to the north-east corner of the intersection of Highway 10/89 and County Road 124, to the satisfaction of the Ministry of

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Transportation, the County of Dufferin and the Town. The Owner shall enter into an agreement with the Town regarding Development Charges funding for a portion of the sidewalk/walkway cost, pursuant to Condition #5.

- iii. Installation of a sidewalk along the north side of Highway 10/89 from Street B to a point no further south than the north-east corner of the intersection of Highway 10/89 and County Road 124, to the satisfaction of the Ministry of Transportation and the Town. The Owner shall enter into an agreement with the Town regarding Development Charges funding for a portion of the sidewalk cost, pursuant to Condition #5.
  - iv. Installation of a sidewalk along the west side of County Road 11 from a point no further north than the southwest corner of the intersection of Highway 10/89 and County Road 11 connecting to the existing sidewalk on the north side of School Road, to the satisfaction of the County of Dufferin and the Town. The Owner shall enter into an agreement with the Town regarding Development Charges funding for the sidewalk cost, pursuant to Condition #5.
  - v. Installation of a sanitary forcemain from the west limit of the subject lands to connect to the existing sanitary sewer system including all associated road improvements and restoration of disturbed areas and upsizing/replacement of existing sanitary sewers as required to convey wastewater flows from the development to the Town's WPCP, at the cost of the Owner and to the satisfaction of the Town.
  - vi. All other water, sanitary sewer, storm sewer/drainage, road, utility, landscape and other improvements and service connections required external to the property in order to service the development, all at the cost of the Owner and to the satisfaction of the Town.
5. That the Owner shall enter into an Agreement with the Town for Development Charges funding of a portion of the costs of the external works identified in Conditions #4(i)(b), (ii), (iii) and (iv) including the following requirements:
- i. That the Owner agrees to provide such information as required by the Town for any request or claim made by the Owner to have any portion of the costs funded by Development Charges in the form of credits or reimbursement; and,
  - ii. That such funding shall be limited to the amount eligible for Development Charges funding as determined by the Town through a

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detailed Development Charge Background Study analysis, informed by current capital works plans; and,

- iii. That, if no request or claim is made by the Owner or no agreement is reached on the amounts eligible for Development Charges funding, the Owner shall be responsible for the full cost of the external works; and,
- iv. That, if a portion of the cost is funded by Development Charges, the Owner shall be responsible for the remaining cost; and,
- v. That the Town's consideration of Development Charges funding for the cost of installing the required sidewalks/walkways external to the development shall be limited to those sidewalks/walkways that do not adjoin any boundary of the subject land and the cost of the remaining part along the boundaries of the subject land shall be the Owner's responsibility.

Best efforts will be made by the Town and the Owner to reach an agreement regarding Development Charges funding for eligible external capital works.

- 6. That the Owner shall agree in the Subdivision Agreement to dedicate Block 220 to the Town as parkland and to pay cash-in-lieu of the remaining balance of parkland otherwise required to be dedicated to the Town, in accordance with Section 51.1 of the Planning Act. The Owner shall further agree in the Subdivision Agreement that:
  - i. The area of Block 220 proposed to be used for a sanitary pumping station and associated functional areas (operations-related parking, driveway, wet well and other exterior functional areas) shall not be included as parkland area for the purposes of satisfying the parkland dedication requirements; and,
  - ii. The Town's authorization of a sanitary pumping station within Block 220 shall be conditional upon the inclusion of public washrooms as part of the sanitary pumping station building and shall be designed and constructed by the Owner to the satisfaction to the Town; and,
  - iii. Notwithstanding Condition 6(i) above, the portion of Block 220 dedicated to public washrooms to service the park is to be counted towards satisfying the parkland dedication requirements; and,
  - iv. The Owner shall provide such information as may be required by the Town for any request or claim made by the Owner to have any portion

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- of the costs related to the design and construction of the public washrooms funded by Development Charges or Community Benefits Charges in the form of credits or reimbursement, and such funding shall be limited to the amount eligible for Development Charges or Community Benefits Charges funding as determined by the Town; and,
- v. If no request or claim is made or no funding agreement is reached pursuant to Condition 6(iv), the Owner shall be responsible for the full cost of the public washrooms. Best efforts will be made by the Town and the Owner to reach an agreement regarding Development Charges funding; and,
  - vi. If a portion of the cost of the public washrooms is funded by Development Charges or Community Benefits Charges pursuant to Condition 6(iv), the Owner shall be responsible for the remaining cost; or
  - vii. If no agreement is reached for the design and construction of public washrooms by the Owner, the Owner shall obtain the Town's approval of an alternative location for the sanitary pumping station, revisions to Conditions 6(i) to (vii) and a redline amendment to the Draft Plan; and,
  - viii. To design and construct paved multi-use pathway connections through Block 220 connecting to Streets B, D and E, at the cost of the Owner and to the satisfaction of the Town.
7. That the Owner shall agree in the Subdivision Agreement to dedicate Blocks 221 to 225 inclusive to the Town for protected natural heritage features and associated buffers, linkages and vistas, and further that:
- i. The Owner shall ensure an acceptable natural state is provided, in order to protect the viability of Blocks 221 to 225 to the satisfaction of the Town including the clean up and removal of any construction waste, materials and debris, discarded or leftover soils, construction and erosion and sediment control fencing and similar matters; and,
  - ii. The Owner shall delineate the limits of Blocks 221 to 225 to the satisfaction of the Town; and,
  - iii. The development and residential lots shall not impact or encroach onto the land within Blocks 221 to 225 with grading or any building and/or structure (e.g. fences, retaining walls, poles, composters, children's play structures, landscape features, etc.) except required grading for the development as shown on the Preliminary Grading Plan (Functional Servicing Report – HUSSON October 2019) specifically on

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the north side of Street A and at the northeast corner of Street F in the vicinity of Blocks 221 and 222; and,

- iv. Purchase agreements shall include provisions to advise purchasers that unauthorized public access to Blocks 221 to 225 is prohibited except for potential future public trails approved by the Town; and,
  - v. The Owner shall provide fencing, landscaping and signage as required by the Town to restrict access to Blocks 221 to 225; and,
  - vi. The Owner shall prepare and distribute a brochure to new home purchasers which provides information about the natural heritage features in Blocks 221 to 225 along with advice about how landowners can be good neighbours to and stewards of these areas, to the satisfaction of the Town.
8. That the Owner shall agree in the Subdivision Agreement to dedicate Blocks 218 and 219 to the Town for a stormwater management facility and access to the stormwater management facility, and further:
- i. To design and construct a paved pathway within Blocks 218 and 219 connecting to Streets E and F at the cost of the Owner and to the satisfaction of the Town; and,
  - ii. To design and plant landscaping measures and install regulatory signage to discourage access to the water's edge.
9. That the road allowances in the draft plan shall be shown and dedicated as public highways to the Town, and that the streets shall be named to the satisfaction of the Town.
10. That the Owner shall agree in the Subdivision Agreement to prepare and submit to the Town the following final documents, and to implement and adhere to the recommendations thereof, all to the satisfaction of the Town:
- i. A Subsurface Investigation Report;
  - ii. A final revised version of the report entitled "*Environmental Noise Feasibility Study – Highway 10/89 and County Road 124*" prepared by Valcoustics Canada Ltd. and dated December 13, 2017;
  - iii. The report entitled "*Environmental Impact Study*" prepared by Golder Associates Ltd. and dated June 2019;



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- iv. A final revised version of the report entitled "*Functional Servicing and Stormwater Management Report*" prepared by Husson Engineering and Management and dated October 2019 and the related drawings; and,
  - v. A final revised version of the report entitled "*Traffic Impact Study Proposed Mixed-Use Subdivision, Part of West Half of Lot 1, Concession 1, Town of Shelburne*" dated January 2017 and the associated *Traffic Impact Conformance Memorandum* dated June 26, 2019, and the *Pedestrian Movements and Infrastructure/Crossing Needs Memorandum* dated November 4, 2019, all prepared by Cole Engineering Group Ltd.
11. That the Owner shall obtain approval of an Amendment to the Town's Zoning By-law to rezone the land within the plan of subdivision from Special Commercial Four Exception Three (Holding) (C4-3(H)) Zone, Open Space Exception One (OSR-1-H) Zone, Natural Environment (NE) Zone and Development (D) Zone to Residential Three Exception (R3-#) Zones, Residential Five Exception (R5-#) Zones, Mixed-Use Commercial Two (C2) Zone, Mixed-Use Commercial Two Exception (C2-#) Zone, Open Space Recreation (OSR) Zone and Natural Environment (NE) Zone, and confirmation from the Town that the proposed lots and blocks comply with the Zoning By-law in effect.
12. That the Subdivision Agreement between the Owner and the Town shall include Town approved "Urban Design Guidelines" as a Schedule, and further that the Owner agrees to adhere to the guidelines, or such modifications to them as may be mutually agreed upon, and to submit lot and building plans for review and approval by the Town prior to the issuance of any building permit.
13. That prior to final approval the following shall be prepared to the satisfaction of the NVCA and the Town:
- i. A detailed Stormwater Management Report.
  - ii. A detailed Erosion Control Plan.
  - iii. A detailed Grading Plan.
  - iv. A detailed Geotechnical Report for the storm water facilities.
  - v. Detailed enhancement and restoration plan(s) for buffer areas for environmental Blocks 221, 222 and 225.
  - vi. A detailed implementation and monitoring report for the vegetation offsetting plan(s).
  - vii. A detailed landscape planting plan(s) for the storm water management pond block.

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14. That the draft plan be revised in order to meet the requirements of the above condition including providing for a larger stormwater pond block (if necessary) to the satisfaction of the NVCA and the Town.
15. That the Owner shall agree in the Subdivision Agreement, in wording acceptable to the NVCA, to carry out or cause to be carried out the recommendations and measures contained within the plans and reports set out above.
16. That the Owner shall agree in the Subdivision Agreement, in wording acceptable to the NVCA, to ensure that all sediment and erosion control measures will be in place prior to any site alteration. The agreement must also contain a provision stating that all major stormwater management facilities must be in place prior to the creation of impervious areas such as road and buildings.
17. That the Owner shall agree in the Subdivision Agreement, in wording acceptable to the NVCA, to engage a qualified professional to certify in writing that the works were constructed in accordance with the plans, reports and specifications, as approved by the NVCA.
18. That the stormwater management facilities and any easements required for storm water drainage shall be dedicated/granted to the Town.
19. That the environmental blocks be dedicated to the Town.
20. That prior to any site alteration, a permit, under the Conservation Authorities Act, will be obtained from the NVCA.
21. That the NVCA is notified in writing through a copy of the passed zoning by-law including its text and schedule that the Regulatory Floodplain and the storm water management facilities have been restrictively zoned.
22. That the Owner agrees in the Subdivision Agreement to prepare an 'Owner Awareness Package' as outlined in Section 8.3 of Golder's Environmental Impact Study to the satisfaction of the NVCA and the Town.
23. That the Owner shall agree in the Subdivision Agreement in wording acceptable to the Ministry of Transportation, that the Owner agrees to assume responsibility for the operation and continued maintenance of the stormwater management facility to the satisfaction of, and at no cost to, the Ministry of Transportation and the Town, until the Town grants final acceptance of the subdivision and assumes maintenance and operations responsibilities for the stormwater management facility.

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24. That, before final approval, the Owner shall agree in the Subdivision Agreement in wording acceptable to the Upper Grand District School Board, to undertake the following:

- i. Provide the Education Development Charges prior to the issuance of a building permit;
- ii. Provide a digital file of the plan of subdivision in either ARC/INFO export or DXF format containing parcel fabric and street network;
- iii. Provide adequate sidewalks, lighting and snow removal (on sidewalk and walkways) for the children to walk safely to school or to a designated bus pickup point;
- iv. Reach an agreement with the Upper Grand District School Board regarding the supply and erection of a sign at the Owner's cost and according to the Board's specifications, affixed to the permanent development sign(s) advising prospective residents that students may be directed to schools outside the area;
- v. Advise all purchasers of residential units and/or renters of same by inserting the following clause in all offers of Purchase and Sale/Lease until such time as the permanent school is assigned:

"Whereas the Upper Grand District School Board has designated this subdivision as a Development Area for the purposes of school accommodation, and despite the best efforts of the Upper Grand District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bussed to a school outside the area, and further, that students may in future have to be transferred to another school."

- vi. Advise all purchasers of residential units and/or renters of same by inserting the following clause in all offers of Purchase and Sale/Lease:

"In order to limit liability, public school buses operated by the Service de transport de Wellington-Dufferin Student Transportation Services (STWDSTS), or its assigns or successors, will not travel on privately owned or maintained rights-of-way to pick up students, and potential busing students will be required to meet the bus at a congregated bus pick-up point."

- vii. Consider the requirements of Service de transport de Wellington-Dufferin Student Transportation Services (STWDSTS) in the design of

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improvements to Highway 10/89. The Upper Grand District School Board on behalf of STWDSTS shall be satisfied that school bus operators can safely stop and pickup/drop off future students on Highway 89 and/or County Road 124 prior to the assumption of streets in the subdivision by the Town of Shelburne.

- viii. Provide sidewalks along Highway 10/89 and County Road 11 and/or County Road 124 and County Road 11, to provide infrastructure that supports active transportation for all future residents and school students.
- ix. Provide sidewalks or provide for the costs of installing, and maintaining temporary hard surface walkways, including winter maintenance, within the road allowance of Streets A & B to allow children to walk safely to school or to a designated bus pickup point, until such time as a permanent concrete sidewalk is installed on Streets A & B.
25. That the Owner shall agree in the Subdivision Agreement to erect and maintain information signs at all major entrances to the proposed development advising the following:
- "Please be advised that students may be accommodated elsewhere on a temporary basis until suitable permanent pupil places, funded by the Government of Ontario, are available."
- These signs shall be to the Dufferin-Peel Catholic District School Board's specifications, at locations determined by the Board and erected prior to registration.
26. That the Owner shall agree in the Subdivision Agreement to include the following warning clauses in all Offers of Purchase and Sale of residential units:
- i. "Whereas, despite the best efforts of the Dufferin-Peel Catholic District School Board, sufficient accommodation may not be available for all anticipated students from the area, you are hereby notified that students may be accommodated in temporary facilities and/or bussed to a school outside of the neighbourhood, and further, that students may later be transferred to the neighbourhood school."
- ii. "That the purchasers agree that for the purpose of transportation to school, the residents of the subdivision shall agree that children will meet the bus on roads presently in existence or at another place designated by the Board."

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27. That the Owner shall agree in the Subdivision Agreement in wording acceptable to Canada Post, to undertake the following:

- i. Consult with Canada Post to determine suitable locations for the placement of Community Mailboxes and to indicate these locations on appropriate servicing plans.
- ii. Confirm to Canada Post that the final secured permanent locations for the Community Mailboxes will not be in conflict with any other utility; including hydro transformers, bell pedestals, cable pedestals, flush to grade communication vaults, landscaping enhancements (tree planting) and bus pads.
- iii. Install concrete pads at each of the Community Mailbox locations as well as any required walkways across the boulevard and any required curb depressions for wheelchair access as per Canada Post's concrete pad specification drawings.
- iv. Agree to prepare and maintain an area of compacted gravel to Canada Post specifications to serve as a temporary Community Mailbox location. This location will be in a safe area away from construction activity in order that Community Mailboxes may be installed to service addresses that have occupied prior to the pouring of the permanent mailbox pads. This area will be required to be prepared a minimum of 30 days prior to the date of first occupancy.
- v. Communicate to Canada Post the excavation date for the first foundation (or first phase) as well as the expected date of first occupancy.
- vi. Prior to offering any of the residential units for sale, to place a "Display Map" on the wall of the sales office in a place readily available to the public which indicates the location of all Canada Post Mailbox site locations, as approved by Canada Post and the Town of Shelburne.
- vii. Include in all offers of purchase and sale a statement, which advises the prospective new home purchaser that mail delivery will be from a designated Community Mailbox, and to include the exact locations (list of lot numbers) of each of these Community Mailbox locations; and further, advise any affected homeowners of any established easement granted to Canada Post.
- viii. Agree to be responsible for officially notifying purchasers of the exact Community Mailbox locations prior to the closing of any home sales

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with specific clauses in the Purchase Offer, on which the homeowners do a sign off.

28. That, prior to final approval, the Owner will provide all easement(s) required to service this development and any future adjacent developments. The Owner will provide all easements to Enbridge Gas Distribution at no cost.
29. That, before final approval, the Owner agrees to provide, to the Town, written confirmation from communications/telecommunications providers such as Bell Canada and Rogers Communication, and from Hydro One, that arrangements have been made to their respective satisfaction for the installation of such utilities and services in the draft plan of subdivision.

#### **CLEARANCE CONDITIONS**

30. That before final approval, the Town is to be advised in writing by the Nottawasaga Valley Conservation Authority that Conditions 13 to 22 have been satisfied.
31. That before final approval, the Town is to be advised in writing by the Ministry of Transportation that Condition 23 has been satisfied.
32. That before final approval, the Town is to be advised in writing by the Upper Grand District School Board that Condition 24 has been satisfied.
33. That before final approval, the Town is to be advised in writing by the Dufferin-Peel Catholic District School Board that Conditions 25 and 26 have been satisfied.
34. That before final approval, the Town is to be advised in writing by Canada Post that Condition 27 has been satisfied.
35. That before final approval, the Town is to be advised in writing by Enbridge Gas Distribution Ltd., that Condition 28 has been satisfied.
36. That before final approval, the Town is to be advised in writing by a communications/telecommunications provider that Condition 29 has been satisfied.

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## NOTES TO DRAFT APPROVAL

1. It is the Owners responsibility to fulfil the conditions of draft approval and to ensure that the required clearance letters are forwarded by the appropriate agencies to the Town of Shelburne quoting File Number DPS 18/01.
2. The Nottawasaga Valley Conservation Authority noted the following:
  - a. They require a copy of the executed subdivision agreement prior to the clearance of draft plan conditions.
  - b. The Owner shall agree, prior to final plan approval, to pay all development fees to the conservation authority as required in accordance with the Nottawasaga Valley Conservation Authority's fees policy, under the Conservation Authorities Act.
3. Clearance is required from the following agencies:
  1. Town of Shelburne  
203 Main Street East  
Shelburne, Ontario  
L9V 3K7
  2. Nottawasaga Valley Conservation Authority  
8195 8<sup>th</sup> Line  
Utopia, Ontario  
L0M 1T0
  3. Ministry of Transportation  
659 Exeter Road  
London, ON  
L6E 1L3
  4. Upper Grand District School Board  
500 Victoria Road North  
Guelph, Ontario  
N1E 6K2
  5. Dufferin-Peel Catholic District School Board  
40 Matheson Boulevard West  
Mississauga, Ontario  
L5R 1C5

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6. Canada Post Corporation  
200 – 5210 Bradco Blvd  
Mississauga, Ontario  
L4W 1G7

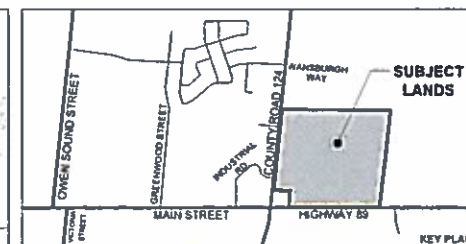
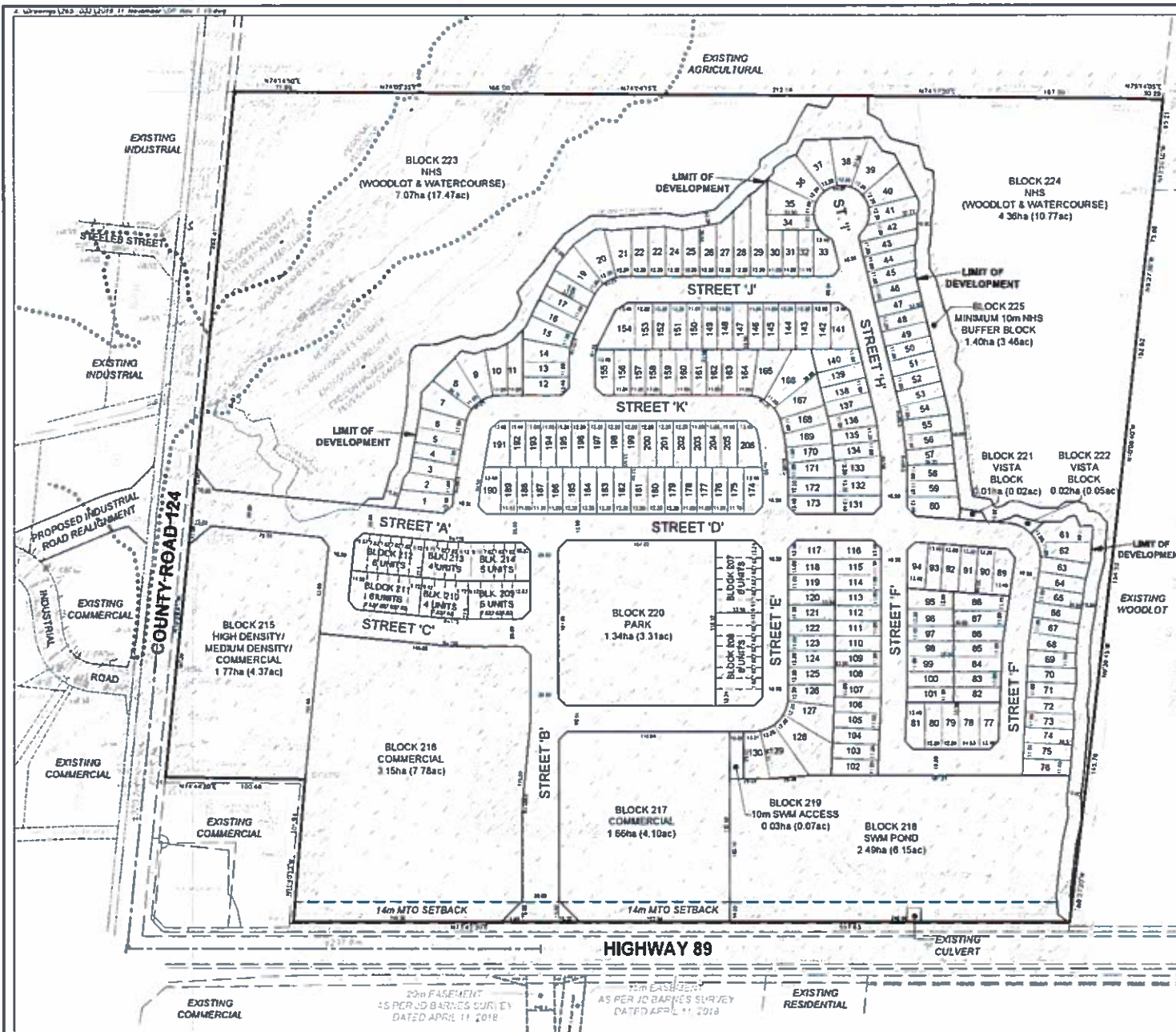
7. Enbridge Gas Distribution Ltd.  
500 Consumers Road  
North York, Ontario  
M2J 1P8

4. All measurements in the final plan of subdivision must be presented in metric units.

#### **Registration**

5. The final plan of subdivision approved by the Town must be registered within (30) thirty days or the Town may withdraw its approval under Section 51 of the Planning Act.





**DRAFT PLAN OF SUBDIVISION**  
**FILE # DPS 18/01**  
**SHELBURNE 89 DEVELOPMENTS LIMITED**  
**FIELDGATE HOMES**  
 WEST HALF OF LOT 1,  
 CONCESSION 1, OLD SURVEY  
 FORMERLY IN THE GEOGRAPHIC TOWNSHIP OF MELANCTHON  
 TOWN OF SHELBURNE  
 COUNTY OF DUFFERIN

**OWNERS CERTIFICATE**  
 I HEREBY AUTHORIZE GLEN SCHARR & ASSOCIATES INC. TO PREPARE AND  
 SUBMIT THIS DRAFT PLAN OF SUBDIVISION TO THE TOWN OF SHELBURNE FOR  
 APPROVAL.

SIGNED: *[Signature]* DATE: DECEMBER 11, 2017  
 JACOB SCHARR  
 SHELBURNE 89 DEVELOPMENTS LIMITED

**SURVEYORS CERTIFICATE**  
 I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AS  
 SHOWN ON THIS PLAN AND THEIR RELATIONSHIP TO ADJACENT LANDS ARE  
 CORRECTLY AND ACCURATELY SHOWN.

SIGNED: *[Signature]* DATE: DECEMBER 8, 2017  
 PETER DE ROSA, C.S.S.  
 GSAI  
 300 BAYVIEW DRIVE, SUITE 2  
 SCARBOROUGH, ONTARIO M1S 5Y7  
 PHONE: (416) 291-1100  
 FAX: (416) 291-1101  
 WWW.GSAI.COM

**ADDITIONAL INFORMATION**  
 (UNDER SECTION 51(17) OF THE PLANNING ACT) INFORMATION REQUIRED BY  
 CLAUSES A,B,C,D,E,F,G,H,I,J ARE SHOWN ON THE DRAFT AND KEY PLANS.

- H) MUNICIPAL AND PIPED WATER TO BE PROVIDED
- I) SANDY LOAM AND CLAY LOAM
- J) SANITARY AND STORM SEWERS TO BE PROVIDED

**LAND USE SCHEDULE**

LAND USE	LOT / BLOCK #	AREA (ha)	AREA (ac)	UNITS
11 (a) (26) DETACHED RESIDENTIAL	1-19 30-35 42-47 51-58 63-64 67-123 131 134-141 145-150 154-171 173-178 186-195 203-206	6.21	15.35	152
12 (a) (47) DETACHED RESIDENTIAL	207-214 217-218 221-222 225-226 229-230 233-234 237-238 241-242 245-246 249-250 253-254 257-258 261-262 265-266 269-270 273-274 277-278 281-282 285-286 289-290 293-294 297-298 301-302 305-306 309-310 313-314 317-318 321-322 325-326 329-330 333-334 337-338 341-342 345-346 349-350 353-354 357-358 361-362 365-366 369-370 373-374 377-378 381-382 385-386 389-390 393-394 397-398 401-402 405-406 409-410 413-414 417-418 421-422 425-426 429-430 433-434 437-438 441-442 445-446 449-450 453-454 457-458 461-462 465-466 469-470 473-474 477-478 481-482 485-486 489-490 493-494 497-498 501-502 505-506 509-510 513-514 517-518 521-522 525-526 529-530 533-534 537-538 541-542 545-446 449-450 453-454 457-458 461-462 465-466 469-470 473-474 477-478 481-482 485-486 489-490 493-494 497-498 501-502 505-506 509-510 513-514 517-518 521-522 525-526 529-530 533-534 537-538 541-542 545-446 449-450 453-454 457-458 461-462 465-466 469-470 473-474 477-478 481-482 485-486 489-490 493-494 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## Denise Holmes

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**From:** Jennifer Passy <Jennifer.Passy@ugdsb.on.ca>  
**Sent:** Wednesday, November 13, 2019 5:09 PM  
**Cc:** Glen Regier  
**Subject:** Education Development Charges Regulation - Additional Exemptions

Good afternoon,

We are writing to advise that on November 8, 2019, the Minister of Education issued Ontario Regulation 371/19 which, among other things, exempted a number of uses from the payment of education development charges (EDCs).

The additional uses that became exempt on November 8, 2019 are as follows:

1. private school;
2. long-term care home, as defined in the Long-Term Care Homes Act, 2007;
3. retirement home, as defined in the Retirement Homes Act, 2010;
4. hospice or other facility that provides palliative care services;
5. child care centre, as defined in the Child Care and Early Years Act, 2014;
6. memorial home, clubhouse or athletic grounds owned by the Royal Canadian Legion;
7. college of applied arts and technology established under the Ontario Colleges of Applied Arts and Technology Act, 2002;
8. university that receives regular and ongoing operating funds from the Government of Ontario for the purposes of post-secondary education;
9. Indigenous Institute prescribed for the purposes of section 6 of the Indigenous Institutes Act, 2017.

For numbers 6, 7, 8, and 9 above, the institution must also be the owner of the land to qualify for the exemption.

The new exemptions listed above apply now regardless of whether they are reflected in the Board's current EDC by-law. The exemptions that are currently reflected in the Board's EDC by-law also continue to apply.

The Board will be amending its EDC by-law in due course to incorporate these additional exemptions. In the interim, would you please be sure to take note of these amendments.

Kind regards,

Jennifer Passy, BES, MCIP, RPP  
Manager of Planning

Upper Grand District School Board  
500 Victoria Road North  
Guelph, ON N1E 6K2

Tel. (519) 822-4420 ext.820

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[jennifer.passy@ugdsb.on.ca](mailto:jennifer.passy@ugdsb.on.ca)



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**Denise Holmes**

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**From:** Dufferin County <clerk@dufferincounty.ca>  
**Sent:** Monday, November 18, 2019 3:32 PM  
**To:** Denise Holmes  
**Subject:** Dufferin County E-Newsletter - Council in Brief

Dufferin County's Official E-Newsletter

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**Dufferin**  
county

## COUNCIL IN BRIEF

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**For November 14, 2019**

Highlights from the November 14, 2019 Dufferin County Council Meeting are provided for general information purposes. [For the full agenda, visit our website by clicking here.](#)

### Upcoming Meetings

Committee meetings will be held on Thursday, November 28, 2019 in Orangeville at 55 Zina Street  
Room:

Infrastructure & Environmental Services Committee – 1:00 pm

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overnment Services Committee – 3:00 pm

y Services/Dufferin Oaks/Museum Committee – 6:30 pm

## **Election of the 2020 Warden & Committee Chairs**

uld like everyone to join them at the Election of the 2020 Warden and Committee Chairs meeting on December 11th. The meeting will take place at the Town of Orangeville Council Chambers (87 Broadway) beginning at 6:00 p.m. with a presentation to follow in the atrium.



## **National Housing Day Proclamation**

ite declared November 22, 2019 as National Housing Day.

members have been invited to attend the National Housing Day Forum – Housing: Rising to the Challenges on November 22, 2019, to be held at the Salvation Army Church in Orangeville.





Pictured above from left to right: Warden Darren White & Anna McGregor, Director of Community Services

## **Capital Project Update - October 2019**

1, culvert and bridge projects are ongoing in the County of Dufferin with many projects substantially completed to be wrapped up by the end of November 2019.



re: County Road 10 Before & After, County Road 21 excavation of road base, County Road 21 installation of new road base, t (Culvert 004-0902)

## **Recycling Update - October 2019**

, Director of Public Works, discussed his report outlining current Blue Box recycling market uncertainty, the budgetary impacts, and future service delivery following transition to Full Producer Responsibility for recyclables. In 2019, the Ministry of Environment, Conservation and Parks announced regulations to allow for Blue Box responsibility to transition from municipalities to producers. The County hopes to transition in 2023 or as early as reasonably possible. The County is currently procuring a new recyclables processing contract, to start June 1, 2020. The estimated financial impact of this transition, including the above noted processing challenges and market uncertainties is an addition of approximately \$636,000 to the 2020-2021 budget. Until such time that the Blue Box program transitions to full-producer responsibility, the County will continue to operate the program as is.



## Donation to Dufferin Oaks

Dufferin Oaks Long Term Care Home has received a very generous donation of \$409,000.00. The donation will enable the home to make significant improvements to environments that will directly impact the day to day care of our residents. To ensure the best use of this donation, feedback from Dufferin Oaks' stakeholders such as Family Council, Residents Council, Dufferin Oaks Board of Management, families and staff will be sought to establish informed decisions and strategic planning. Several projects have been identified as possible projects and include: renovation of the courtyard to provide an accessible, barrier-free space that all residents can access regardless of cognition levels and physical abilities and/or renovation of the dementia wing to provide a Butterfly or similar model of care. It is anticipated that other possible projects will be identified through the ongoing planning process.



## **10 Year Housing and Homelessness Plan 5 Year Update**

viewed the 5 year update to the 10 Year Housing and Homelessness Plan. In this five-year update of the plan, we have the opportunity to shed light on ongoing challenges, revise goals and objectives, share a summary of progress over the past five years, acknowledge the efforts of those contributing to successes and provide a brief snapshot of what is to come. For more information, please click on the following link to review the 10-Year Housing and Homelessness Plan:

<https://www.dufferincounty.ca/sites/default/files/housing/Dufferin%20County%2010-Year%20Housing%20and%20Homelessness%20Plan%20Updated%202019.pdf>

## **2018/2019 Community Support Services Annual Report**



In the 2018/19 operating year, Dufferin County Community Support Services supported 1,020 seniors and adults with various needs. Due to the escalating need and demand, for community-based services in Dufferin County, it is anticipated that the need will continue to grow.

Key Dufferin County Community Support programs include:

- Home - facilitates a smooth transition for seniors, from the acute care setting in hospital to their own homes. Over 1,000 seniors accessed the program during the year, receiving 7,228 hours of services.

- Companionship - volunteers provide companionship to isolated seniors, disabled adults and persons with Alzheimer's or



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to reduce loneliness and provide a safety check. During the year, 5 individuals received 135 hours in visits.  
angement - matches eligible clients with individual service providers that offer home help, home maintenance  
ices. This year we helped match 188 clients.

Dining - each Tuesday at 5 pm, Congregate Dining is held at the Mel Lloyd Centre. During the year, 43 clients  
for a total of 1,175 meals served.

Meals - hot and frozen meal programs offer nutritionally balanced meals delivered by volunteers. The Meals  
is utilized by 161 clients during the year. Overall we had a decrease of 8% in meals delivered, when compared  
to the previous year.

Home Care - available in Orangeville & Shelburne, daily assistance is provided to clients living in their own homes, at  
home, to help them with personal support, homemaking, security checks and care coordination. The Shelburne  
program serves 20 clients. This program is currently operating at capacity, with ten individuals on the waitlist. 24 clients  
in the Orangeville program during the 2018/19 fiscal year. This program is currently operating at capacity, with two  
clients on the waitlist.

Transportation - volunteer drivers assist with rides for shopping and social activities & staff drivers provide escorted door  
to door services for medical appointments. A total of 385 clients took 11,900 trips during the year.

Day Program - a daytime group environment of supervised activities, meals, and companionship. During the 2018/  
19 fiscal year, the program was provided for a total of 2,859 days.

You can see the full report on our website:

[www.dufferincounty.ca/sites/default/files/clerks/2019%20CS-DO-M/2019-10-24%20CSDOM%20Agenda%20Pa](http://www.dufferincounty.ca/sites/default/files/clerks/2019%20CS-DO-M/2019-10-24%20CSDOM%20Agenda%20Part%202.pdf)

## **Service Review**

Dufferin County will be entering into a contract with Optimus SBR to complete the Service Review. The Service Delivery  
will be divided into two parts: Part A - Shared Municipal Services/Resources (Project Team – CAO Working Group with  
the Steering Committee (Council representatives from each municipality) and Part B - County Operations and Commu-  
nity Project Team – County Service review Team).

The project is slated to begin later this month with the objective of meeting a number of milestones for both Parts A & B by  
the end of the year.

The scope of the project will include planning meetings, kick off meetings, document gathering and a Stakeholder Con-  
ference. It will include the County CAO, County senior staff, the local CAO working group and the County Service Review

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I municipal CAOs and Steering Committee Members. The second phase of the project involves the creation of policies while the final phase will make recommendations for improvements.

Updates will be provided to County Council as the project moves forward.

## **Budget Presentation**



Mr. Ian Selby presented Council with the 2020 draft budget at the November Council meeting. The next step is for the 2020 draft budget in detail at each standing committee meeting on November 28, 2019. Mr. Selby's presentation is available on Dufferin County's website: <https://www.dufferincounty.ca/sites/default/files/finance/CC%202019-11-20Budget%20Presentation.pdf>

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***Complete agenda and minutes from the November 14, 2019 County Council meeting will be available on the [County website](#).***

***Next meeting is the Election of the 2020 Warden and Committee Chairs on December 18, 2019 at 6:00 p.m. at the Town of Orangeville Council Chambers, 87 Broadview Avenue, Orangeville, ON followed by a regular meeting of Council.***

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Administration Department  
55 Zina Street  
Orangeville ON L9W 1E5  
info@dufferincounty.ca

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## NVCA Board Meeting Highlights November 22, 2019

Next Meeting: December 13, 2019, Tiffin Centre for Conservation, Utopia

For the full meeting agenda including documents and reports, visit [nvca.on.ca/about/boardofdirectors](http://nvca.on.ca/about/boardofdirectors)

### Presentation from Conservation Ontario

Bonnie Fox, Manager of Policy and Planning from Conservation Ontario gave a presentation on the recent changes from the Ontario Government regarding conservation authorities (CA). The main topics from the presentation include the proposed mandatory programs and services listed in Bill 108 and updates to conservation authority Board and governance oversight.

Bill 108 proposes that programs and services prescribed by regulation will include:

- Natural Hazards
- Source Protection
- Conservation Lands
- Lake Simcoe Protection Plan
- Other legislation (TBD)

The Bill also proposes if that municipal levy is to be applied to any non-mandatory services, then conservation authorities are required to enter additional agreements with each participating municipality.

The Ministry of Environment, Conservation and Parks (MECP) has given Conservation Ontario one year to list programs and services that were not identified in Bill 108.

Since then, Conservation Ontario has sent a list of programs and services to MECP and is currently waiting for a response. The list of services include data collection, flood

modelling, watershed planning, stewardship and education.

These programs and services will allow NVCA to properly deliver core mandated programs.

Bill 108 also mentions that:

- Every member of an authority shall act honestly and in good faith with a view to furthering the objectives of the authority.
- The Minister of MECP may appoint to conduct an investigation of an authority's operations, including the programs and services it provides and may require the CA to pay all or part of costs of an investigation. Conservation Ontario has asked the Ministry to provide parameters regarding when CAs are required to pay for the investigation.

More information from Conservation Ontario's presentation can be found [at this link](#).

### Oak Ridges Moraine Groundwater Mapping and Data

Steve Holysh, Program Manager for the Oak Ridges Moraine Groundwater Program (ORMGP) presented on the groundwater and water resource data available through the ORMGP, and how municipalities and residents can use this data.

ORMGP provides maps and data about geology and groundwater in and around the Oak Ridges Moraine. This data includes the location of wells, groundwater quality results, groundwater

levels and the geology of the area in addition to surface water and climate data.

The maps and data are available to any municipal staff with water resource inquiries through the website [oakridgeswater.ca](http://oakridgeswater.ca).

For more information or to access data, please contact Steve Holysh at [steve.Holysh@trca.ca](mailto:steve.Holysh@trca.ca) or 416-661-6600 x5588

## **Meeting with Ministry of Environment, Conservation and Parks.**

On October 28, NVCA's Senior Management Team (Doug Hevenor, Sheryl Flannagan, Chris Hibberd, Byron Wesson), Chair Watson and Vice-Chair Keith White met with staff at MECP as part of the pre-consultation meetings that the ministry is holding with all 36 conservation authorities.

NVCA representatives shared information about our how the Nottawasaga Valley watershed is managed, and our services and programs. It was a comfortable dialogue, and the information presented by NVCA was well received by MECP.

## **In Brief**

### **Data Licensing Agreement for Greenland International ISWMS Project**

NVCA Board of Directors received the staff report from Mark Hartley, Senior Engineer, regarding the data licensing agreement for Greenland International's Integrated Science and Watershed Management System project.

The approval of the licensing agreement is subject to Greenland International providing NVCA with free access to the program once it is completed.

## **Upcoming events**

### **Discussion on enhancing Utopia Conservation Area**

Date: Wed, December 11 6:30 PM – 9:00 PM

Location: Utopia Hall, 8396 6th Line, Utopia ON L0M 1T0



November 26, 2019

## ROMA and OGRA Discuss Future Opportunities

Representatives of the Ontario Good Roads Association (OGRA) met with the Rural Ontario Municipal Association Board on November 15, 2019 to discuss how the two organizations can collaborate in the future.

Both groups agreed to look for opportunities to work together on shared policy priorities that will support and strengthen Ontario's rural municipalities.

The discussion also covered the matter of joint conferences. It was agreed that it would make sense to revisit this conversation in the future, given current commitments of both ROMA and OGRA related to their individual conferences.

"We look forward to working with OGRA on ways to strengthen our collective advocacy," said ROMA Chair Allan Thompson. "Ontario's rural community faces a broad range of challenges and it is important to work with others to advance our goals. It's also critical to keep the spotlight on rural issues and ensure the sector has a strong and effective voice."

"The opportunity to have a constructive dialogue with ROMA reminded us that the strength of OGRA is directly linked with our ability to work with like-minded organizations like ROMA to advance the interests of our members," OGRA President, Rick Kester. "We are excited to continue this discussion".

A handwritten signature in black ink, appearing to read "Allan Thompson".

Allan Thompson  
ROMA Chair

A handwritten signature in black ink, appearing to read "Rick Kester".

Rick Kester  
President, OGRA

**Ministry of Agriculture,  
Food and Rural Affairs**

**Ministère de l'Agriculture, de  
l'Alimentation et des Affaires rurales**

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December 2, 2019

Denise Holmes  
Chief Administrative Officer  
Township of Melancthon  
dholmes@melancthontownship.ca

Dear Ms. Holmes:

Over the last year, I have spoken with concerned Ontarians from across the province about trespassers on farms and at food processing facilities, and about interference with livestock transportation. I heard firsthand about the risks and dangers those actions pose to not just these sectors and the animals themselves, but also to the integrity of our food supply.

That is why today I introduced legislation at Queen's Park to help deter trespassing on farms and other agri-food premises. If passed, the Security from Trespass and Protecting Food Safety Act, 2019, will increase the likelihood of prosecution and conviction of trespassers, putting in place protections for the agriculture sector.

Our government supports the right for people to participate in legal protests, but this does not include putting the welfare of farmers, their families, their employees and their animals at risk, or interfering with livestock in transport.

Trespassing on agri-food premises can be disruptive to agri-food businesses. It also poses added risks compared to simple trespassing, including risks of introducing contaminants to our food supply, exposing animals to stress and disease and risks to public health.

Interfering with livestock transportation can create unsafe situations for both farm animals and the people responsible for their safe transport.

This fall, I met with key stakeholders and farmers to discuss trespassing concerns, including concerns for the safety of farmers and others involved in the agri-food sector, the welfare of animals, the integrity of our food system and the need for more specific legislation.

.../2



Good things grow in Ontario  
À bonne terre, bons produits

Ministry Headquarters: 1 Stone Road West, Guelph, Ontario N1G 4Y2  
Bureau principal du ministère: 1 Stone Road West, Guelph (Ontario) N1G 4Y2

INFO # 6  
DEC 12 2019

We developed the proposed legislation based on the issues raised in those meetings. If passed, the proposed legislation will increase the likelihood of prosecution and conviction of trespassers, protecting a key pillar of economic competitiveness for the agriculture sector. The act will provide additional enforcement tools and deterrents to trespassing and obstructing the transportation of livestock, including:

- Fines of \$15,000 for a first offence and \$25,000 for subsequent offences, compared to \$10,000 under the Trespass to Property Act.
- Allowing the court to order restitution for damages.
- Expanding the limitation period in which charges can be laid to two years from the day of the offence or two years from the day when evidence of the offence was uncovered.
- Offences for:
  - Entering into prescribed areas of a farm or processing facility without explicit prior consent;
  - Stopping, hindering, obstructing or interfering with a motor vehicle that is transporting farm animals;
  - Interacting with farm animals being transported by a motor vehicle without explicit prior consent;
  - Providing false or misleading identification; and
  - Defacing, altering, damaging or removing any signs that have been posted to identify prescribed areas where farm animals are kept.

I know that the legislation, if passed, will offer better protection for farmers, their families and their workers, and those working in other areas of the agri-food sector.

Trespassing or obstructing the transport of livestock is dangerous and risky to Ontario farmers, the livestock transportation sector and our province's food processors. Our government is committed to the highest standards of animal welfare and I commend the efforts of the agri-food sector in maintaining a high standard of animal care. I hope you will support this proposed legislation and I commend your dedication to making sure Ontario's agri-food sector is strong and helps our communities thrive.

Sincerely,



Ernie Hardeman  
Minister of Agriculture, Food and Rural Affairs





## REPORT TO COMMITTEE

**To:** Chair Ryan and Members of the Community Services/Dufferin Oaks/Museum Committee

**From:** Anna McGregor, Director of Community Services

**Meeting Date:** November 28, 2019

**Subject:** **Single Source Consultant - Community Safety and Well-Being Plan**

**In Support of Strategic Plan Priorities and Objectives:**

**Good Governance** - ensure transparency, clear communication, prudent financial management

**Inclusive and supportive community** – support efforts to address current and future needs for a livable community

---

### **Purpose**

The purpose of this report is to recommend that Wellington Dufferin Guelph Public Health Unit be approved as the Single Source Consultant to complete the Dufferin Community Safety and Well-Being Plan.

### **Background and Discussion**

The Comprehensive Police Services Act (2019) requires municipal governments to adopt Community Safety and Well-Being (CSWB) plans. The legislation states every municipal council is required to develop and adopt these plans by working in partnership with a multi-sectoral advisory committee, effective January 1, 2019 and to be completed by January 1, 2021.

At Council on September 12, 2019, a report was approved for staff to conduct a Request For Quote (RFQ) process to engage a consultant for the development of the Dufferin Community Safety and Well-Being Plan.

While the RFQ process was being developed, the County was working with Wellington Dufferin Guelph Public Health Unit on various data collection and reporting initiatives. During that work it was evident to Wellington Dufferin Guelph Public Health Unit they were ideally placed to complete the Dufferin Community Safety and Well-Being Plan. The Public Health Unit then reviewed the County report, as approved on September 12, 2019 and contacted County staff to express their interest in taking the project forward.

The single sourcing decision became the most logical pathway as it recognizes and supports the successful past and present working relationship and work commitments already in place between the County and the Public Health Unit. Public Health can also offer unique insight based on the work they already do for community well-being and they have an unrivalled ability to gather, review and document local data that will be fundamental to the creation the CSWB Plan.

#### **Financial, Staffing, Legal, or IT Considerations**

Public Health will be required to complete the RFQ paperwork to ensure full disclosure. Then the necessary contractual arrangements will be formalized between Public Health and the County.

The costs for the development of a County wide CSWB plan will be covered by the Rate Stabilization Reserve, as already approved, at no more than \$10,000.

#### **Recommendation**

**THAT the report of the Director of Community Services, titled Single Source Consultant - Community Safety and Well-Being Plan, dated November 28, 2019, be received;**

**AND THAT Wellington Dufferin Guelph Public Health Unit be approved as the Single Source Consultant to complete the Dufferin Community Safety and Well-Being Plan.**

Respectfully Submitted By:

Anna McGregor  
Director of Community Services

## Denise Holmes

---

**From:** Sonya Pritchard <spritchard@dufferincounty.ca>  
**Sent:** Friday, November 8, 2019 4:07 PM  
**To:** Ed Brennan; Denise Holmes; dmorrissey@shelburne.ca; Susan Stone; Mark Early (mark.early@townofmono.com); Tracey Atkinson; Jane Wilson  
**Cc:** Jennifer DiMartino  
**Subject:** Service Delivery Review RFP Award  
**Attachments:** CC 2019-11-14 Service Review Report 3\_RFP Award\_ Next Steps.doc; Optimus SBR Inc. Submission to the County of Dufferin RE. RFP 2019-AD-19-03.pdf

Good afternoon everyone,

Thank you to those of you who attended (or sent a representative) to the RFP review on Monday.

We received 5 proposals in total but one did not meet the mandatory requirement and was disqualified. The successful proponent was Optimus SBR Inc. from Toronto. Their proposal was excellent, answering all of the questions in the RFP clearly and with significant detail. Following the formal review process, the County Senior Management Team met with 4 members of the consulting team to ensure that not only was the technical proposal what we were looking for but that the firm also seemed to be a good fit. We were pleased with the conversation and feel Optimus is definitely up to the job. I've attached my recommendation report that is going to County Council next Thursday along with the Optimus proposal. I would ask that you not distribute the proposal prior to the award by County Council.

Now that we have a consultant the real work begins. Given the aggressive timeline and volume of information to be reviewed it's going to take cooperation and commitment from everyone involved to keep this project on schedule. To help with this we have seconded Jennifer DiMartino from the County HR Department on a part-time basis to serve as the Project Coordinator. Jennifer will be reaching out to everyone as early as possible to schedule meetings and provide requests for documents and information. She will also make all of the arrangements for meeting locations and coordinate stakeholder engagement events. You can anticipate receiving these requests as early as next week for meetings at the end of this month and into December.

Optimus is proposing the following activities over the next several weeks in the project initiation phase for Part A – shared municipal services/resources:

- Kick off Meeting with CAO Working Group
- Discovery Interviews with CAO Working Group and Steering Committee members (Council reps)
- Staff Information Webinars (for other staff members who may be engaged)
- Gathering preliminary service data
- Compiling a preliminary list of services to be reviewed as part of the project (they are estimating a total of about 30 services will be reviewed)
- Confirming the list of services to be reviewed
- Creating Stakeholder Consultation Plans

At our meeting with Optimus they suggested that each municipality may want to appoint a staff person to act as their point of contact for document collection. I know not everyone has the capacity for this and they recognize that in some cases it may be impossible to pull together the type of information they are looking for. The Project Initiation phase will

be followed by the creation of detailed service inventories, and then the development of opportunities/recommendations and final reports. The entire project is slated to wrap up by summer 2020.

A similar list of tasks will be taking place with respect to Part B – County internal operations and community/human services). A Service Review Team has been established at the County with membership consisting of management staff from each department.

If you have any questions please let me know.

Have a great weekend.

Sonya

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

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## **REPORT TO COUNTY COUNCIL**

**To:** Warden Darren White and Members of County Council

**From:** Sonya Pritchard, Chief Administrative Officer

**Meeting Date:** November 14, 2019

**Subject:** **Service Review Report #3 – Award of RFP, Next Steps**

In Support of Strategic Plan Priorities and Objectives:

**Good Governance** – ensure transparency, clear communication, prudent financial management

---

### **Purpose**

The purpose of this report is to recommend award of the RFP for a Service Delivery Review to Optimus SBR Inc. and to provide an update on the next steps in the process.

### **Background & Discussion**

The RFP for the Service Delivery Review closed on October 25, 2019. 10 bid packages had been picked up and five submissions were received. One of the proposals did not meet the mandatory requirement and was disqualified. The remaining four proposals were evaluated by the Senior Management Team using the criteria outlined in the procurement document. Team members completed individual reviews of the proposals and then met to discuss the results on the morning of November 4, 2019.

Optimus SBR received the highest scores and was the first choice of everyone on the team. County staff were then joined by staff representatives from four local municipalities for a brief of the process and a discussion of the proposals.

The four qualified bids excluding HST were:

- WSCS Consulting – \$231,185
- Optimus SBR Inc - \$264,750
- Strategy Corps - \$290,415
- Watson and Associates - \$297,600

The proposals were scored based on the following weighted technical criteria:

- Proponent Overview and Qualifications – 15%
- Project team and Experience – 15%
- Methodology and Approach – 50%
- Project management – 20%

The total score was then determined by combining the aggregated technical scores at 80% and the price at 20%. Optimus SBR Inc submitted an excellent proposal and received the highest combined score.

Some of the highlights from the proposal include:

- Several examples of service review projects in other municipalities including: Brampton, Sarnia, Region of Peel, County of Wellington and County of Huron;
- A well-qualified, experienced team including a 38 year municipal veteran who performed several roles in the Region of Peel including General Manager of Peel Housing Corporation, Commissioner of Public Works, and Chief Financial Officer and Treasurer;
- A clear methodology and approach that follows established project management principles with specific objectives and milestones;
- Numerous opportunities for consultation with staff and stakeholders following stakeholder engagement guiding principles and using different facilitation and engagement techniques;
- Weekly status updates with key project personnel;
- Identification of potential risks and mitigation strategies. For example: delayed timelines can be mitigated by taking a portfolio approach that allows adjustments to be made to the project plan schedule and resource allocation without significantly restructuring the project;
- A quality control focus that includes tracking the percentage completed for each deliverable including regular assessment of cost and quality against the project milestones; and
- An option for local municipalities to engage the firm.

As described in the report to Council at the October 10, 2019 meeting, the Service Delivery Review has been divided into two parts:

- Part A – Shared Municipal Services/Resources (Project Team – CAO Working Group with oversight from Steering Committee (Council representatives from each municipality)
- Part B – County Operations and Community/Human Services (Project Team – County Service review Team)

The County Service Review Team will be comprised of managers from each department (not Department Heads) as the core members. Other staff from all levels of the organization will be involved in different parts of the review to ensure broad staff engagement. The County Service Review Team will assist the consulting team in identifying community stakeholders for the community/human services portion of the review.

The project is slated to begin later this month with the objective of meeting a number of milestones for both Parts A & B prior to the end of the year. The first phase of the project is described as follows:

- Planning meeting with County CAO
- Kick off meeting with local CAO Working Group
- Kick off Meeting with County Service Review Team
- Introductory webinars for other staff
- Discovery interviews with local Municipal CAOs and Steering Committee members
- Discovery Interviews with County Senior Staff
- Discovery phase through document gathering and review
- Confirmation of Service review list (anticipating 30 services)
- Stakeholder Consultation Plan

The second phase of the project involves the creation of in depth service profiles while the final phase will make recommendations for improvements. Monthly updates will be provided to County Council as the project moves forward.

Completing the project in the proposed timeline will require cooperation and input from both County and local municipal staff. Although the total time required for meetings and interviews is not a substantial commitment there is likely to be a significant effort required to gather all of the necessary background documentation. Tentative meeting dates along with a preliminary list of the information required will be distributed to local municipalities on an ongoing basis and will be provided as far in advance as possible. The second phase of the project which involves the creation of the service profiles is expected to run from January to May 2020. The final recommendation phase is set to wrap up in summer 2020.

In an effort to ensure the project runs smoothly, meetings are coordinated in an efficient manner and documentation is provided to the consulting team, a Human resources Department staff member is seconded on a part time basis to serve as the Project Coordinator.

### **Financial, Staffing, Legal, or IT Considerations**

The cost of the review will be covered with provincial funding. Staff at all levels of the County organization will be part of the review. Local municipal Councils and staff from all participating municipalities will also be engaged.

### **Recommendation**

**THAT the report of the Chief Administrative Officer, dated November 14, 2019, regarding Service Review Report #3 – RFP Award, Next Steps be received;**

**AND THAT, the RFP be awarded to Optimus SBR Inc. in the amount of \$264,750 excluding HST.**

**AND THAT, staff be authorized to finalize a contract outlining the terms of the engagement as per the form of agreement included in the RFP, the proposal requirements and the Optimus SBR submission.**

Respectfully Submitted By:

Sonya Pritchard, CPA, CMA  
Chief Administrative Officer





# County of Dufferin

## Service Delivery Review

October 25, 2019

2019-AD-19-03 | COD02-191025

Prepared for:  
Procurement Manager



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# A Proponent Overview and Qualifications

## A.1 Company Overview

### Optimus SBR

Optimus SBR is one of the largest independently owned professional services firms in North America, with a focus on providing customized advisory services to leading firms and organizations of all sizes. We have over 200 employees, supplemented by our network of approximately 70 subject matter experts. Our engagements focus on adding value to client organizations through solutions that are practical and implementable, allowing for the continuous generation of value, optimal operations, and high impact results. Our portfolio of experience spans a wide range of business partners in the private and public sectors, with increased focus on our key practice areas:

Government & Broader Public Sector · Health Care · Financial Services

Travel · Social & Not-for-Profit Sector · Transportation · Energy

We are a rapidly growing consulting firm, boasting a deep roster of highly skilled and experienced consulting professionals, supplemented by partnerships with other firms and a network of esteemed subject matter experts to augment our capabilities and service offerings. Our resources are able to leverage industry expertise and cross-sector leading practices to quickly identify the root causes of issues, and to design practical solutions that deliver impactful results. Our streamlined approach means there is no wasted effort, and we customize our solutions to the needs of our clients, maximizing the output and value of every engagement. Our core service offerings provide solutions that bring clarity and generate effective, performance driven results:



#### Process Management

Helping clients evolve through operational and service reviews by uncovering, documenting, analyzing, and redesigning services for efficiency, cost saving, and effectiveness; our simple solutions are effectively implemented



#### Strategy

Our strategic services will provide you with the knowledge and decision-making support your business needs to move forward with confidence



#### Program & Project Management

Proven tools and methodologies utilized by value-focused project managers providing services ranging from establishing PMOs to project health checks



#### Data & Analytics

Flexible methodologies combined with advanced sourcing and synthesis skills provide meaningful information and analytics with emphasis on implications



#### Robotics Process Automation

Helping clients take advantage of the latest technology to create bottom line savings and drive process certainty and control



#### Risk Management

Identifying and managing those risks that are most important in a changing regulatory world, and developing practical and sustainable solutions to meet client risk challenges



#### Change Management

Enhancing the success of change initiatives by preparing, equipping, and supporting individual transition through an integrated strategy that ensures the ROI of your initiatives are maximized



#### Human Capital

From performance management and coaching to HR department transformation, we help ensure organizations are ready to do their best work



**Learning and Enablement**

Designing and delivering experiential-based programs that enable our clients' teams to execute on priorities and prepare the organization to respond to change

We consistently bring added value to our clients and focus on building strong relationships underscored by professional integrity and trust. The strength of our value proposition and our commitment to excellence has been recognized in several ways:

- Named to Growth 500's list of Canada's Fastest-Growing Companies for seven straight years (2013-19);
- Recognized as one of the Best Small and Medium Employers in Canada for seven straight years (2013-19) by Aon Hewitt;
- Certified as a Great Place to Work for 2018-2019;
- Named as a Great Place to Work in Canada in 2019;
- Named to the list of Best Workplaces for Professional Services in 2019;
- Named to the list of Best Workplaces for Mental Wellness in 2019;
- Named as one of the Best Employers for Recent Grads in 2019;
- Named on the inaugural Report on Business ranking of Canada's Top Growing Companies for 2019;
- Named the Fastest-Growing Professional Company in Canada in PROFIT 500's list 2015; and,
- Named to the Aon Hewitt Green 30 in 2014 for our outstanding record on environmental stewardship and social responsibility.

Our Mission, Vision, and Values include the company mantra of **Intelligent Growth, Culture Obsessed**. We strive for Exceptional People, Effective Relationships, Superior Delivery, Efficient Operations, and Respected Brands.

## A.2 Competitive Differentiators

### A.2.1 Value Proposition

Optimus SBR is an execution focused firm, committed to delivering, clear, actionable results and the ideal candidate to partner with the County of Dufferin (the County) for this opportunity. We dig deeper for answers, take intelligent risks, and take ownership to quickly identify the root of the issue and apply practical solutions that deliver actionable results.

Optimus SBR offers the County the following value propositions:

**1. A carefully selected, diverse, and tailored team:**

- **David Lynch**, our proposed Executive Oversight, is a Principal at Optimus SBR. David is a CPA, CA with a broad base of expertise in conducting financial, service delivery, organizational, and operational reviews. He has extensive graduate training in economics, having completed a Master of Public Administration in International Development and a PhD in Public Policy at Harvard's Kennedy School of Government. David's project experiences include overseeing a similar Service Efficiency Review for the City of Sarnia as well as overseeing and guiding all financial analysis on a Strategic and Operational Review of the City of Kitchener-Waterloo's annual Oktoberfest event. David will oversee the project and will be responsible for deliverable quality assurance, communications, and issues management. He will also lead all financial and data analysis activities.
- **Michelle Lenarduzzi**, our proposed Project Manager, is a Senior Manager at Optimus SBR and brings extensive experience in service and operational reviews, process improvement reviews, project management, stakeholder consultation, facilitation, and best practice scans across a variety of municipalities and public sector clients. Her experiences include partnering with the County of Huron to conduct an objective examination of the current services being delivered by the Homes Department of the County of Huron and leading an engagement with Peel Regional Paramedics Services to review the operational effectiveness and efficiency of their Logistics program. Michelle will lead the project and will be responsible for managing the engagement team, preparing and delivering status updates and reports, supporting deliverable development, and ensuring quality assurance. She will be the main day-to-day contact for the County.
- **Dan Labrecque**, our proposed Municipal Services and Finance Expert, brings over 38 years of public sector service in both the Regional Municipality of Peel and the former Municipality of Metro Toronto. His experiences include serving as Commissioner of Public Works for the Regional Municipality of Peel, where he oversaw the Region's Water, Wastewater, Waste Management, Transportation, and Development Services along with support functions such as fleet, facilities, and technical services. He also served as the Chief Financial Officer and Treasurer for the Regional Municipality of Peel and the Finance Manager for the Municipality of Metropolitan Toronto. Dan will provide his expertise, knowledge, and thought leadership on all aspects of municipal governance, finance, and service delivery, including research, engagement, and deliverable development.
- **Michael Bugeja**, our proposed Consultant, is a Senior Associate at Optimus SBR with deep experience in project management, research, data analysis, stakeholder engagement, strategic planning, and facilitation. His experiences include providing deliverable development support on a Service Efficiency Study of the City of Brampton's Economic Development and Culture Department as well as conducting a review of the Central West Local Health Integration Network's assisted living service delivery and funding model. Michael will provide research and analysis, stakeholder engagement, and report and deliverable development.



- **Mariam Ali**, our proposed Consultant, is an Associate at Optimus SBR with both consulting and frontline government services experience. Her consulting projects include engaging on a Service Efficiency Study of the City of Brampton's Economic Development and Culture Department and engaging with the City of Cambridge to review priority Human Resources and Corporate Services policies. Mariam's frontline government services experiences include working at the Regional Municipality of Peel to support the legislative function of Regional Council, its committees, and local improvement projects in consultation with the Commissioner of Public Works. Mariam will provide research and analysis, stakeholder engagement, and report and deliverable development.
  - **Patricia Mitton**, our proposed Consultant, is an Associate at Optimus SBR with strong project management, facilitation, stakeholder engagement, and relationship management skills. Patricia is currently engaged on a Service Efficiency Review of the City of Sarnia's Chief Administration Office, Fire Department, Engineering Department, Finance Department, Legal Departments, Clerks, and Planning and Economic Development services. Prior to joining Optimus SBR, Patricia worked as a consultant for the NeXus Consulting Group, a management consulting firm based out of the Rotman School of Management. Patricia will provide research and analysis, stakeholder engagement, and report and deliverable development.
2. **Extensive experience conducting service delivery and operational reviews:** Optimus SBR brings over 35 years of experience in conducting service delivery and operational reviews, including many projects with municipalities. This experience ensures that we are able to leverage our developed expertise and methodologies to design and execute the engagement in collaboration with the County in a streamlined, effective, and efficient manner. Examples of our recent service delivery and operational reviews for municipalities include:
- **City of Brampton:** Service Efficiency Study – Economic Development and Culture
  - **City of Sarnia:** Service Delivery Efficiency Review
  - **Region of Peel:** Review of Divisions and Roles Within the Integrated Business Support Division
  - **Wellington County:** Special Needs Resourcing Review
  - **Huron County:** Home Department Delivery Review
  - **Region of Peel:** Paramedics Services Logistics Program Review
  - **Niagara Region:** Long-Term Care Redevelopment Study
3. **Deep experience working with municipalities:** We have over 35 years of experience working with clients throughout the public sector spanning municipalities, government Ministries, Crown corporations, regulators, utilities, hospitals, and education institutions. As a result of this experience, our proposed roster of project professionals is skilled at handling the nuanced environments and challenges faced by the public sector, including multiple stakeholder groups, increased scrutiny on spending, and demonstrating optimal value for public money.
4. **A value-driven price point:** Optimus SBR offers a price point that focuses on effectively delivering results through an execution focused approach that prioritizes the key aspects of a project to move the organization forward. We understand the County, as well as the municipal sector, and will ensure that the Service Delivery Review is focused, stays on-track, and results in a clear, understandable set of recommendations and an implementation plan for the County.

## A.3 Understanding of Context

Dufferin County is an upper-tier municipality consisting of the lower-tier municipalities of:

- Amaranth;
- East Garafraxa;
- Grand Valley;
- Melancthon;
- Mono;
- Mulmur;
- Orangeville (county seat); and,
- Shelburne.

The County consists of small towns and rural landscapes, with significant growth and development within the last 30 years, including population growth from approximately 46,000 in 1996 to approximately 62,000 in 2016. In response to this growth, there are increased expectations and demand for the type and quality of municipal services throughout the County; there are also various challenges and pressure points, both internal to the County and from the Provincial government. Significant pressure points include:

- County operations being deeply impacted by a lack of capacity;
- The Provincial government intending to permanently reduce funding to municipalities as part of a larger cost reduction initiative;
- Potential fallout from the Province's Regional Government Review (e.g., potential amalgamation of the Town of Caledon with the County);
- Pending provincial changes to the governance of paramedic services;
- Housing;
- Aging in place;
- Social assistance rates;
- Precarious employment (1 in 14 participants of the labour force unemployed);
- Poverty (1 in 10 residents living in poverty);
- Food insecurity; and,
- Childhood development.

Although Provincial government reductions to funding were postponed until 2020, substantive changes are required to address the upcoming budget shortfall estimated at about \$1 million in 2020, as well as permanent reductions moving forward. The County's population growth and increasing pressures have created the need for a comprehensive Service Delivery Review. The Review will be critical to maintaining financial sustainability and public value in the future, ensuring that services are provided in the most effective manner. The key areas of focus include Shared Municipal Services/Resources, Internal County Operations, and Community/Human Services.

### **Shared Municipal Services/Resources**

Through partnerships and cooperation, there are numerous services/resources that are shared with some or all of the Member Municipalities. Partnerships include services provided by the County to one or more Member Municipalities as well as services provided jointly between Member Municipalities. The review of these services will include assessment of efficiency and effectiveness; identification of additional services/resources that could be shared; and assessment of the way the services are provided, the distribution of costs, and consideration of future requirements.

### **Internal County Operations**

These operations include each department of the County of Dufferin, excluding Dufferin Oaks:

- Officer and the Chief Administrative officer;
- Community Services;
- Corporate Services;
- Paramedic Services;

- Planning, Economic Development, and Culture;
- Public Works; and,
- Treasury.

The review will focus on services, business processes, current resources, legislated requirements, and future expectations.

**Community/Human Services**



The County is part of a proposal submitted for one of the first Ontario Health Teams. To prepare for these changes, as well as to ensure the highest and best use of resources, the County seeks a review of community/human services, including services for seniors, children, and persons at risk. These service areas are the ones that the County receives the greatest level of provincial subsidy and thus expect the most significant funding reductions.



## A.4 Previous Experience

### A.4.1 Identification and Engagement of Stakeholders

We are experts in designing and conducting complex stakeholder engagements and group facilitations. Optimus SBR has partnered with organizations from across the public, not-for-profit, and health care sectors, ensuring that we understand the needs of the County and its key stakeholders. A brief example of some of our experiences can be found below.

Client	Summary
	<p><b>Community Hubs Recommendation – Integrated Planning and Service Delivery</b></p> <p>Optimus SBR partnered with the Ministry of Municipal Affairs and Housing (MMAH) to conduct a review of Community Hubs, specifically how Ontario can effectively plan for Community Hub development and integrated service delivery in general. The engagement involved our team conducting a review of a variety of Community Hubs that have been developed to date in Ontario, across Canada, and internationally. Our team used a mixed-methods approach of literature reviews and stakeholder interviews to understand each Hub's unique planning process, including the barriers and enablers of integrated planning. Ultimately, our recommendations identified the ways that MMAH, other provincial Ministries, and local municipalities can support improved integrated service delivery across Ontario. These recommendations have been placed in a draft Final Report which has been submitted to the Ministry and is currently undergoing revisions. Developing a deep understanding of the key elements of planning for integrated service delivery ensures that our team understands how to best plan municipal, social, and healthcare services in a manner that would best benefit individuals in the community.</p>
	<p><b>Facilitation Support for the Basic Income Pilot Project</b></p> <p>MCSS partnered with Optimus SBR to facilitate a series of 14 public consultations held across Ontario helped to inform the design and implementation plan of the pilot, as well as two (2) other sessions with key stakeholders and academics/experts in relevant areas. Our team engaged with the public at large and vulnerable populations in particular. Attendance at each session ranged from 30 to 150, with over 1,100 people participating in the sessions in total. The session attendance was reflective of Ontario's diverse population and included considerations for First Nation's communities, French language participants, and individuals with accessibility needs. Optimus SBR actively collaborated with MCSS in the development of all preparation and session materials distributed to participants in order to ensure that adequate selection of language and appropriate level of information were provided to encourage topic understanding and positive discussions and conversations during consultation sessions. Upon each completed facilitation session, summaries of discussions were provided to stakeholders within one (1) business day.</p>

Client	Summary
 <b>Lakeridge Health</b>	<p><b>Provision of Community Consultation for the Durham Master Planning Process</b></p> <p>Optimus SBR engaged with Lakeridge Health to lead the community consultations for its Master Planning process. The hospital provides healthcare services to the diverse communities of its entire region. The project included comprehensive stakeholder engagement using multiple channels to provide access to all key stakeholder groups (internal and external) and foster participation that reflected diverse perspectives, experiences, and ideas of these groups and the region. Examples of engagement activities included surveys, focus groups, interviews, Town Halls, and resident dialogues. These activities produced outreach to internal committees and advisories, clinical programs and departments, and non-clinical staff. External participants included patients and families, residents, cross sections of the community, community advisory panels, the Regional Municipality of Durham, Emergency Response, Durham Family Physicians, funders, and other health providers. Optimus SBR engaged a wide and diverse demographic from Lakeridge Health's community such as the Scugog First Nations, Bawaajigewin Aboriginal Community Circle, and PFLAG.</p>
 <b>Ontario</b> <small>MINISTRY OF COMMUNITY AND SOCIAL SERVICES</small>	<p><b>District Social Service Administration Board Governance and Accountability Review</b></p> <p>20 years ago, 10 District Social Services Administration Boards (DSSABs) were created in Northern Ontario to provide provincial services to municipalities, including social housing, child care, land ambulance and Ontario Works programs. Optimus SBR partnered with the Ministry of Community and Social Services (MCSS) to design and implement a consultative review of the governance and accountability framework for DSSABs. The review included consultations across northern Ontario with DSSAB boards and staff, as well as with municipal councillors on what is working well and what needs to be improved in relation to governance and accountability. MCSS was provided with recommendations and the related policy implications for improving DSSAB governance and accountability.</p>
 <b>London</b> <small>CANADA</small>	<p><b>Mental Health &amp; Addictions Strategy</b></p> <p>Optimus SBR partnered with the City of London and a number of key MH&amp;A sector partners to develop a comprehensive Mental Health and Addictions Strategy and Action Plan that builds on the services offered in the city and that is aligned with other system initiatives, strategies and priorities. As part of the engagement, our team conducted significant stakeholder interviews and focus groups within the community, developed and distributed a public survey, and also completed an environmental scan that focused on identifying the political, economic, legislative, and broad health sector trends and constraints. The results were used to develop a final report that outlined the strategic priorities and an action plan for the City and its partners, which is being presented to city council.</p>

## A.4.2 Research Methods



All of our engagements involve research aspects to ensure that our analysis and deliverables are evidence-based and research-informed. We have included a brief sample of our experience conducting research such as environmental and jurisdictional scans below; other methods of research, such as stakeholder engagement and survey development/analysis, can be found in sections A.4.1 Identification and Engagement of Stakeholders and A.4.3 Data Collection and Analysis.

Client	Summary
 <p>Institute for Citizen-Centred Service</p>	<p><b>Development of a Data Driven Playbook</b></p> <p>The Institute for Citizen-Centred Service (ICCS), on behalf of the Public Sector Service Delivery Council (PSSDC), was interested in developing a Playbook which will support and advance efforts of the Data-Driven Intelligence (DDI) Working Group to improve the use of DDI across public service organizations, in particular to use DDI to improve service delivery. The Playbook encourages information-sharing, cross-jurisdictional cooperation, and the exchange of best practices amongst organizations using DDI. It will also highlight opportunities to build capacity in DDI to enhance service delivery across the public sector. Optimus SBR researched into what the public sector is currently doing in regards to data and analytics, what is working well, and where they are facing challenges. Our team conducted extensive environmental and jurisdictional scanning to develop the Playbook, complementing research with external interviews in each scanned jurisdiction across the Provincial and Federal governments. The final Playbook was presented to the Public Sector Service Delivery Council and the DM's table for endorsement. The finalized Playbook was converted to French and is published on ICCS' website for public viewing.</p>
 <p>Toronto Public Health</p>	<p><b>Healthier Supermarkets – Health Evidence Literature Review</b></p> <p>The City of Toronto was looking for support to conduct a literature review that synthesized literature and evidence on established and probable relationships between supermarket food environments, public health interventions, and public health outcomes. Our team conducted a literature review and evidence search and developed a high-quality technical report to support the retention of key conclusions from the review and subsequent analysis, as well as utilized methodologies. This report supported evidence-informed decision-making regarding new health protecting and health promoting interventions for consumers in Toronto's supermarket food environments.</p>
 <p>Ontario Ontario Media Development Corporation</p>	<p><b>Environmental Scan and Strategic Plan</b></p> <p>The Ontario Media Development Corporation (OMDC, now Ontario Creates), an agency of the Ministry of Tourism, Culture, and Sport, sought assistance in the development of their five (5) year Strategic Plan. Optimus SBR partnered with OMDC to develop their Strategic Plan and its corresponding Action Plan. This involved preliminary analysis, which included conducting an environmental scan and consulting with key stakeholders from across the creative industry, including the interactive digital media and music, film and television, and magazine and book publishing industries. Optimus SBR then worked collaboratively with OMDC to update their mission statement, as well as draft a vision statement and set new strategic goals and organizational values. The project resulted in the development of a public facing five (5) year Strategic Plan and internally facing annual Action Plan which aligned to the newly developed vision, mission, values and strategic goals.</p>

Client	Summary
	<p><b>Environmental Scan and Best Practices Report</b></p> <p>The Technical Standards and Safety Authority (TSSA) has a Vision “to be a valued advocate and recognized authority in Public Safety” and included in its mandate is a need to “promote and enforce Public Safety”. To achieve this goal, TSSA designs, develops, and directs customer value research, public education initiatives, partnerships, and customer value monitoring tools all intended to promote safer behaviours and ultimately a safer Ontario. As an organization committed to the most effective use of financial and human resources, TSSA undertook a project to develop a better understanding of education and research efforts used by similar safety regulators and public health organizations. Optimus SBR partnered with TSSA to develop a Report that identified the research, public education, and communication frameworks used in other organizations and jurisdictions. The Optimus SBR team developed a comprehensive research plan that included a review of academic literature and consultations with subject matter experts. The resulting report clearly articulated the desired public education outcomes of peer organizations; the framework they use for identifying, prioritizing, and selecting focus areas; and public communication/engagement methodologies. The key findings provided TSSA with an evidence base for moving forward with further refinements towards its own public education initiatives.</p>
	<p><b>Jurisdictional Research</b></p> <p>Optimus SBR engaged with a Ministry to conduct a jurisdictional scan looking at aspects of Employment Standards and Health &amp; Safety in seven (7) jurisdictions in the United States including Michigan, Ohio, Illinois, Indiana, New York, Pennsylvania, and Wisconsin. Optimus SBR leveraged our best-in-class approach to conducting research and literature reviews, which involves extracting information from multiple data sources in order to answer 6 questions related to the following themes: Right to organize and bargain; Right for fair working conditions; and, Right to safe working conditions. As these three areas were guided by different type of legislation – labour relations; employment rights; and, health and safety, an overview of the various pieces of legislation which guide these areas of worker protection were included in the review where relevant. Optimus SBR produced a report at the close of the engagement which detailed the research questions, methodology used, summary of findings, as well as an appendix which detailed findings from each jurisdiction.</p>

### A.4.3 Data Collection and Analysis

Optimus SBR has extensive experience conducting heavy data analysis, including surveys with heavy emphases on qualitative verbatim responses. We have expertise using tools such as specialized software to ensure efficient and effective analysis of both qualitative and quantitative data, providing timely analysis without compromising robustness or depth.





Client	Summary
 <b>Health Canada</b>	<p><b>Cannabis Survey Response Analysis</b></p> <p>Optimus SBR partnered with Health Canada to analyze the public response to a questionnaire conducted on the proposed regulations under the new Cannabis Act. As part of its regulatory consultation requirements, Health Canada looked to solicit feedback from industry, experts, and the general public on draft regulations that had been developed and publicized for public review. To support this engagement, Health Canada developed an online questionnaire consisting of 12 open-ended questions, each based on different parts of the regulatory framework. Optimus SBR's task was to review the feedback received from the online questionnaire responses, as well as 12 roundtables held across the country, and open-form direct email submissions. The result of this engagement approach was over 3,000 questionnaire respondents producing more than 36,000 unique data points to be reviewed and themed, along with the major themes from the roundtables, and 400 direct submissions. Thematic analysis was conducted on each individual response (i.e., to each question posed), and then aggregated to provide Health Canada with an understanding of the general agreement or disagreement with the proposed regulatory framework, as well as key reasons why the respondent agreed or disagreed, and proposed changes suggested. The end result of the engagement was a Final Report that had 15 major sections that Health Canada could use to refine its proposed regulations, prior to the full rollout and implementation of the legal cannabis industry.</p>
	<p><b>Red Tape Challenge Consultations</b></p> <p>The Red Tape Challenge (RTC) was part of the Government's Business Growth Initiative, announced in the 2015 Fall Economic Statement and reconfirmed in the 2016/17 budget. The RTC was an online consultation tool designed to engage the public, businesses, and stakeholders in addressing regulatory challenges and identifying opportunities to reshape Ontario's economy. The Red Tape Challenge focused on a specific sector at a time, in which regulations would be posted for a given sector, responses would be collected, and responses were reviewed to identify the following:</p> <ul style="list-style-type: none"> <li>• The main issue identified in the comment;</li> <li>• Similar regulatory challenges that were addressed in other jurisdictions;</li> <li>• Leading practices that could be applied to reduce regulatory burden.</li> </ul> <p>The specific industries reviewed included: Auto parts manufacturing, Food processing, Financial services, Mining, Chemical manufacturing, and Tourism.</p> <p>It was intended to provide outputs that could then be implemented, with the goal of eliminating duplication, lessening of compliance burdens, shortening of response times, and improved business interactions with government. To support this there was a Government of Ontario website created which hosted an online portal, where groups and individuals could provide their responses.</p>








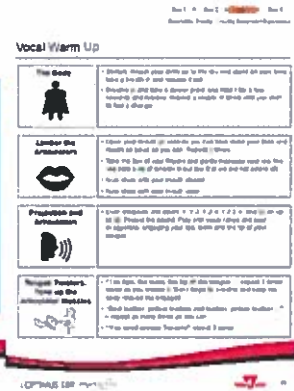


Client	Summary
	<p>Optimus SBR reviewed public feedback and private submissions received by Ontario Talks and email in order to provide a comprehensive analysis of emerging themes and recommend opportunities for action. During this analysis, our team benchmarked Ontario regulations against provincial and international comparators in order to identify areas of improvement. Our team reviewed, analyzed, and grouped significant amounts of both verbatim and quantitative responses for each sector, producing individualized Final Technical Reports for each sector including comparators and benchmarking.</p>
	<p><b>Long-Term Care Home Operational Benchmarking</b></p> <p>Optimus SBR was asked to further its work with York Region by conducting a benchmarking study that examines the LTC homes operated by York Region and how they compare to those of other municipalities. This work provided York Region with an overview of financial operating costs for their two LTC homes, as well as a staffing mix and staffing costs analysis. In addition to these two outcomes, this work placed findings in the context of correlations between scale and operating costs of LTC homes in different Ontario municipalities. Our approach to this engagement involved working with York Region to gather appropriate data sources both internal and external to York Region, review of collected information, and compilation into a final presentation for York Region.</p>
	<p><b>Data Analysis of Assess and Restore Project</b></p> <p>The Rapid Recovery Therapy Program (RRTP), part of Waterloo Wellington CCAC's overall Assess and Restore Project, is an intensive 30-day in-home therapy program designed to facilitate early discharge from hospital (up to 2 weeks earlier) and maximize functional independence for patients requiring rehabilitative care. Over an 18-month period (beginning during program implementation), the Optimus SBR team conducted a review of the RRTP. The review was informed through 150 data elements for over 200 program patients and data on 75 control group patients. This included detailed analysis on clinical data such as ADL, FIM, and TUG scores. System level data on ED Wait times, ALC, and costs were also collected and reviewed. Interviews with program providers and patients were also conducted. The result was an evidence-base for program funding decisions that was presented to the program funders at the LHIN. This included an assessment of clinical outcomes, system flow performance, and an overview of the program costs (program level and system level) compared to normal, status quo care if the RRTP were to be scaled up.</p>
<p><b>Private Healthcare Organization</b></p>	<p><b>Data Review and Analysis</b></p> <p>Optimus SBR partnered with a private healthcare organization to assist in expanding and scaling its retirement and long-term care home operations to include campuses of care in nine (9) new locations. Our team conducted a thorough review of data from a wide range of sources, including Statistics Canada, hospitals, and healthcare partners, to identify occupancy rate trends, patient flows, contribution rates, and outliers among the organization's underlying population. The data analysis contributed to the creation of a data-driven Business Plan.</p>

## A.4.4 Sample Reports

Our resources have extensive experience consolidating engagement outcomes into clear, concise, and well-written reports using plain language and accessible graphics. All of our deliverables undergo extensive internal reviews from our Project Managers, subject matter experts, and Executive Oversight, as well as external reviews from the client project team and other key stakeholders for quality assurance. To support deliverable development, Optimus SBR has a professional in-house Production and Design Team. This team has a wealth of experience providing advice and assistance to clients by crafting and designing ideas to help effectively communicate messages, ideas, and themes visually and graphically for maximum impact. The team is experienced in working within the design standards of organizations (e.g. official colours, font, desired graphics, logo, and photographs) and in ensuring AODA compliance. Please see below for a sample of past deliverables. We have also included a full public report from a completed engagement with the Institute of Citizen-Centred Service as a separate document.

<p><b>Client</b></p> 	<p><b>Summary</b></p> <p><b>Development of Communications Materials</b></p> <p>Optimus SBR was engaged by the Executive Directors Network of Toronto Community Health Centres to develop a communications framework and set of communications materials with the purpose of sharing a joint narrative about Toronto CHCs' demonstrated ability to integrate services in their communities. The project involved the facilitation of a steering committee of Executive Directors to agree on an overarching message, key supporting messages and the data and stories to support each message. The products included a tailorable presentation deck, a professionally designed poster, and a Frequently Asked Questions (FAQ) document, all with aligned messaging and graphics. The team also provided strategic advice on how and when to leverage the materials within the complex and evolving health landscape. Below are examples of materials designed by Optimus SBR.</p> 
	<p><b>Development of External-facing Strategic Plan</b></p> <p>The Optimus SBR team developed a Strategic Plan for Markham Stouffville Hospital. Upon finalization of all stakeholder engagement and research activities, the Optimus SBR team prepared the Plan and sought its validation. Below are examples of the external-facing Strategic Plan Optimus SBR's in-house Production and Design team developed.</p> 

	<h3>Development of External-facing Strategic Plan</h3> <p>The Optimus SBR team developed an external-facing Strategic Plan with the Neighbourhood Pharmacy Association. Below are examples of the Strategic Planning document developed by Optimus SBR's in-house Production and Design team.</p>   
	<h3>Training Program Delivery</h3> <p>As part of its overall transformation program, The Toronto Transit Commission (TTC) asked Optimus SBR to design and deliver experiential training to Station Collectors who were moved into the new role of Customer Service Advisor (CSA) in anticipation of the PRESTO launch in 2018. The training was required to help CSAs adopt a customer service mindset, be part of an empowered customer-centric workforce; and deliver customer excellence in every interaction. The Optimus SBR team designed and developed interactive and intuitive training packages as part of this engagement.</p>   



## A.5 Operational Service Review Projects

Optimus SBR has extensive experience leading service delivery and operational reviews with Ontario municipalities and Ministries, including projects directly related to and funded by the Province's current service efficiency mandate and Regional Government Review. Please see below for a sample of our municipal review experience.

Client	Summary
	<p><b>Service Efficiency Study – Economic Development and Culture</b></p> <p>Optimus SBR is currently engaged with the City of Brampton's Economic Development and Culture Department to conduct a service efficiency study, including reviewing services, conducting jurisdictional scans and benchmarking, and identifying process improvements and alternative service delivery models. Recommendations, along with impact analyses such as service levels and cost-benefit, will be provided to decrease costs and/or increase revenues to optimize service delivery.</p>
	<p><b>Service Delivery Efficiency Review</b></p> <p>Optimus SBR is currently conducting a service delivery efficiency review for the City of Sarnia. The engagement includes an in-depth review of the City's Chief Administration Office, Fire Department, Engineering Department, Finance Department, Legal Department, Clerks and Planning and Economic Development services to develop and analyze service profiles in order to identify opportunities for operational efficiencies, cost savings, labour savings/capacity, technological improvements, and streamlining of processes.</p>
	<p><b>Review of Divisions and Roles Within the Integrated Business Support Division</b></p> <p>Optimus SBR conducted a functional review of the Integrated Business Support Division within the Human Service Department. The review included a broad selection of business support services including learning, process improvement, information and technology, procurement and contract management, financial management, eligibility review and appeals, and collections. The team conducted a current state assessment through a data and document review and engaging with staff, management, clients and corporate partners. The findings were compared to best practices in service management and opportunities for improvement were identified. Recommendations were developed for each opportunities area to enhance the effectiveness, efficiency and service experience of the services provided by the division. Recommendations included structural recommendations to realign some functions as program functions as well as transfer some functions to corporate service partners. The final report included recommendations as well as an implementation plan and change management plan to guide transformation activities going forward.</p>
	<p><b>Strategic and Operational Review of Kitchener-Waterloo Oktoberfest Inc.</b></p> <p>Optimus SBR is currently engaged with the City of Kitchener to conduct strategic, market, operational, and financial reviews and analyses of KW Oktoberfest Inc. The engagement includes a thorough current state review, a literature review and jurisdictional scan to identify best practices, market analysis, and the development of recommendations for future sustainable operating models.</p>

Client	Summary
	<p><b>Peel Region Paramedic Services Logistics Program Review</b></p> <p>Optimus SBR conducted a comprehensive review of Peel Region Paramedic Services' Make Ready Program to determine the program's current state effectiveness, efficiency, and quality. Our team reviewed the program's existing processes, protocols, and structures to understand what was working well in the program, what needed to be changed, and what could be improved. Optimus SBR facilitated the determination of the factors and processes to be considered in designing the program's desired future state; gaps were identified and key performance indicators were developed to ensure that efficiency and effectiveness could be consistently monitored to allow for continuous improvement. Recommendations were developed for the future state, continuous operational model improvements, and key performance indicators.</p>
	<p><b>Business Support Services Review</b></p> <p>Optimus SBR was engaged to review and redesign the Business Support Services for the Ministry of the Attorney General. The review involved a Current State Assessment and Benchmarking exercise to identify opportunities to improve service experience, effectiveness, and efficiency in six (6) business domains including financial management &amp; controllership; human resources; communications; procurement; transfer payment management; and, business analytics. Based on the opportunities and recommendations outlined in the Current State Assessment, Optimus developed a proposed future state operating model for Business Support Services including governance, accountabilities, roles and responsibilities; capacity and competency requirements; business processes and tools; and communication and information sharing.</p>
	<p><b>Special Needs Resourcing Review</b></p> <p>Optimus SBR is currently working with the Wellington County Children's Early Years Division to conduct a special needs resourcing (SNR) review. The County of Wellington is the designated Consolidated Municipal Service Manager (CMSM) responsible for the service system management of child care services in the City of Guelph and County of Wellington. Our team is identifying strengths and challenges of the existing SNR approach, as well as reviewing relevant research literature and leading practices from other jurisdictions.</p>
	<p><b>Home Department Delivery Review</b></p> <p>Optimus SBR was engaged to support the County in an initiative to identify opportunities to improve revenue, efficiency and effectiveness of services delivered by the County's Homes Department. This engagement involved conducting an objective examination of the current services being offered by the Homes Department. Upon completion of the engagement, the County was given a clear path forward to improve the delivery of service within its LTC homes, as well as recommendations and an action plan to increase its revenues.</p>
	<p><b>Long-Term Care Redevelopment Study</b></p> <p>Optimus SBR worked with the Region to identify opportunities for redevelopment of three (3) of the Region's eight (8) municipally run Long-Term Care Homes. This process involved an environmental scan, locational demand analysis, and engagement with stakeholders to identify opportunities for redevelopment, co-location of other services, and a future state model for long-term care in the Region.</p>

## A.6 Firm Discipline

Please see Section A.1 Company Overview for a description of our general firm discipline and Section A.4 Previous Experience for an overview of our experience and expertise to provide services directly relevant to operational service review in a municipal environment. In addition to the above noted technical skills and experience, we have extensive experience and ability completing complex engagements with tight timelines while remaining on-time and on-budget. Our innovative Delivery Methodology, based on industry best practices in project management, allows us to work efficiently and effectively within stringent deadlines. We have also leveraged this methodology to provide project management support and training to numerous clients. Examples of complex projects and project management engagements include:

- **Health Canada** – Undertaking a comprehensive review of suicide prevention crisis line service delivery models in Canada and internationally over a tight two (2) month timeline.
- **Toronto Central LHIN** – Provided project management support to the Toronto Central LHIN and Administrative Leads in the design and development of 10 Neighbourhood Care Teams (NCT), helping them achieve the successful and timely implementation of the pilot NCTs. The project involved extensive effort and coordination over a tight two (2) month timeline.
- **Project Management Support** – Various clients including multiple major Canadian banks, the Toronto Transit Commission, and the College of Physicians and Surgeons of Ontario.
- **Project Management Training** – Various clients including the Treasury Board Secretariat, the Ministry of Natural Resources and Energy, and the Ministry of Transportation.

All of our proposed resources have extensive project and time management experience. This collective experience means that all of our resources have logistics, team coordination, time and client management, and engagement quality assurance experience to ensure a streamlined, efficient, and effective engagement that stays on-time and on-budget. Our proposed team also has deep experience in political acumen, including navigating sensitive and political public sector engagements, strong communication abilities, and strong understanding of municipal interests. As consultants in our Industries and Government Practice, our resources have strong experience and familiarity working successfully as a team.

## B Project Team and Experience

### B.1 Proponent Team Members

Below, we have provided detailed biographies containing the roles and responsibilities of each proposed resource, as well as each resource's relevant experience and expertise.

### David Lynch, MAcc, MPA/ID, PhD, CPA, CA – Executive Oversight

David is a Principal in Optimus SBR's Industries and Government Practice. He has a broad base of expertise in operational reviews, data analysis, financial management, business planning, stakeholder and community engagement, public consultations, and public policy analysis. He uses this versatile expertise to understand clients' challenges from both a qualitative and quantitative perspective to develop solutions that make sense for everyone involved. David is a CPA, CA with a broad base of expertise in conducting financial, service delivery, organizational and operational reviews. He also has extensive graduate training in economics – including microeconomics, macroeconomics, behavioural economics and other analytic frameworks – having completed a Master of Public Administration in International Development (MPA/ID) and a PhD in Public Policy at Harvard's Kennedy School of Government. In October 2015, David also completed the Institute of Corporate Directors' (ICD) Not-For-Profit (NFP) Governance Essentials Program, a program jointly developed by the ICD and the Rotman School of Management at the University of Toronto.

### Project Role

David will serve as the Executive Oversight for this engagement and will be responsible for deliverable quality assurance, communications, and issues management. He will provide her input into the design and will oversee the development of all deliverables throughout the engagement. He will also leverage his CPA, CA alongside his financial expertise and experience to provide deep and efficient analysis of all data and financial considerations.

### Relevant Project Examples

- Currently engaged with the City of Sarnia to complete a Service Efficiency Review of the City's Chief Administration Office, Fire Department, Engineering Department, Finance Department, Legal Department, Clerks and Planning and Economic Development services. David is leading all financial and data analysis activities for the review.
- Currently engaged with the City of Kitchener-Waterloo to conduct a Strategic and Operational review of its annual Oktoberfest event. David is responsible for overseeing and guiding all financial analysis.
- Recently finished an engagement with a start-up regulatory agency in Ontario to support the development and implementation of a new funding model. The funding model will enable the organization to respond to the rapidly changing financial services industry effectively. The engagement involves assessing current funding models in place, performing jurisdictional research into leading funding model practices at similar regulatory organizations, conducting extensive data analysis, and developing the model, as well as providing support with public consultations and the implementation of the new model.
- Led an engagement with the Region of Niagara to identify opportunities for redevelopment of three (3) of the Region's eight (8) municipally run Long-Term Care Homes. This process involved an environmental scan, locational demand analysis, and engagement with stakeholders to identify opportunities for redevelopment, co-location of other services, and a future state model for long-term care in the Region.
- Conducted an operational review of a Critical Care Program at a large community hospital in the GTA. David oversaw a team that included clinical experts who assessed the program against critical care best practices. The review also included financial and budgeting processes.
- Developed a revenue model to ensure the Ontario College of Family Physicians is able to continue providing high-quality services to its members in the most efficient and effective manner possible. The engagement included heavy financial analysis to ensure the accepted model was built on best practices.
- Facilitated and designed the development of the Ontario Association of Community Care Access Centres' (OACCAC) Outcome Based Reimbursement Payment and Pricing Framework. This required identifying the relevant payment and pricing issues, performing extensive data analysis, and designing the payment process and related pricing mechanism to ensure service providers' incentives and reporting obligations were aligned, and to ensure the best possible outcomes for patients.
- Developed a revenue model to ensure the Ontario College of Family Physicians is able to continue providing high-quality services to its members in the most efficient and effective manner possible. The engagement included heavy financial analysis to ensure the accepted model was built on best practices.



<b>Michelle Lenarduzzi, PhD – Project Manager</b>
Michelle is a Senior Manager in Optimus SBR's Industries and Government Practice. She has proven success working with municipalities, ministries, hospitals, and private sector organizations. In addition, Michelle has over 12 years of professional and academic experience collecting, analyzing, and distilling important information out of a variety of data sources to identify key trends relevant to an organization. Michelle has extensive experience working and communicating with various stakeholders including executives, front line staff, and the public. She is seasoned consultant with experience conducting service and operational reviews and process improvement reviews across a variety of municipalities and public sector clients. Prior to Optimus SBR, Michelle completed a PhD in Medical Biophysics at the University of Toronto.
<b>Project Role</b>
Michelle will be the Project Manager for this engagement. She will be responsible for managing the engagement team, preparing and delivering status updates and reports, supporting deliverable development, and ensuring quality assurance. She will be the main day-to-day contact for the County.
<b>Relevant Project Examples</b>
<ul style="list-style-type: none"> <li>Partnered with the County of Huron to conduct an objective examination of the current services being delivered by the Homes Department of the County of Huron. The project included a review of current services, a comparison of Homes Department services to those offered in similarly sized and adjacent municipalities, and the development of future service delivery options and opportunities for consideration by the County of Huron to increase efficiencies and revenue to the Department. The project also aimed to identify services and programs that: are mandatory/discretionary in nature; are not cost-effective; and services that could be added.</li> <li>Partnered with Public Health Agency of Canada (PHAC) to conduct a review of service delivery models pertaining to pan-Canadian suicide prevention service initiatives. Michelle and team conducted reviews of models across Canada and internationally and engaged with national and international stakeholders to inform the development of recommendations for sustaining a pan-Canadian suicide prevention service for people living in Canada. Recommendations were developed based on literature/environmental scans, interviews with stakeholders, and roundtable and project advisory committee facilitations.</li> <li>Led an engagement with Peel Regional Paramedics Services to review the operational effectiveness and efficiency of their Logistics program. This review included a current state assessment, a best practice scan of other jurisdictions and the development of a future state model with supporting staffing requirements and an implementation plan to improve quality and efficiency and ensure future sustainability. Throughout this engagement, our team worked alongside frontline staff and management within logistics and operations to develop recommendations to streamline a future state that is relevant and tailored to Peel Region's needs.</li> <li>Worked with Halton Region to analyze, optimize, and standardize the workforce management business processes across Paramedic Services and Long Term Care. The project involved a review of internal documentation and multiple interviews with staff and varying levels of management. This review informed the development of current state process maps and identification of issues and gaps in the current process. Following the review, Michelle's team designed a streamlined future state for the region, which included documentation of future state process maps, summary of future state process changes, fit/gap analysis between Paramedic Services and Long Term Care Homes, and development of recommendations for automated and optimized process design, improved system capabilities and implementation of knowledge warehouse.</li> <li>Worked with Ashley Global Retail to document key corporate and retail processes in process maps and standard operating procedures, by facilitating working session to document and validate current state processes. Also identified and documented issues and gaps in order to develop recommendations for improvements to process, technology, and organizational design.</li> <li>Engaged with the Region of Niagara to identify opportunities for redevelopment of three (3) of the Region's eight (8) municipally run Long-Term Care Homes. This process involved an environmental scan, locational demand analysis, and engagement with stakeholders to identify opportunities for redevelopment, co-location of other services, and a future state model for long-term care in the Region.</li> </ul>

<b>Dan Labrecque, CPA, CMA – Municipal Services and Finance Expert</b>
Dan brings 38 years of public sector service in both the Regional Municipality of Peel and the former Municipality of Metro Toronto, with over 30 years of senior leadership experience as a director and commissioner. Dan has served as a member of the Region's Executive Leadership Team for 14 years as Commissioner of Finance and Public Works/Planning. His last assignment ahead of retirement was in the role of General Manager of the Peel Housing Corporation. Dan holds an Honour Business Administration Diploma from Sheridan College and is a Chartered Professional Accountant. He also completed the Municipal Management Program from the Schulich School of Business, the Lean Six Sigma Certificate program with the University of Toronto at Mississauga, the Executive Development Program in Leadership at Queen's University, and the Advanced Leadership Program at York University. Dan was a CFA charter holder from 1991 to 2017.
<b>Project Role</b>
David will be the Municipal Services and Finance Expert on this engagement. He will provide his expertise, knowledge, and thought leadership on all aspects of municipal governance, finance, and service delivery, including research, engagement, and deliverable development.
<b>Relevant Experience</b>
<ul style="list-style-type: none"> <li>○ <b>Commissioner of Public Works, Regional Municipality of Peel</b> – Working with a staff team of over 960 individuals and an annual combined budget of \$1 billion, Dan oversaw the Region's Water, Wastewater, Waste Management, Transportation, and Development Services along with support functions such as fleet, facilities, and technical services, in delivering essential public services to citizens of Peel.</li> <li>○ <b>Chief Financial Officer and Treasurer, Regional Municipality of Peel</b> – Dan provided strategic financial guidance to the Corporation of the Regional Municipality of Peel, with in excess of \$2 billion in annual operating and capital spending and a 10-year, \$4.4 billion capital plan. Dan also acted as the Chief Financial officer for Peel Living, the Region's wholly owned Social Housing Corporation with over 7,100 units under management.</li> <li>○ <b>Finance Manager, Municipality of Metropolitan Toronto</b> – Dan was responsible for all cash and portfolio management duties of the Corporation of Metropolitan Toronto and its various Boards, Agencies, and Commissions. He acted as a key departmental resource to a variety of Corporate Projects.</li> <li>○ <b>General Manager, Peel Housing Corporation</b> – Dan supported the transitional process to bring into play a new governance structure for the Housing Corporation and the renewal of its strategic business planning process. One major achievement was the integration of the Corporation into the Regional Government's new Housing and Homelessness Strategic Plan, which resulted in the support to improve the overall quality of the Corporation's assets, as measured by its facility condition rating and its status as a strategic partner in increasing the level of affordable housing in the Region through the redevelopment of existing Corporation holdings.</li> </ul>

<b>Michael Bugeja, BA – Consultant</b>
Michael is a Senior Associate in Optimus SBR's Industries and Government Practice. Michael brings experience in project management, research, data analysis, stakeholder engagement, strategic planning, and facilitation. He has developed multiple reports and other documents for various audiences, tailoring messaging to ensure that communications are appropriate for specific audiences. His experience includes having developed reports for audiences including senior government officials, C-Suite executives, front-line staff, and the general public. He brings extensive environmental scanning and research and analysis experience, including researching and scanning conditions in Ontario, other Canadian provinces, and international jurisdictions to identify leading practices and create realistic, evidence-based recommendations. Michael brings strong presentation skills, having presented findings to audiences that have executive teams, senior government officials, and front-line staff.
<b>Project Role</b>
Michael will be a Consultant on this engagement and will be responsible for research and analysis, stakeholder engagement, and report and deliverable development.
<b>Relevant Project Examples</b>
<ul style="list-style-type: none"> <li>Michael is currently providing deliverable development support on a Service Efficiency Study of the City of Brampton's Economic Development and Culture Department.</li> <li>Managed an engagement to conduct a process review of York Support Services Development Services Ontario to support the organization's continuous improvement efforts. The review looked at roles and responsibilities of staff, workflow, and the use of technology to identify potential changes that could support staff moving forward to create detailed process maps and profiles. Our team identified process inefficiencies, roles and responsibilities of staff, and use of technology to develop recommendations</li> <li>Worked with Ontario Educational Collaborative Marketplace (OECM) to develop a customer-centric framework for the organization. This project involved a current state assessment and environmental and jurisdictional scanning on customer service practices, recommendations on a future customer-centric framework, an organizational assessment, recommendations on alignment of organizational functions to the framework, and an implementation plan to guide the shift to a more customer-centric organization.</li> <li>Worked with the Ministry of Economic Development and Growth to administer the Open for Business division's Red Tape Challenge. This engagement focused on six (6) sectors across the province in turn, and allowed stakeholders to comment on regulatory impediments and challenges they routinely encounter. Michael's role included conducting an environmental scan of other Canadian and international jurisdictions who have faced similar challenges, reviewing comments to identify the specific regulation that was causing issue, and identifying/proposing potential alternative regulatory approaches that would streamline, simplify, and reduce the regulatory burden for stakeholders, as well as the government. Each sector review resulted in a report that was developed, circulated with partner Ministries, and then released to the public at large.</li> <li>Supported the Central West LHIN in conducting a review of its assisted living service delivery and funding model. This engagement involved interviewing the various providers, LHIN, and other LHINs to understand the various funding and delivery models in place, developing recommendations to move to a more uniform funding and delivery model within the CW LHIN catchment area, and creating a high-level implementation plan to support the transition. Part of this engagement involved reviewing data currently collected from multiple sources and suggesting changes to improve decision-making abilities.</li> <li>Michael engaged with Kingston, Frontenac, Lennox &amp; Addington (KFL&amp;A) Public Health to design and implement an environmental scan of smoking cessation services offered by health care providers in South East Local Health Integration Network (South East LHIN) and identify systemic challenges and facilitators for those who are providing and receiving smoking cessation services. Results of the environmental scan were then used to develop an action plan to support the creation of a region-wide strategy to address these challenges and improve the access to and usage of smoking cessation services across the region.</li> </ul>

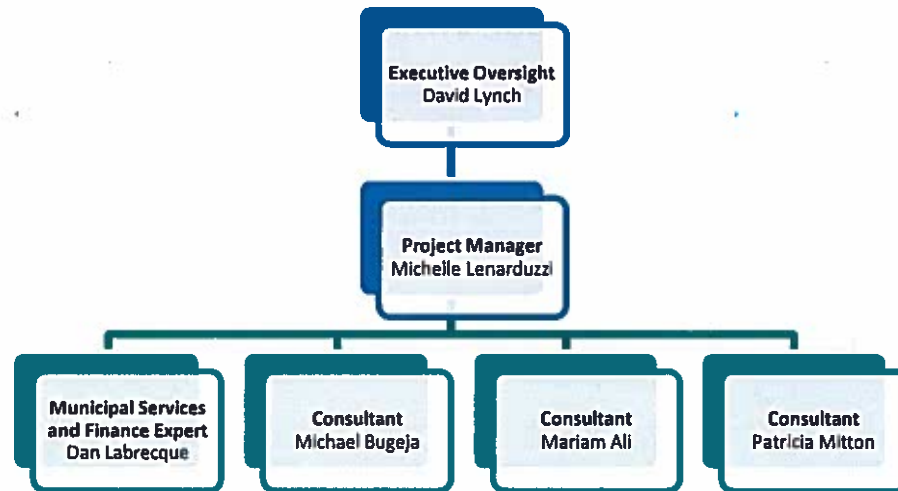
<b>Mariam Ali, MBA – Consultant</b>
<p>Mariam is an Associate in Optimus SBR's Industries and Government Practice and brings over four (4) years experience in conducting organizational and service reviews, gap analyses, stakeholder engagement, and report writing. She is deeply experienced with municipalities, including bringing in-depth understanding of front line government services provision gained through her tenure with the Regional Municipality of Peel and University of Toronto. Mariam has worked closely with stakeholders in the municipal and broader public sector, building strong relationships and working effectively with all levels of frontline and C-level professionals. Mariam facilitated decision-making on a highly diverse set of policy issues from design-bid municipal projects, large capital infrastructure projects, student fees, and policies on sexual violence. Mariam completed her Honors Bachelor of Arts at the University of Toronto where she completed a double major in Public Policy and International Development. Mariam then completed her MBA at the Schulich School of Business, graduating with distinction and a dual specialization in Public Sector and Strategic Management.</p>
<b>Project Role</b>
<p>Mariam will be a Consultant on this engagement and will be responsible for research and analysis, stakeholder engagement, and report and deliverable development.</p>
<b>Relevant Project Examples</b>
<ul style="list-style-type: none"> <li>○ Mariam is currently engaged on a Service Efficiency Study of the City of Brampton's Economic Development and Culture Department. This review is a deeper dive of specific services following Brampton's Phase One overall service review and inventory.</li> <li>○ Currently engaged with the Region of Peel to design a Corporate Performance Management (CPM) framework for the municipality. The engagement includes conducting a leading practice and literature review of public sector CPM frameworks to design the municipality's future state CPM framework.</li> <li>○ Conducted a process review of York Support Services Development Services Ontario to support the organization's continuous improvement efforts. The review looked at roles and responsibilities of staff, workflow, and the use of technology to identify potential changes that could support staff moving forward to create detailed process maps and profiles. Our team identified process inefficiencies, roles and responsibilities of staff, and use of technology to develop recommendations.</li> <li>○ Completed an engagement with the City of Cambridge to review priority Human Resources and Corporate Services policies for update and renewal to ensure alignment with best practices and legislative requirements, and to review and update the process for policy development, review, and approval. The team reviewed existing processes surrounding policy development and renewal at the City, and reviewed three municipalities exhibiting best practices to develop a Policy Framework that established an effective and consistent approach to the development, review and approval of policy instruments used by the City.</li> <li>○ At the Region of Peel, Mariam supported the legislative function of Regional Council, its Committees and local improvement projects in consultation with the Commissioner of Public Works and team by drafting by-laws and coordinating Regional Council agenda development. She delivered advice to external stakeholders on procedures and protocol for interpretation of provincial and municipal legislation, appeals processes and major public works contracts, and compiled appeals for the Ontario Municipal Board. Mariam actively listened to her clients, ensuring they know she is committed to finding the right solution for them, and then implementing it within the complex world of public sector organizations.</li> <li>○ Provided independent consulting services to the Toronto Central LHIN to develop a Strategic Plan that would further the organization's integration mandate through organizational re-design, process engineering, and the creation of a stakeholder engagement plan. The development of the Roadmap included: key strategic initiatives, objectives, outcomes, activities, milestones, and risks/mitigation factors as well as key success factors, and proposed measures of success.</li> </ul>



<b>Patricia Mitton, MBA – Consultant</b>
Patricia is an Associate in Optimus SBR's Industry and Government Practice. Patricia previously worked as a consultant for the NeXus Consulting Group, a management consulting firm based out of the Rotman School of Management where she provided end-to-end consulting services to clients within the healthcare and not-for-profit space. Patricia developed strong project management, facilitation, stakeholder engagement and relationship management skills working alongside her team at NeXus to successfully deliver actionable, strategic and realistic solutions to their clients. Prior to attending Rotman, Patricia worked in operations and portfolio management for an energy management company where she worked closely with the TransCanada Pipeline and utilities in Ontario and Quebec to effectively source and manage fuel for the company's natural gas clients. Patricia completed her Honours Bachelor of Science in Life Sciences at McMaster University where she focused in the area of molecular biology. Patricia then completed her Masters of Business Administration at the Rotman School of Management at the University of Toronto.
<b>Project Role</b>
Patricia will be a Consultant on this engagement and will be responsible for research and analysis, stakeholder engagement, as well as report and deliverable development.
<b>Relevant Project Examples</b>
<ul style="list-style-type: none"> <li>Currently engaged on a Service Efficiency Review of the City of Sarnia's Chief Administration Office, Fire Department, Engineering Department, Finance Department, Legal Department, Clerks and Planning and Economic Development services to develop and analyze service profiles in order to identify opportunities for operational efficiencies, cost savings, labour savings/capacity, technological improvements, and streamlining of processes.</li> <li>Patricia has four years of experience working directly with the TransCanada Pipeline and Utilities in Ontario as an Analyst. She managed the day-to-day and monthly natural gas operations for Active Business Services including all purchasing and sourcing decisions as well as the P&amp;L related to scheduling the fuel with the utilities in Ontario. Building strong relationships with vendors was a critical component to ensuring transactions were executed in a timely, accurate fashion.</li> <li>Worked closely with the Urology department at SickKids along with a medical student at the University of Toronto to complete a cost-effectiveness analysis that measured the clinical and economic benefit of routinely sending the hernia sac as part of pediatric inguinal hernia surgeries. The research was in adherence with the Patient's First Act and aimed to identify inefficiencies in our health system in order to standardize the practice of medicine to improve care outcomes.</li> <li>Leading two projects and working alongside her team to complete over 15 engagements as part of her role at NeXus, Patricia leveraged best-in-class frameworks to create solutions from the ground up in the areas of financial modelling, business design, change management and organizational design. In her last project with NeXus, Patricia worked with the VP and senior level executives of a leading Canadian not-for-profit organization to develop their strategy for expansion into new markets.</li> <li>Patricia has successfully planned and facilitated focus groups, interviews and complex meetings as part of her past client engagements. In a project Patricia worked on that required analyzing the organization's culture, Patricia utilized evidence-based methodologies and strategy in order to navigate difficult topics and gain deep, useful insights that lead to valuable solutions for the client and for the organization.</li> </ul>

## B.2 Project Team Structure

We are confident that our team's experience and expertise will ensure that the County receives high-quality deliverables that will drive real results. Please refer to the diagram below for our team's proposed structure.



## B.3 Available Support Staff and Resources

Optimus SBR has over 200 employees, supplemented by a network of approximately 70 subject matter experts. This extensive roster ensures that we will have resources immediately available to support engagement resources as required to ensure the engagement remains on-time and on-budget. Among these are our resources in our Industries and Government Practice, which include additional staff with extensive experience with Ontario municipalities. Should additional resources be needed, we will confirm any resource augmentation or changes with the Project Sponsor. All of our proposed resources on this project have project management experience, ensuring that potential delays will be immediately identified with corrective measures taken.

To support the creation of all deliverables, Optimus SBR has a professional in-house Production and Design Team. This team has a wealth of experience providing advice and assistance to clients by crafting and designing ideas to help effectively communicate messages, ideas, and themes visually and graphically for maximum impact. The team is experienced in working within the design standards of organizations (e.g. official colours, font, desired graphics, logo, and photographs) and with ensuring compliance with AODA.

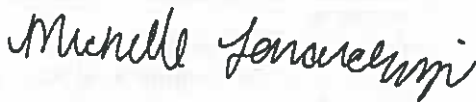
## B.4 Personnel Resumes

Please see the following pages for our resource resumes. All resources consent to disclosure, on a confidential basis, of all information in this proposal to the advisers retained by the County to advise or assist with the NFRP process, including with respect to the evaluation of this proposal.

Signed on October 23, 2019:



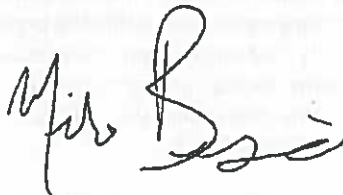
David Lynch



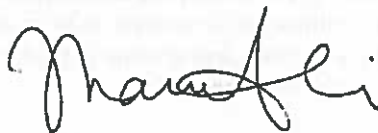
Michelle Lenarduzzi



Dan Labrecque



Michael Bugeja



Mariam Ali



Patricia Mitton

# David Lynch BA, MAcc, CPA, CA, MPA/ID, PhD

Principal

## Overview

David is a Principal at Optimus SBR in the Industries and Government Practice with experience in financial management, policy reviews, strategic planning, health care system planning and management, behavioural insights, and evaluation. Over hundreds of engagements, he has used this versatile expertise to understand clients' challenges from a qualitative and quantitative perspective to develop solutions that make sense for everyone involved. At client sites, David is often found facilitating groups of stakeholders, conducting and translating technical analysis into accessible language, and working with management to make sure everything fits together. David's focus is on helping clients make evidence-informed, implementable decisions as quickly as possible.

## Areas of Expertise and Key Skills

- Financial Management and Funding Models
- Executive Oversight and Project Management
- Policy Reviews and Analysis
- System Planning and Strategic Planning
- Health Care
- Governance
- Regulation and Red Tape
- Environmental Scans, Jurisdictional Scans, and Literature Reviews
- Business Cases

## Relevant Experience

- **Financial Analysis** – David developed a revenue model to ensure the Ontario College of Family Physicians is able to continue providing high-quality services to its members in the most efficient and effective manner possible. The engagement included heavy financial analysis to ensure the accepted model was built on best practices. David also recently finished an engagement with a start-up regulatory agency in Ontario to support the development and implementation of a new funding model. The funding model will enable the organization to respond to the rapidly changing financial services industry effectively. The engagement involves assessing current funding models in place, performing jurisdictional research into leading funding model practices at similar regulatory organizations, conducting extensive data analysis, and developing the model, as well as providing support with public consultations and the implementation of the new model.
- **Mandate Reviews** – David has led or advised on over a dozen mandate reviews as part of the Treasury Board Secretariat's mandate review process. These mandate reviews have spanned a variety of Ontario ministries and each of these has answered whether the agency's mandate continues to be relevant to Government of Ontario priorities, or whether the agency is carrying out its mandate effectively, and whether it should continue to carry out that mandate. Governance issues have been a core focus of all these reviews.
- **Central East LHIN Executive Committee ALC Strategies** – David led an engagement conducted for the Central East LHIN Executive Committee consisting of the CEOs of all the LHIN's hospitals and the CCAC CEO. The engagement involved looking at ALC indicators for Central East LHIN in the context of the province and the most comparable LHINs, learning from other LHINs which ALC strategies appeared most successful to date, and developing recommendations for the LHIN.
- **Strategic Plan for a Delegated Administrative Authority (DAA)** – David led a 9-month engagement to develop a strategic plan for a DAA that included an environmental scan, extensive stakeholder consultation with regulated entities, and facilitation of Board meetings to arrive at a consensus on the organization's direction for the future.

- **Basic Income Pilot Project Public Consultations** – David was the Project Lead for Optimus SBR's facilitation of 14 public meetings across the province for Ontario's Basic Income Pilot Project. Working with a large team, David oversaw project management, logistics, and report development for this engagement, which included next business day turnaround of session summaries for the Ministry of Community and Social Services.
- **Red Tape Challenge** – David was the Project Lead for Optimus SBR's engagement compiling, analyzing, and making recommendations based on comments from Ontario's Red Tape Challenge for the Ministry of Economic Development and Growth (MEDG). This engagement covered the first three rounds of the Challenge: Auto Parts Manufacturing, Food Processing, and Financial Services. Recommendations were developed for MEDG to take to other ministries as well as the Regulatory Management Committee (RMC).

### Select Organizations Worked For

- Treasury Board Secretariat of Ontario
- Ministry of Economic Development and Growth
- Ministry of Health and Long-Term Care
- LHINs and CCACs
- Ministry of Community and Social Services
- York Region
- MEDEC

### Education and Professional Designations

- **PhD, Public Policy**, Harvard University, Cambridge
- **MPA, International Development**, Harvard University, Cambridge
- **MAcc, University of Waterloo**, Waterloo
- **BA, University of Waterloo**, Waterloo
- **Chartered Professional Accountant (CPA, CA)**
- **Institute of Corporate Directors Not-For-Profit (NFP) Governance Essentials Program**

# Michelle Lenarduzzi *PhD*

Senior Manager

## Overview

Michelle is a Senior Manager in Optimus SBR's Industries and Government Practice with experience working with public, private and not-for-profit clients. She has worked with municipalities, ministries, hospitals, LHINs and private healthcare companies to support process improvement, project management, business plan development, strategic planning, policy reviews and governance. Michelle has a breadth of experience facilitating and managing complex stakeholder groups through strategic planning activities, process improvement initiatives and the implementation of transformative solutions. She has a keen interest in innovation and has worked with both public and private sector clients to challenge them to think differently about how they can deliver value to the populations that they serve.

Prior to joining Optimus SBR, Michelle spent over seven years working at the Princess Margaret Cancer Centre where she worked with patients and senior-level executives on basic and clinical research. She holds a PhD in Medical Biophysics from the University of Toronto and has been published in over seven peer reviewed medical journals.

## Areas of Expertise and Key Skills

- |   |                             |
|---|-----------------------------|
| ○ Public sector                           | ○ Not-for-Profit sector     |
| ○ Operational Reviews                     | ○ Healthcare sector         |
| ○ Process Improvement                     | ○ Pharmaceuticals sector    |
| ○ Project Management                      | ○ Medical Technology sector |
| ○ Strategic and Business Plan Development | ○ Research and Writing      |
| ○ Governance                              | ○ Stakeholder Engagement    |
| ○ Facilitation                            | ○ Public Policy Analysis    |

## Relevant Experience

- **Operational Review** – Conducted a service delivery review of a municipal long-term care home. The service review included a current state assessment, jurisdictional review of similarly size long-term care homes, gap analysis, and future state recommendations to enhance and support the operations of the long-term care home.
- **Organizational Review** – Performed an organizational review of a healthcare association to identify an optimal staff structure that will enable the organization to achieve its strategic goals. This included a current state review to understand the existing organizational structure and a future state organizational design with financial considerations to realign the organization with their strategy.
- **Process Improvement and Business Requirements** – Deep process expertise conducting Kaizen events and educating clients and lean methodologies. Conducted a variety of engagements which involved documenting current state activities, identifying gaps, conducting root-cause analyzes, creating future state process maps and developing implementation plans to support change. Process improvement activities have also included the development of supporting IT business requirements aligned to future state processes.
- **Project Management** – Led the management of a large transformative initiative between a medical technology company and the MOHLTC. Created a project charter, governance structure, work streams, project plans, agendas and a meeting schedule to manage the transformation. Chaired meetings between parties, summarized meeting discussions, action items and deliverables for work streams.



- **Strategic Planning and Facilitation** – Experience facilitating and managing complex stakeholder groups through change. Facilitated the development of Supply Chain Ontario's strategic plan. Facilitated discussions with the ADM, directors and managers to define a vision, mission, strategic priorities, actions and metrics for a five year strategic plan. Supported the development and deployment of facilitation training to the Workplace Safety and Insurance Board.
- **Research and Analytics** – Over 12 years of professional and academic experience collecting, analyzing and distilling important information out of complex data sources. Conducted a national scan of value-based healthcare opportunities for a pharmaceutical company to identify key political, economic, social and technology trends across Canada.
- **Business Planning** – Developed a business case for an innovative health care leader focused on developing a person-centred, community partnership for seniors with chronic health conditions. This involved developing a business case for the MOHLTC and highlighting the challenges of our health care system, how the client addressed these challenges and how it created impact for the care of seniors in Ontario. Key activities included: outlining the investment required, developing a future governance structure, implementation plan, marketing plan, and risk and migration strategy.
- **Governance** – Conducted a number of board governance reviews and an independent director assessment. Supported the Vaughan Community Health Centre (VCHC) through their board governance review. Reviewed board policies and by-laws, conducted a best practices scan and interviewed stakeholders to identify key gaps in VCHC's governance structure. Created a series of recommendations that were grounded in evidence and best practice research to support the board in de-coupling from their partner organization.
- **Public Policy Analysis** – Managed and conducted a number of mandate reviews of Ontario classified agencies. Past clients have included the Treasury Board Secretariat, Ministry of Tourism Culture and Sport and Ministry of Community and Social Services. As part of these policy reviews conducted current state assessments which were informed by data and policy analysis, jurisdictional and literature scans, and internal stakeholder engagement with the agencies and relevant Ministries.
- **Stakeholder Engagement** – Experience with sponsor consultations of management and frontline staff to gather qualitative data about current organizational structures and processes. Consultations have included telephone and face-to-face interviews, note taking, facilitation, and analysis to identify key themes and issues.
- **Asset Evaluation** – Experience evaluating alternative revenue projects for a major downtown academic hospital. This involved developing a business case and go-to-market strategy for genetic testing and telemedicine services. Key activities included: identifying areas of opportunity, performing a market assessment, engaging stakeholders, building complex financial models, and developing recommendations and implementation strategies.

## Select Organizations Worked For

- Regional Municipality of Peel
- Regional Municipality of Halton
- Ministry of Health and Long-Term Care
- Amgen
- Roche
- Medtronic
- SE Health
- Central West LHIN
- Ontario Telemedicine Network
- Trillium Health Partners

- Supply Chain Ontario
- Treasury Board Secretariat
- Ministry of Training, Colleges and Universities
- Toronto Foundation

## Education and Professional Designations

- **Doctor of Philosophy (Medical Biophysics)** – University of Toronto; Toronto, ON
- **Bachelor of Science, Honours (Biomedical Toxicology)** – University of Guelph; Guelph, ON
- **Healthcare Consulting: Field Application Course** – University of Toronto, Rotman School of Management



# Dan Labrecque CPA, CMA

## Municipal Services and Finance Expert

### Overview

Thirty-eight years of public sector service in both the Regional Municipality of Peel and the former Municipality of Metro Toronto, with over thirty years of senior leadership experience as a director and commissioner. Have served as a member of the Region's Executive Leadership Team for fourteen years as Commissioner of Finance and Public Works/Planning. Last assignment ahead of retirement was in the role of General Manager of the Peel Housing Corporation.

A positive, ethical and goal-oriented leader with a proven record of achievement as an executive in both the public and not for profit sectors. Demonstrated ability to strategically position people, issues and external partners within fast-paced and changing environments. An individual with superior communications, teambuilding and networking skills who has led and built teams of professionals in generating value for clients and stakeholders.

### Areas of Expertise and Key Skills

- |                                |                                |
|--------------------------------|--------------------------------|
| ○ Senior Municipal Experience  | ○ Teambuilding                 |
| ○ Fiscal Management            | ○ Integrity                    |
| ○ Strategic Leadership         | ○ Customer Service Orientation |
| ○ Clear, Concise Communication | ○ Commitment to Measurement    |

### Relevant Experience

- **General Manager, Peel Housing Corporation – January 2017 to September 2019**  
In the role of GM, Dan supported the transitional process to bring into play a new governance structure for the Housing Corporation and the renewal of its strategic business planning process. Major achievement was the integration of the Corporation into the Regional Government's new Housing and Homelessness Strategic Plan, which resulted in the support to improve the overall quality of the Corporation's assets, as measured by its facility condition rating and it's status as a strategic partner in increasing the level of affordable housing in the Region through the redevelopment of existing Corporation holdings.
- **Commissioner of Public Works, Regional Municipality of Peel – September 2008 to December 2016**  
Working with a staff team in excess of 960 individuals and an annual combined budget of \$1 billion, Dan oversaw the Region's Water, Wastewater, Waste Management, Transportation, and Development Services responsibilities along with support functions like fleet, facilities and technical services, in delivering essential public services to the citizens of Peel.  
Between 2008 and 2010 Dan also had overall responsibility for Regional Planning. As a result of his initiative, responsibility for the Official Plan was transferred to the Corporate Services group in order to develop an Integrated Planning focus, bringing together the Official Plan, the Strategic Plan and the Long Term Financial Planning functions. Dan maintained oversight over Development and Transportation Planning.
- **Chief Financial Officer and Treasurer, Regional Municipality of Peel – 2002 to August 2008**  
Provided comprehensive strategic financial guidance to the Corporation of the Regional Municipality of Peel, with in excess of \$2 billion in annual operating and capital spending and a 10-year, \$4.4 billion capital plan. Also acted as the chief financial officer for Peel Living, the Region's wholly owned Social Housing Corporation with over 7,100 units under management.
- **Peel Region Finance Department**  
Director of Corporate Finance – 2001 to 2002  
Controller – 1997 to 2001

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#### Director of Financial Planning and Reporting – 1992 to 1997

- **Finance Manager, Municipality of Metropolitan Toronto**  
Responsible for all cash and portfolio management duties of the Corporation of Metropolitan Toronto and its various Boards, Agencies and Commissions. Acted as a key departmental resource to a variety of Corporate Projects.

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#### Education and Professional Designations

- Member in good standing with the Canadian Institute of Chartered Accountants since 1983.
- CFA charter holder from 1991 to 2017.
- **Lean Six Sigma Certificate Program** – University of Toronto at Mississauga
- **Municipal Management Program** – Schulich School of Business
- **Executive Development Program in Leadership** – Queen's University
- **Advanced Leadership Program** – York University
- **Finance and Accounting Diploma** – Sheridan College

# Michael Bugeja BA

Senior Associate

## Overview

Michael is a Senior Associate in Optimus SBR's Industries and Government Practice with experience working with clients from across the private, public, and not-for-profit sectors. Michael uses his strong interpersonal and project management skills to support the development of their strategy, effectively engage their stakeholders, lead focused research on leading practices, and develop recommendations that are realistic, implementation focused, and position organizations as leaders in their sector. Michael's experience includes leading research activities, facilitating large groups of stakeholders, overseeing current and future state analysis, and presenting tailored findings to audiences ranging from C-Suite executives to frontline staff.

## Areas of Expertise and Key Skills

- Research and Writing
- Project Management
- Public sector
- Not-for-Profit sector
- Health care sector
- Strategic and Business Plan Development
- Stakeholder Engagement & Facilitation
- Process Development/Improvement
- Business Case Development
- Public Policy and Regulatory Review & Development

## Relevant Experience

- **Mandate and Organizational Governance Reviews** – Michael was a key member in the mandate review of an Ontario energy sector agency, conducting stakeholder engagement interviews, jurisdictional research, and developing future state recommendations to determine the agency's alignment with government goals and priorities, as well as its continued scope of work. As a result of this mandate review and expert panel was commissioned to review the governance and potential mandate changes for the organization, in which Michael researched the leading practices of regulators' governance structures.
- **Business Process Documentation** – Michael brings experience in process mapping in the healthcare and private retail sectors with diverse groups of clients, including management and front-line staff. These engagements have been used to document the current state, identify the value-add and non-value-added tasks, develop future-state processes, and produce recommendations for short, medium, and long-term changes. His work has included leading the process mapping component of multiple multi-day Kaizen events with a home care organization in Ontario, where each event had 10-20 participants. Additionally, Michael supported an international retailer in the documentation of their front-line sales processes.
- **Research and Data Analysis** – Michael worked with the Ministry of Economic Development and Growth to administer the Open For Business division's Red Tape Challenge. Michael's role included conducting an environmental scan of other Canadian and international jurisdictions who have faced similar challenges, reviewing comments to identify the specific regulation that was causing issue, and identifying/proposing potential alternative regulatory approaches that would streamline, simplify, and reduce the regulatory burden for stakeholders, as well as the government. Michael also engaged with Kingston, Frontenac, Lennox & Addington (KFL&A) Public Health to design and implement an environmental scan of smoking cessation services offered by health care providers in South East Local Health Integration Network (South East LHIN) and identify systemic challenges and facilitators for those who are providing and receiving smoking cessation services.

- **EPMO Development and Implementation** – Michael led a review of a healthcare agency’s core project management methodologies, tools, processes, and the roles and responsibilities of staff. The result of the engagement was the development a current state that highlighted significant gaps, hindering executive oversight and monitoring of multi-million dollar projects. Through follow-on work, Michael led facilitated sessions for the organization’s 18 key projects, bringing to together core staff to create key project documentation, including charters, resource requirements, and issues and gaps rosters, these were then rolled up into an enterprise-wide dashboard for C-suite review and monitoring of projects.
- **Strategy and Roadmap Development** – Michael has worked with multiple clients to develop strategic plans and roadmaps to ensure their successful implementation. Michael has worked to support the development of a LHIN-wide Integrated Health Services Plan, bringing providers, funders, and the Ministry’s goals into alignment for the next 3 years. Additionally, Michael has led the strategic plan development for a non-profit charity, and supported the development of a strategic action plan for an addictions support organization. Lastly, Michael developed a detailed 3 year roadmap to support an operational transition for a Group Procurement Organization to become more client centric.
- **Business Writing** – Michael has worked with clients across the public, private, and healthcare sectors to document the current state in a succinct manner, and develop future state recommendations. A recent example includes the development of a business case for a community hospital in Southwestern Ontario to support the creation of a Flexible Assertive Community Treatment Team (FACTT), which included a review of existing hospital and community resources, as well as investment required from the funder and estimated cost diversion as a result of the team’s implementation.
- **Regulation and Public Policy Analysis** – Michael brings regulatory experience, having been a core member on multiple engagements. Michael supported the public consultation and finalization of Canada’s regulatory approach to the legalization of cannabis, reviewing public and business feedback to create key recommendations. Michael also supported the Red Tape Challenge project with the Ministry of Economic Development and Growth. The project involved reviewing public submissions, identifying specific issue statements, matching these with existing regulations under Ontario Acts (e.g. Financial Services regulations under the FSCO Act), and developing opportunities for improvement. Opportunities were supported through targeted jurisdictional research to understand how other provinces, states, and/or countries handle a similar problem, and were submitted to parent ministries to develop action plans as appropriate. This engagement included reviewing the Auto Parts Manufacturing, Food Processing, Financial Services, the Mining, Tourism, and Chemical Manufacturing Sectors.
- **Policy and Procedures Development and Training** – Michael was a core team member working with a City in Ontario’s procurement department to develop an updated Procurement Policy and associated procedures. His work involved a jurisdictional scan and developing plain-language documents for his client. As part of the project, Michael conducted a number of focus groups with City Directors and front-line staff to validate the policy and procedures, and is currently in the development of a training program for City staff, who will be trained using a Train the Trainer approach. Additionally, Michael is working with an Ontario Ministry to develop a one-day training program for its technical planning and design staff to ensure a consistent approach is used throughout the province

## Select Organizations Worked For

- Institute for Citizen-Centred Service
- Ministry of Economic Development and Growth
- Ministry of Energy
- Central West LHIN
- Ontario Telemedicine Network

## Education and Professional Designations

- **Bachelor of Arts and Science, Political Science and Sociology (Honours with Distinction) – University of Toronto**

# Mariam Ali *HBA, MBA*

Associate

## Overview

Mariam is an Associate in Optimus SBR's Industries and Government Practice and brings experience in governance reviews, stakeholder engagement, report writing as well as an in-depth understanding of front line government services provision gained through her tenure with the Regional Municipality of Peel and University of Toronto. She has worked closely with stakeholders in the municipal and broader public sector, building strong relationships and working effectively with all levels of frontline and C-level professionals. Through her 8+ years of experience in legislation and governance she is able to keenly articulate board decisions to senior and middle management by linking the operational plans to the overall strategic plan and vision of the organization. She is able to anticipate barriers and provides proactive advice on their resolution to executive teams. Mariam completed her Honors Bachelor of Arts with a double major in Public Policy and International Development, and a Certificate in Project Management, both at the University of Toronto. Mariam then completed her MBA at the Schulich School of Business, graduating with distinction and a dual specialization in Public Sector and Strategic management.

## Areas of Expertise and Key Skills

- Public sector
- Strategic and Business Plan Development
- Public Policy Analysis
- Governance
- Research and Writing
- Project Management
- Stakeholder Engagement

## Relevant Experience

- **Public Sector** – At the Region of Peel, Mariam supported the legislative function of Regional Council, its' Committees and local improvement projects in consultation with the Commissioner of Public Works and team by drafting by-laws and coordinating Regional Council agenda development. She delivered advice to external stakeholders on procedures and protocol for interpretation of provincial and municipal legislation, appeals processes and major public works contracts, and compiled appeals for the Ontario Municipal Board. Mariam actively listened to her clients, ensuring they know she is committed to finding the right solution for them, and then implementing it within the complex world of public sector organizations.
- **Research and Writing** - Mariam worked to enhance accountability and transparency of board and management decisions through crafted communications, including the development of briefings, public notices for internal and external audiences and proposal reviews for both governance and management leadership. She provided thorough and analytical stakeholder perspectives to leadership team based on in-depth interviews with key personnel and environmental scans that were then incorporated into strategic priorities.
- **Strategic and Business Plan Development** – Mariam led a team of six MBA students to provide independent consulting services to the Toronto Central LHIN. Her team developed a strategic plan that would further the organization's integration mandate through organizational re-design, process engineering and the creation of a stakeholder engagement plan. Mariam also led the development of a transportation infrastructure plan for Lima, Peru that involved the deregulation of the informal economy and was awarded first prize by KPMG in consultation with the Deputy Minister of Infrastructure, Peru and Ambassador of Peru.
- **Governance** - As Governance Coordinator at the University of Toronto, Mariam facilitated a significant organizational shift to a reformed governance structure through strategic relationship building with internal and external stakeholders. She was part of a cross-functional team that conducted a governance review measuring board effectiveness and identifying gaps in process, while reviewing management and board



relationships. Mariam ensured comprehensive consultation was secured through complex elected and appointed arrangements and developed new strategies for annual succession planning, recruitment and on-boarding of external stakeholders that led to increased identification of high-value members. Mariam facilitated decision-making on a highly diverse set of policy issues from design-bid municipal projects, large capital infrastructure projects, student fees and policies on sexual violence. This required managing contentious issues, providing advice on stakeholder requirements to senior administration, and defining the potential impact of incoming proposals.

## Select Organizations Worked For

- Regional Municipality of York
- York Support Services Network
- Regional Municipality of Peel
- Sun Life Insurance
- WSIB
- Central West LHIN
- College of Physicians and Surgeons Ontario
- Condo Management Regulatory Authority of Ontario
- Ontario Securities Commission
- Egale Human Rights Trust
- University of Toronto

## Education and Professional Designations

- **Masters of Business Administration** – Schulich School of Business
- **Certificate of Project Management** – University of Toronto
- **Bachelor of Arts (Honours)** – University of Toronto Degree

# Patricia Mitton *MBA, HBSc*

Associate

## Overview

Patricia is an Associate in Optimus SBR's Industries and Government Practice. Prior to joining Optimus SBR, Patricia worked as a consultant for the NeXus Consulting Group, a management consulting firm based out of the Rotman School of Management at the University of Toronto, where she completed her MBA. At NeXus, Patricia provided end-to-end consulting services to clients within the healthcare and not-for-profit space where the team successfully delivered actionable, strategic and realistic solutions to their clients. Prior to attending Rotman, Patricia worked in operations and portfolio management for an energy management company where she worked closely with the TransCanada Pipeline and utilities in Ontario and Quebec to effectively source and manage fuel for the company's natural gas book. Patricia completed her Bachelor of Science in Life Sciences at McMaster University.

## Areas of Expertise and Key Skills

- Public sector
- Healthcare sector
- Not-for-Profit sector
- Energy sector
- Research and Writing
- Project Management
- Stakeholder Engagement
- Change Management
- Operations

## Relevant Experience

- **Strategy** – Leading two projects of her own and working alongside her team to complete over 15 engagements as part of her role at NeXus, Patricia leveraged the expertise and resources at Rotman and the NeXus board of directors to develop solutions from the ground up in the areas of financial modelling, business design, change management and organizational design. In her last project with NeXus, Patricia worked with the VP and senior level executives of a leading Canadian not-for-profit organization to develop their strategy for expansion into new markets.
- **Research and Writing** – Through the MBA program at Rotman, Patricia worked closely with the Urology department at SickKids and a medical student at the University of Toronto to complete a cost-effectiveness analysis in order to measure the clinical and economic benefit of routinely sending the hernia sac as part of pediatric inguinal hernia surgeries. The research was in adherence with the Patient's First Act and aimed to identify inefficiencies in our health system in order to standardize care to improve care outcomes. Further, Patricia has completed over 10 final deliverables for senior level executives within the healthcare and not-for-profit sectors and completed an undergraduate thesis in molecular genetics.
- **Stakeholder Engagement** – Patricia has successfully planned and facilitated focus groups, interviews and complex meetings as part of her past client engagements. In a project Patricia worked on that required analyzing the organization's culture, Patricia utilized evidence-based methodologies and strategy in order to navigate difficult topics and gain deep, useful insights that lead to valuable solutions for the client.
- **Operations** – Patricia has four years of experience working directly with the TransCanada Pipeline and Utilities in Ontario. Her responsibility at Active Business Services was to manage the day-to-day and monthly natural gas operations for the company. This entailed all purchasing and sourcing decisions as well as the P&L related to scheduling the fuel with the utilities in Ontario. Building strong relationships with vendors was a critical component to ensuring transactions were executed in a timely, accurate fashion



## Select Organizations Worked For

- NeXus Consulting Group
- Active Business Services
- McMaster University

## Education and Professional Designations

- **Masters of Business Administration – Rotman School of Management, University of Toronto**
- **Bachelor of Science (Honours) – McMaster University**

## B.5 Experience and Skills of Assigned Staff

Please see Section B.1 Proponent Team Members and Section B.4 Personnel Resumes for detailed descriptions of the experience and skills of our proposed resources.

As consultants in Optimus SBR's Industries and Government Practice, our team has extensive experience and familiarity working together as a continuous and collaborative team. To ensure an effective and efficient engagement through team continuity, our proposed key team resources will be the ones engaged through every stage of the project. We propose a diverse senior team of specialists and subject matter experts who will provide thought leadership and guidance throughout the engagement in their respective fields of expertise with extensive support from consultants on research, engagement, and report and deliverable development. This resource allocation ensures that we have the necessary senior resources to ensure that all analysis is deep, detailed, and effective, while also ensuring that we have the necessary consultants to support all tasks to ensure efficiency and that the engagement remains on-time and on-budget. We will be able to iteratively adjust and allocate resources to areas that require more attention; for example, if the review of Building Inspection & Permits services proves to be more complex and time intensive than expected, or if unforeseen circumstances arise, our resources have the capacity and capability to seamlessly support these services, including pulling support from our extended Industries and Government Practice roster.

We have carefully selected a team and created a work plan that will ensure availability of all resources and continuity of the team. Should the scope of the engagement change drastically or unforeseen circumstances arise, any additions or changes to the engagement team will be subject to written approval from the County. A brief allocation of work table can be found below, with a comprehensive and detailed breakdown provided in Appendix C – Pricing.

Project Resource	Project Role	Hours of Effort per Phase per Resource			
		Phase 1	Phase 2	Phase 3	Total
David Lynch	Executive Oversight	16	86	50	152
Michelle Lenarduzzi	Project Manager	98	134	72	304
Dan Labrecque	Municipal Services and Finance Expert	14	48	50	112
Michael Bugeja	Consultant	44	168	124	336
Mariam Ali	Consultant	72	156	76	304
Patricia Mitton	Consultant	28	144	164	336
Total		272	736	536	1544

Optimus SBR has over 200 employees and will be able to leverage our deep roster of consultants to support the project as needed to ensure the engagement is completed on-time and on-budget.

## B.6 List of Similar Projects and Project Management Credentials

Please see Section B.1 Proponent Team Members and Section B.4 Personnel Resumes for detailed descriptions of the similar projects that our resources have completed. All of our proposed resources have experience serving in a Project Manager capacity. This collective experience means that all of our resources have logistics, team coordination, time and client management, and engagement quality assurance experience to ensure a streamlined, efficient, and effective engagement that stays on-time and on-budget.

A brief sample of our proposed resources' recent projects in municipal service delivery and operational reviews includes:

Resource	Projects
David Lynch	<ul style="list-style-type: none"> <li>• <b>City of Sarnia Service Delivery Efficiency Review: Financial Analysis Expert</b></li> <li>• <b>City of Kitchener Strategic and Operational Review of KW Oktoberfest Inc: Financial Analysis Advisor</b></li> <li>• <b>Niagara Region Long-Term Care Redevelopment Study: Project Manager</b></li> </ul>
Michelle Lenarduzzi	<ul style="list-style-type: none"> <li>• <b>Huron County Home Department Delivery Review: Consultant</b></li> <li>• <b>Peel Region Paramedic Services Logistics Program Review: Executive Oversight/Project Manager</b></li> <li>• <b>Niagara Region Long-Term Care Redevelopment Study: Consultant</b></li> </ul>
Dan Labrecque	<ul style="list-style-type: none"> <li>• <b>Peel Housing Corporation: General Manager</b></li> <li>• <b>Regional Municipality of Peel: Commissioner of Public Works</b></li> <li>• <b>Regional Municipality of Peel: Chief Financial Officer and Treasurer</b></li> <li>• <b>Municipality of Metropolitan Toronto: Finance Manager</b></li> </ul>
Michael Bugeja	<ul style="list-style-type: none"> <li>• <b>City of Brampton Service Efficiency Study: Consultant</b></li> </ul>
Mariam Ali	<ul style="list-style-type: none"> <li>• <b>City of Brampton Service Efficiency Study: Consultant</b></li> </ul>
Patricia Mitton	<ul style="list-style-type: none"> <li>• <b>City of Sarnia Service Delivery Efficiency Review: Consultant</b></li> </ul>

## C Methodology Approach

### C.1 Statement of Understanding

#### C.1.1 Understanding of Requirements

In support of the County's Strategic Plan Priorities and Objectives of **Service Efficiency and Value** and **Good Governance**, the County of Dufferin is seeking to engage a consultant to conduct a comprehensive service review of the following focus areas:

- Shared municipal services/resources;
- Internal county operations; and,
- Human/community services.

Optimus SBR will partner with the County and Member Municipalities to undertake the Service Delivery Review in two (2) parts: Part A will involve a review of shared municipal services/resources and will be managed on the client side by a Working Group comprising the CAOs from each Member Municipality and the County as well as a Steering Committee which will consist of an elected representative from each local Council. Part B will involve a review of internal county operations and human/community services and will be managed on the client side by a County Service Review Team consisting of representatives from each County department. The list of in-scope services for review will be decided and finalized with the Working Group/Steering Committee and County Service Review Team. Services will be selected based on factors such as having significant areas for improvement, being significant cost/revenue drivers, underperforming benchmarks, exhibiting service utilization significantly under capacity, driving significant overtime hours, being understaffed, and other factors as appropriate. Potential examples of in-scope service selection include Building Inspection & Permits to explore opportunities for more automation and online access and Emergency Preparedness/Planning and Compliance to address insufficient capacity to meet current expectations.

The project will consist of three (3) Phases: Project Initiation/Project Management, Detailed Service Inventory, and Development of Opportunities/Recommendations. Separate deliverables will be developed for all three (3) Phases for Part A and Part B, including validation and review by the Working Group/Steering Committee and County Service Review Team respectively. Please see the following Sections for our understanding of objectives and our proposed approach to meet all of the County's requirements.

#### C.1.2 Understanding of Objectives and Coordination

##### Tier 1 Objectives

- To complete an in-depth analysis of in-scope services to investigate and understand current services and service delivery methods. Analysis is expected to include:
  - Identification of services as mandatory or discretionary;
  - Identification of duplication/overlap of activities;
  - Identification of services that have become redundant or irrelevant;
  - Identification of services that are impacted by capacity constraints;
  - Identification of barriers to making effective and responsive infrastructure and service delivery decisions; and,
  - Other areas as appropriate.
- To provide actionable recommendations for efficient, effective, and sustainable delivery of municipal services, including:
  - Process and performance optimization;
  - Service level optimization, including expansion, enhancement, or reduction;
  - Cost reduction, such as workforce optimization (e.g., labour savings and capacity) and capital investments;

- Opportunities to enhance existing lines of revenue;
- New lines of revenue;
- Alternate service delivery possibilities;
- Back office and service delivery integration;
- Discontinuation of redundant or irrelevant services;
- Partnerships;
- Move to digital and technological improvements;
- Channel optimization;
- Contracting and procurement optimization; and,
- Other opportunities as appropriate.
- To ensure all engagement and outcomes align with the County's five (5) strategic priorities:
  - Service Efficiency and Value;
  - Economic Vitality;
  - Good Governance;
  - Sustainable Environment and Infrastructure; and,
  - Inclusive and Supportive Community.
- To achieve buy-in among County stakeholders that the recommendations are aligned to the community needs and will reduce operational costs and improve service delivery.

#### **Tier 2 Objectives**

- To ensure that project efforts do not interfere with existing County business operations.
- To ensure a continuous transfer of knowledge to County staff on tools, techniques and general methodology.
- To offer a fresh, objective perspective not impacted by internal biases or hidden agendas.

Developed through over 35 years of experience, Optimus SBR is experienced at coordinating and balancing input from a wide range of stakeholders, including facilitating and reaching consensus. Please see Section C.3 **Approach to Consulting Stakeholders** for our stakeholder engagement, facilitation, and reaching consensus methodologies.

### C.1.3 Methodology and Approach

The following is a preliminary outline of the approach that Optimus SBR will follow for this engagement. Upon award of contract, our approach and further details may be refined and adjusted to ensure maximum effectiveness and fit within the County environment. Our proposed approach comprises three (3) phases:

- Phase 1 – Project Initiation/Project Management**
- Phase 2 – Detailed Service Inventory**
- Phase 3 – Development of Opportunities/Recommendations**

#### Phase 1: Project Launch and Discovery

##### 1.1 Set-up and Planning

- [Part A and B]** Optimus SBR will schedule an initial meeting with the County CAO to confirm our understanding of the engagement objectives and priorities. This meeting will also serve as an opportunity to confirm the project's scope and objectives and to refine the proposed approach. Part A of the engagement will review shared municipal services/resources, with the project authority being the Working Group of municipal CAOs and the Steering Committee of representatives from municipality councils. Part B of the engagement will review County operations and human/community services, with the project authority being the County Service Review Team with representatives from each City department.

##### 1.2 Kick-off Meeting

- [Part A]** Our team will meet with the Working Group of municipal CAOs to gain a mutual consensus on the project's scope, objectives, and to set expectations regarding deliverables, reporting, and timelines. Our team will also bring to the meeting a high-level Project Plan to be discussed with the Working Group, including roles and responsibilities. This meeting will ensure that all stakeholders fully understand their roles throughout the engagement, as well as what constitutes a successful engagement. This meeting will also assist in securing stakeholder buy-in and engagement for the project. The Project Plan will contain a detailed work plan and project schedule. A sample Project Plan can be found below.

Task	Activity	Start Date	Completion (Days)	End Date	Responsibility	Specify the individual staff responsible for this activity	Phase 1 Timeline	Phase 2 Timeline	Phase 3 Timeline
1	Phase 1 Administration/Management	Thu, Feb 14, 2019	7-0	Fri, Feb 22, 2019					
1.1	Setup & Planning	Thu, Feb 14, 2019	2-0	Fri, Feb 15, 2019	Other	Optimus	Completed		
1.2	Kick-off Meeting	Thu, Feb 14, 2019	1-0	Thu, Feb 14, 2019	Other	Optimus and Core Team	Completed		
1.3	Project Plan	Thu, Feb 14, 2019	7-0	Fri, Feb 22, 2019	Other	Optimus	Completed		
1.3.1	Draft Project Plan	Thu, Feb 14, 2019	5-0	Wed, Feb 20, 2019	Other	Optimus	Completed		
1.3.2	Review Project Plan	Wed, Feb 20, 2019	3-0	Fri, Feb 22, 2019	Admin Lead	Completed			
1.3.3	Finalize Project Plan	Fri, Feb 22, 2019	1-0	Fri, Feb 22, 2019	Other	Optimus	Completed		
1.4	Discovery	Thu, Feb 14, 2019	5-0	Wed, Feb 20, 2019	Other	Optimus	Completed		
2	Review & End Engagement Planning	Mon, Feb 18, 2019	7-0	Fri, Feb 22, 2019					
2.1	Data and Document Review	Thu, Feb 14, 2019	5-0	Fri, Feb 22, 2019	Other	Optimus	Completed		
2.2	Stakeholder Engagement	Thu, Feb 14, 2019	5-0	Fri, Feb 22, 2019	Other	Optimus	Completed		
3		Fri, Feb 22, 2019	15-0	Thu, Feb 28, 2019					
3.1	Design of Facilitated Sessions	Fri, Feb 15, 2019	5-0	Thu, Feb 21, 2019	Other	Optimus	Completed		
3.2	Optimus Facilitated Working Sessions	Tue, Feb 19, 2019	4-0	Fri, Feb 22, 2019	Other	Optimus	Completed		
3.2.1	Working Session #1	Tue, Feb 19, 2019	1-0	Tue, Feb 19, 2019		Optimus and Core Team	Completed		
3.2.2	Working Session #2	Fri, Feb 22, 2019	1-0	Fri, Feb 22, 2019		Optimus and Core Team	Completed		
3.3	Ongoing Support As Required to prepare presentation	Fri, Feb 15, 2019	10-0	Thu, Feb 28, 2019	Other	Optimus	Completed		

#### Sample Project Plan

- [Part B]** Our team will meet with the County Service Review Team to gain a mutual consensus on the project's scope, objectives, and to set expectations regarding deliverables, reporting, and timelines. Our team will also bring to the meeting a high-level Project Plan to be discussed with the Review Team, including roles and responsibilities. The Project Plan will contain a detailed work plan and project schedule.



- **[Part B]** Following our meeting with the Review Team, the Optimus SBR team will facilitate three (3) kick-off meetings with County Staff to provide and confirm the overview of the project. These meetings will ensure that all stakeholders fully understand their roles throughout the engagement, as well as what constitutes a successful engagement. This meeting will also assist in securing stakeholder buy-in and engagement for the project.
- **[Part A and B]** Following the Kick-off meetings, Optimus SBR will finalize both Project Plans, setting key dates for deliverables and other project milestones, along with establishing a project governance structure. The Project Plans will set key accountabilities, ensuring that each step is successfully completed. Included in each Plan will be a communications schedule detailing the frequency of status reports and touch-point meetings. This schedule will ensure that the Working Group and the Review Team are kept fully up-to-date on the progress of the engagement. A sample status update report can be found below.

optimus sbr		WEEKLY PROJECT STATUS UPDATE	
Date:	27-03-19	Time:	11:30AM
Project Name:		System Coordinated Access	
PROJECT TEAM		CLIENT TEAM	
OVERALL PROJECT STATUS			
CURRENT		FORECASTED	
Timeline			
Milestone Stakeholder Engagement Summary		27-03-19	
COMPLETED ACTIVITIES (THIS Period)			
1 Updated and reviewed stakeholder engagement plan			
2 Reviewed additional documents and data			
3 Confirmed CASL requirements			
4 Started environmental scan			
PLANNED ACTIVITIES (Next Period)			
		DUE BY	OWNER
2 Finalize stakeholder engagement plan (Interviews, focus groups, survey)		29-03-19	
3 Send intro/referral emails to contacts (prior to interviews)		29-03-19	
4 Schedule stakeholder interviews		10-04-19	
ISSUES & RISKS		PROPOSED MITIGATION	
1			
DECISIONS REQUIRED		DUE BY	OWNER
1 Finalize stakeholder engagement plan (Interviews, focus groups, survey)		10-04-19	
2 Finalize and sign contract		10-04-19	

***A Sample of Optimus SBR's Status Update Report***

### 1.3 Discovery

- **[Part A and B]** Our team will submit a formal data and document request to the County. The data collected from this step will ensure that our team has the appropriate information when moving forward with the engagement. Documents to be reviewed may include, but will not be limited to:
  - Organizational structures, staffing models, and full-time employee statistics;
  - Service delivery mandates and strategic plans;
  - Recent financial statements, financial reports, and budget plans;
  - Past capacity, efficiency, and effectiveness reviews;
  - Copies of collective bargaining agreements to provide insights into potential challenges (e.g., restrictions on contracting);
  - Agreements with neighbouring counties and regions for shared services (such as Caledon's provision of POA service to Dufferin municipalities);
  - Relevant Association of Municipalities Ontario publications and reports;
  - If applicable, copies of reports from the Municipal Benchmark Network Canada group (formerly Ontario Municipal Benchmarking Initiative);
  - Purchasing policies;



- Asset management plan;
  - Surveys and past client satisfaction data;
  - Job descriptions, responsibilities, and past job evaluations; and,
  - Other documents as appropriate.
- **[Part A]** To further our understanding of the County's shared operating and service delivery environments, we will conduct up to eight (8) discovery interviews with key municipal leadership. These interviews will be used to define project objectives, key sensitivities, and environmental context, including discussing the list of joint services for review. Participants will be identified in collaboration with the Working Group/Steering Committee. The interviews will be 30 minute phone sessions and are expected to include the CAO and Steering Committee representatives from each county municipality.
- **[Part B]** To further our understanding of the County's operations and Community/Human services, we will conduct up to eight (8) discovery interviews with key County leadership. These interviews will be used to define project objectives, key sensitivities, and environmental context, including the list of services for review. Participants will be identified in collaboration with the County Service Review Team. The interviews will be 30 minute phone sessions and are expected to include:
  - Chief Administrative Officer;
  - Human Resources Manager;
  - Director of Corporate Services/Clerk;
  - Director of Public Works/Engineering;
  - Director of Community Services;
  - Chief of Dufferin County Paramedic Service;
  - Treasurer; and,
  - Director of Planning, Economic Development and Culture.

#### 1.4 Confirm Service Lists

- **[Part A and B]** Based on the kick-off meeting, discovery interviews, and discussed timelines, Optimus SBR will propose a list of both shared and County services for the review. Services will be selected based on factors such as having significant areas for improvement, being significant cost/revenue drivers, underperforming benchmarks, exhibiting service utilization

significantly under capacity, driving significant overtime hours, being understaffed, and other factors as appropriate. Examples of potential service selection and criteria include:

- **Building Inspection & Permits:** opportunities for more automation and online access.
- **GIS Support:** opportunities for County-wide GIS function.
- **Emergency Preparedness/Planning and Compliance:** insufficient capacity to meet current expectations.
- **Accessibility Compliance:** opportunity to establish one (1) Joint Committee across the County.
- **Health and Safety:** agreements have been static for 15 years and require review/update.
- **Rescue Calls:** inefficient.
- **Planning Coordination:** opportunity for more streamlined process to ensure better experience.
- **Economic Development:** opportunity for better overall consolidation and information sharing.
- **Archives:** insufficient capacity to meet general inquiries and local municipalities' requests.
- **Procurement:** opportunity for more formal agreements, insufficient capacity.
- **Roads and Bridges Projects:** resource review required.
- **Traffic Data Collection:** opportunity for routine scheduling.
- **Technical Advice/Service:** resource review required.
- **Climate Change Coordinator:** areas for improvement.
- **Other services, including County operations and human/community services, as appropriate and needed.**

We will confirm the respective service lists with the Working Group/Steering Committee and County Service Review Team. The expected number of total in-scope services (including shared services, County operations, and human/community services) is expected to be approximately 30.

#### 1.5 Stakeholder Consultation Plans

- **[Part A and B]** Our team will develop separate Stakeholder Consultation Plans for both shared and County services in collaboration with the Working Group and County Service Review Team. The Plans will guide our efforts in engaging key stakeholders; they will formally identify the target stakeholders to be interviewed and engaged. The Plan will also outline the guiding principles, methodologies, and logistical details for these interviews and engagements.
- **[Part A and B]** We will work with the Working Group and County Service Review Team to coordinate logistics and schedule interviews and planning sessions to maximize engagement efficiency. We will work closely with all personnel to ensure that we are contacting the right people in the right way at the right times.
- **[Part A and B]** This stage of the engagement is critical to ensuring that stakeholder engagement activities are targeted, effective, efficient, and inform the cumulative engagement. This document will help ensure that Optimus SBR and the County are in

alignment regarding the agendas, goals, and objectives of each stage of stakeholder engagement; this alignment is crucial to ultimately delivering a tailored and effective Service Delivery Review. The respective Plans will be reviewed and approved by the Working Group and County Service Review Team.

## Phase 2: Detailed Service Inventory

### 2.1 Service Profile Templates

- **[Part A and B]** For each service confirmed in Phase 1, the Optimus SBR team will leverage our Service Delivery Framework to develop service profile evaluation templates to summarize and prioritize services. We will work closely with the Working Group and County Service Review Team to refine and tailor the templates as appropriate. Components of the template are expected to include:
  - **Review Scope and Applicable Evaluation Criteria** for each service (as services may be delivered in different ways with different key factors, this is critical to ensuring that reviews of each service are targeted);
  - **Current State Findings**, including:
    - Non-technical description and how the service is provided;
    - Level of service;
    - Classification as legislative, discretionary, or voluntary;
    - Classification as critical or non-critical;
    - Service bylaws and policies;
    - Number and types of clients/people served (including classification as internal or external);
    - Link to strategic plan;
    - Relevant leading practices and innovative initiatives where available;
    - Number and types of service provider personnel (union, non-union, contractors, volunteers);
    - General roles, responsibilities, and locations of resources;
    - Technology/systems/digital platforms currently used to deliver services;
    - General description of technology use;
    - Critical/non-critical status, inputs, outputs, and desired outcomes as well as service delivery Key Performance Indicators (KPIs);
    - Financial information related to operational and administrative costs (e.g., how much money is being spent, where are the biggest areas of money spent);
    - Insight on how user fees are aligned with the service;
    - Desired outcomes, performance metrics, and service delivery KPIs;
    - Level and effectiveness of outputs; and,
    - Spending over time.
  - **Key Challenges** based on Current State Findings; and,
  - **Next Steps** and areas to explore for recommendations.

The service profile templates will be validated and confirmed by the Working Group and County Service Review Team before beginning analysis. A sample completed Service Profile based on a similar template can be found in **Step 2.5 Service Profiles**.

### 2.2 Data and Document Review

- **[Part A and B]** Our team will conduct a review of the collected data and documents, analyzing them to fill the service profiles. We will identify, analyze, and prioritize quantitative and qualitative data related to each service profile. This preliminary data and document review

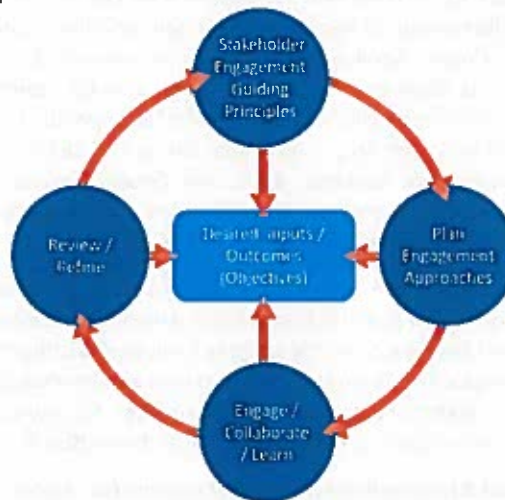
will provide a high-level understanding of the services and inform the design and development of a follow-up survey to provide specific details and fill information gaps for each service.

### 2.3 Survey Development and Execution

- **[Part A and B]** Informed by our data and document review, discovery interviews, and validated Service Profile Templates, our team will develop a targeted online (web-based) survey in accordance with the Service Profiles. The survey will be distributed to all program directors, managers, staff, community agencies, and other relevant stakeholders to provide an easy and efficient medium to capture information and allow participants to share relevant detailed service data and documents not covered in our initial data and document request along with feedback and insights for the system assessment. Our team will collaborate with the Working Group and County Service Review Team to confirm the appropriate language to include for the survey's questions.
- **[Part A and B]** Participants will be given three (3) weeks to fill out the survey; as soon as the survey is sent out, our team will immediately begin monitoring and reviewing responses. Early indications of low response rates can be handled promptly. If response rates are persistently low, alternative strategies can be discussed with the Working Group and County Service Review Team (from automated reminders to direct contact, depending on the County's wishes and relevant communication policies).

### 2.4 Stakeholder Engagement

- **[Part A and B]** Throughout all stakeholder engagement activities, our team will follow our stakeholder engagement methodology, found below, which leverages best practices in stakeholder engagement. Our methodology ensures that stakeholder engagement activities are targeted and focused to drive collaboration and ultimately identify the desired outcomes of the County.



#### *Optimus SBR's Approach to Stakeholder Engagement*

- **[Part A and B]** All interviews and engagement sessions will be conducted by at least two (2) experienced Optimus SBR facilitators using proven techniques that will fully engage participants in generating ideas and hearing all voices. Co-facilitation allows for “real-time” documentation of findings and discussion points. We also use proven tools and technology to achieve consensus and help record insights and outcomes to allow for thorough post session analysis.

- **[Part A]** Our team will conduct up to 15 teleconference interviews of 45-minute duration with county municipality leadership and staff to validate the info and insights from our data and document review, obtain deeper understanding on shared services and areas that are currently working well, and discuss the existing challenges and pain points within specific services. Interview guides will be prepared and sent in advance. These interviews will also identify priority areas for further exploration, such as the biggest spending areas. Participants, to be confirmed with the Working Group, are expected to include both management and frontline staff at each shared service.
- **[Part A]** At least two (2) experienced Optimus SBR facilitators will design, develop, and facilitate six (6) in-person focus groups of 90-minute duration with managers and staff related to the shared services. Participants and service session grouping will be determined in collaboration with the Working Group. These focus groups will provide frontline-level perspectives and validation of the information and insights from our data and document review, understanding on services and areas that are currently working well, and existing challenges and pain points within specific services. Session guides will be prepared and sent in advance. Participants are expected to review the session guides to ensure efficient and effective use of focus group time.
- **[Part B]** Our team will conduct up to 10 teleconference interviews of 45-minute duration with County department staff to validate the info and insights from our data and document review, obtain deeper understanding on County operations and human/community services and areas that are currently working well, and discuss the existing challenges and pain points within specific services. Interview guides will be prepared and sent in advance. These interviews will also identify priority areas for further exploration, such as the biggest spending areas. Participants, to be confirmed with the County Service Review Team, are expected to include both management and frontline staff at each service.
- **[Part B]** At least two (2) experienced Optimus SBR facilitators will design, develop, and facilitate two (2) in-person Town Halls of 2-hour duration. Participants, to be confirmed with the County Service Review Team, are expected to include managers and staff from each County department as well as up to two (2) representatives from each of the community agencies and stakeholders identified in Appendix E – RFP Exhibits (Exhibit 2) of the RFP (e.g., A Child's First Steps, Alzheimer Society of Dufferin County, Association for the Municipal Employment Services, etc.). The County Service Review Team is expected to contact community agencies and stakeholders in advance to confirm attendance, including choosing which session they would like to attend.
- **[Part B]** These Town Halls will provide community perspectives and validation of the information and insights from our data and document review, understanding on services and areas that are currently working well, and existing challenges and pain points within specific services. The Town Halls will also help assess what constitutes public value as well as ranking the importance and criticality of services. County staff are expected to support the logistics of these sessions, including venue and advertising.
- **[Part B]** We will provide virtual options for remote participation in each Town Hall and will use technology to facilitate balanced and engaging participation. For example, PollEverywhere will be used to gather immediate feedback and responses to questions to provide participants with another channel for providing their feedback. PollEverywhere allows people, without having to install any app or software on their smart phones or mobile devices, to respond quickly and efficiently to prepared questions, with live tabulation of results on screen. We will additionally set up computers throughout the venue to enable participants without smart phones to provide their input.



- **[Part B]** We have used this tool extensively in facilitations and find it useful for gathering and reflecting feedback in real-time. It is particularly useful for ensuring that less outspoken participants have their feedback reflected during a discussion. This tool is an effective aid to support generative discussion, ranking, and decision making and helps record insights and outcomes through word-clouds and on-screen polling to allow for instant feedback to the group and thorough post-session analysis. Below are snapshots of the PollEverywhere platform and polling responses.

## Step 3: Real-time, live results

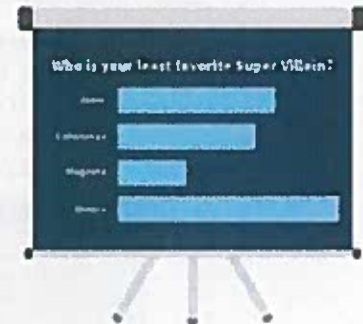
### And now for the real magic

You created polls, your audience voted, and now ... the moment of excitement when you see the live results flash on the wall. There's nothing like a chart of bouncing bars or a live updating word cloud to fire up a crowd! (And don't forget you can customize the look and feel of your charts to match your own style.)

### From any web browser

Enable fullscreen mode for a beautiful display

The quickest and easiest way to display your results is directly from our website. Once you enable fullscreen mode, your browser and all the browser buttons are hidden so the only thing your audience sees is their responses in all their glory.



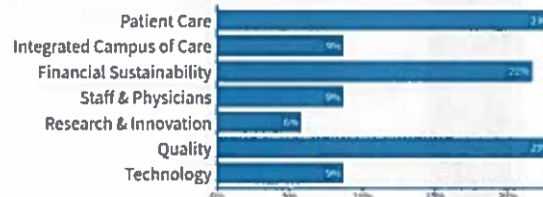
**Sample of the PollEverywhere Platform**

When poll is active, respond at [PollEv.com/wphc](https://PollEv.com/wphc)  
 Text **WPHC** to **37607** once to join



**Example of a PollEverywhere Word Cloud**

When poll is active, respond at [PollEv.com/wphc](https://PollEv.com/wphc)  
 Text **WPHC** to **37607** once to join  
 Answers to this poll are anonymous



**Example of a Polling Response on PollEverywhere**

- [Part A and B] Techniques used in facilitation sessions to engage participants, which will be confirmed with the Working Group and County Service Review Team during planning, may include:
  - **"Kitchen Table" Groups** – dividing a large group into sub-groups of 7-8 people to ensure diversity of viewpoints and that a few voices do not dominate discussions; groups can also be combined to offer more diverse viewpoints.
  - **Break-Out Groups** – using sub-group configurations to unpack broad issues into smaller, manageable sub-units; insights are then shared in a larger group setting, bringing rich insights in a collaborative atmosphere.

## 2.5 Service Inventory Profiles

- [Part A and B] The Optimus SBR team will review the cumulative information collected to complete each Service Profile. This review will complete our understanding of shared services, County operations, and human/community services including where and how resources are being used and what levers are available to enhance services and/or reduce spending. A sample anonymized Service Profile can be found below.



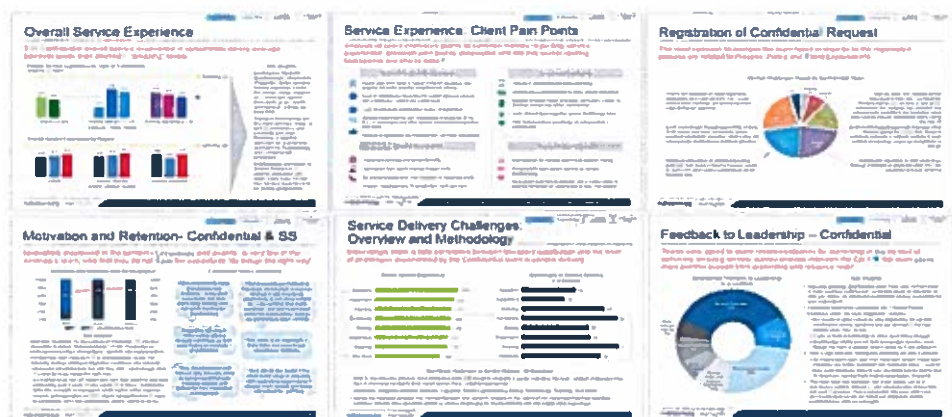
Sample Anonymized Service Profile



- **[Part A and B]** Based on the completed service profiles, Optimus SBR will classify each service as:
  - **Significant Opportunity for Improvement:** The service delivery is relatively underdeveloped with significant opportunities for improvement in selected areas.
  - **Opportunity for Improvement:** The service is developed, effective, and efficient, with some opportunities for improvement in evaluated areas.
  - **Demonstrates Leading Practices:** The service is well aligned with or reflects leading practices in service delivery. The service can be leveraged as a model to drive improvements in other services.
- **[Part A and B]** This cumulative assessment will provide a simple and consistent summary of each service, identification of gaps to support prioritization, and identification of common improvement initiatives and models as well as opportunities for service integration, shared services, cost savings, and efficiency improvement. Examples of the types of opportunities for cost savings and enhanced service delivery could include:
  - Process and performance optimization;
  - Service level optimization, including expansion, enhancement, or reduction;
  - Cost reduction, such as workforce optimization (e.g., labour savings and capacity) and capital investments;
  - Opportunities to enhance existing lines of revenue;
  - New lines of revenue;
  - Alternate service delivery possibilities;
  - Back office and service delivery integration;
  - Discontinuation of redundant or irrelevant services;
  - Partnerships;
  - Move to digital and technological improvements;
  - Channel optimization;
  - Contracting and procurement optimization; and,
  - Other opportunities as appropriate.

## 2.6 Interim Presentations of Preliminary Findings

- **[Part A and B]** Our team will consolidate the cumulative engagement to date into an interim report, including methodologies, data and documents reviewed, stakeholder engagement activities, and Service Profiles (including Next Steps). The report will outline the existing strengths, challenges, issues, and areas of opportunity related the services in scope for this review. A sample interim report can be found below.



Sample Interim Report

- **[Part A and B]** At least two (2) Optimus SBR resources will present the preliminary findings and options, including the interim report, to the Joint Council Workshop, City Council, and each Member Municipality (10 total presentations). Each presentation will be 1-hour in length. The presentations will provide an opportunity for the County and Member Municipalities to review and validate our assessments of each service prior to the development of recommendations.

### Phase 3: Development of Opportunities/Recommendations

#### 3.1 Issues and Gaps Analysis

- **[Part A and B]** Gaps and opportunities in the current state services will be consolidated, categorized, and prioritized in an Issues and Gaps Analysis Roster to identify areas with apparent inefficiencies and areas for improvement. This will inform the development of recommendations by identifying, documenting, and scoring current state processes and services based on a predetermined criteria. A sample Issues and Gaps Analysis Roster can be found below.

#### ISSUES & GAPS ANALYSIS ROSTER

Discovery / Current-state Issues &amp; Gaps - Scoring &amp; Ranking

LEGEND — 0 = Low; 1 = Moderate; 2 = High

N.B. For Implementation Cost, 0 = High Cost, 1 = Moderate Cost, 2 = Low Cost

ID	Issue / Gap Description	Issue / Gap Category	Issue / Gap Sub-Category	Qualitative Issue Analysis							Strategic Importance (Max 5)	Total Score (Max 17)
				Easy to Address	Substantial Effort/Expense	High Implementation Cost	Quick Win (Max 1)	Significant Improvement	High Potential Value	Business Impact		
B1	Big competition right now between tactical versus strategic solutions, e.g.) Alternate Site Plans. Doesn't believe anyone has actually done a crisis walkthrough.	BCP Vision/ Strategy	Long Term Vision/Goal	0	1	0	1	1	1	2	4	5
B2	Core Team is giving the message that the BCP Program is being driven by Corporate Services.	BCP Vision/ Strategy	Long Term Vision/Goal	2	2	2	6	0	0	1	1	7
B3	Corporate and Canadian BCP are not aligned - much more visible in IT. General feeling that BCP program is too tactical	BCP Vision/ Strategy	Long Term Vision/Goal	0	1	1	2	2	1	2	5	7

A Sample Issues and Gaps Analysis Roster

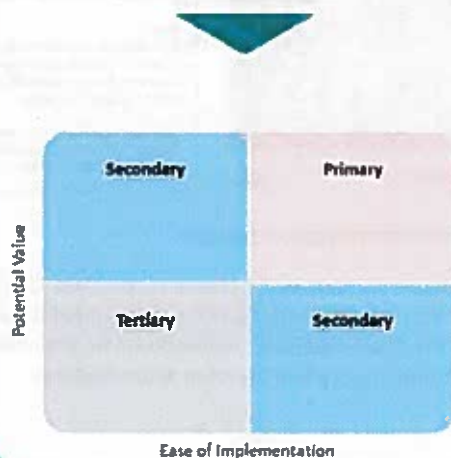
#### 3.2 Recommendations and Implementation Plan Development

- **[Part A and B]** Our team will develop draft recommendations on how the County and Member Municipalities can improve service delivery efficiency, build staff capacity, enhance quality of services, and better position the County for sustainable operational expenditures in the future. Recommendations are expected to include
  - Process and performance optimization;

- Service level optimization, including expansion, enhancement, or reduction;
  - Cost reduction, such as workforce optimization (e.g., labour savings and capacity) and capital investments;
  - Opportunities to enhance existing lines of revenue;
  - New lines of revenue;
  - Alternate service delivery possibilities;
  - Back office and service delivery integration;
  - Discontinuation of redundant or irrelevant services;
  - Partnerships;
  - Move to digital and technological improvements;
  - Channel optimization;
  - Contracting and procurement optimization; and,
  - Other opportunities as appropriate.
- **[Part A and B]** An implementation/phasing plan will be created by classifying initiatives and recommendations along a spectrum of ease of implementation versus potential value to provide a clear path forward for the County and Member Municipalities to improve service delivery. A sample recommendations and implementation methodology can be found below.

### ***Inventory & Assess Services & Functions***

- Identify services and organizational functions
- Identify budget impacts
- Identify constraints and risks
- Identify known service and efficiency challenges
- Identify opportunities to offload or stop the service/function



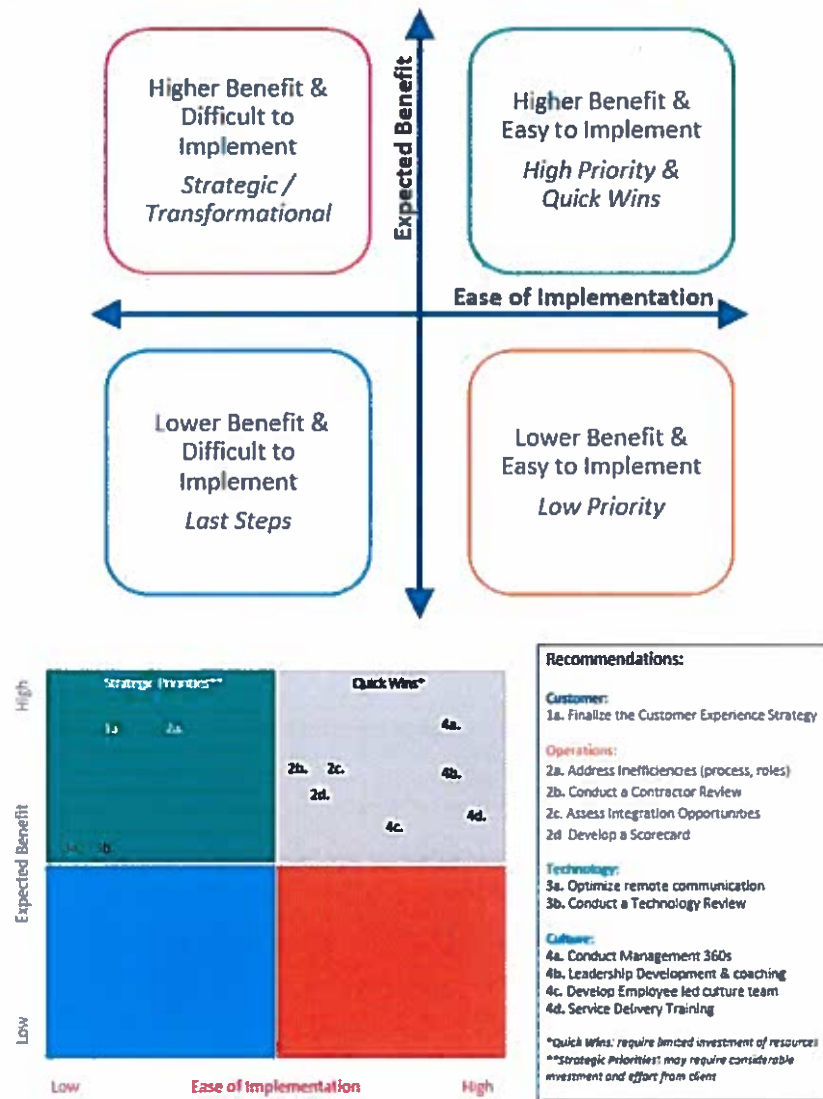
### ***Enhance Service Efficiency & Effectiveness***

- Detailed review to identify opportunities to reduce administrative costs and improve service delivery



### Sample Recommendations and Implementation Methodology

- [Part A and B] Recommendations will be prioritized based on the ease of implementation versus expected benefit to support the County and Municipalities with implementation planning. A sample Prioritization Matrix can be found below.



### A Sample Prioritization Matrix

- [Part A and B] Respective recommendations will be sent to the Working Group and the County Service Review Team for review and validation to ensure understanding, alignment, and buy-in in the recommendations. Once received, feedback will be actioned and built-in to the final report to be delivered to the County and Member Municipalities.

### 3.3 Draft Reports

- [Part A and B] Optimus SBR will consolidate the cumulative engagement into Draft Reports for each Member Municipality as well as a consolidated Draft Report for County Council.

Reports will be developed in Microsoft Word and will be AODA compliant. The Reports for Member Municipalities are expected to include:

- Executive Summary;
- Purpose of the report;
- Engagement methodology, including involved parties, data sources, and overall approach;
- Background information pertinent to the engagement, including identification of areas of duplication, overlap, and fragmentation;
- Service Inventory Profiles;
- Recommendations;
- Implementation/phasing plan and guidelines for the recommendations;
- Findings on existing strengths, challenges, and gaps in the approach for implementation the recommendations; and,
- Findings and recommendations for individual Municipalities who elect to conduct internal operational reviews.

The consolidated Report for County Council is expected to include outputs for both Part A and B, including:

- Executive Summary;
  - Purpose of the report;
  - Engagement methodology, including involved parties, data sources, and overall approach;
  - Background information pertinent to the engagement, including identification of areas of duplication, overlap, and fragmentation;
  - Service Inventory Profiles;
  - Recommendations with respect to internal operations, community/human services, and shared services/resources with Member Municipalities;
  - Implementation/phasing plan and guidelines for the recommendations;
  - Findings on existing strengths, challenges, and gaps in the approach for implementation the recommendations; and,
  - Findings and recommendations for individual Municipalities who elect to conduct internal operational reviews.
- **[Part A]** All Member Municipality Draft Reports will undergo one (1) round of consolidated feedback and revision with the Working Group. All feedback and revisions will be incorporated prior to finalization.
  - **[Part B]** The consolidated County Council Draft Report will undergo one (1) round of consolidated feedback and revision with the County Service Review Team. All feedback and revisions will be incorporated prior to finalization.

### 3.4 Final Reports and Presentations

- **[Part A and B]** Our team will incorporate all feedback and revisions provided on the Draft Reports. The Final Reports will be updated and finalized, including specific financial implications.
- **[Part A]** At least two (2) Optimus SBR resources will lead an in-person presentation of key sections of the respective Member Municipality Final Reports to each of the Member Municipalities (eight (8) total presentations) to ensure a complete understanding of project insights and recommendations to support future success. These presentations will be 1-hour in duration.
- **[Part A and B]** At least two (2) Optimus SBR resources will lead an in-person presentation of the consolidated County Council Final Report to County Council as well as three (3) presentations to County staff (four (4) total presentations) to ensure a complete understanding of project insights and recommendations to support future success. These presentations will be 1-hour in duration.

### 3.5 Project Closeout and Knowledge Transfer

- **[Part A and B]** Optimus SBR will facilitate a teleconference closeout meeting with the Working Group/Steering Committee and County Service Review Team to finalize and closeout the engagement. Information and outputs from the total engagement will be sent out to the County and Member Municipalities.
- **[Part A and B]** Confidential information collected and analyzed during the project will be accounted for and returned or destroyed as per Working Group/Steering Committee and County Service Review Team standards. Deliverables are finalized and intellectual property such as interview tools, reports, and any research documents will be transferred to the County and Member Municipalities. Please note that knowledge transfer will take place across the project.
- **[Part A and B]** Any tools or methodologies used throughout the engagement will be transferred to the County and Member Municipalities to promote continued success by equipping them with the ability to independently refine or refresh the report as required in the foreseeable future.
- **[Part A and B]** This transfer may involve the hand-off of lessons learned, key themes, best practices, data and information references, etc., and the hand-off of any outstanding documents and materials collected during the course of the engagement.
- **[Part A and B]** If desired, arrangements for a follow-up touch-point meeting can be made at some point following the close of the engagement, entailing a brief meeting between the Optimus SBR engagement team and the Working Group/Steering Committee and County Service Review Team to discuss post engagement successes and challenges.



### C.1.4 Identification of Key Problems

Optimus SBR will confirm the project scope and objectives with the Working Group/Steering Committee and County Service Review Team during Phase 1 of the project. Through our discovery, data and document review, and stakeholder engagement activities, we will identify key problems across each in-scope service. We will hold regular status update meetings and review sessions with the Working Group and County Service Review Team throughout the engagement to ensure that the Optimus SBR and County teams are aligned on key problems identified throughout the engagement. Preliminary problems are expected to include:

- Identification of services as mandatory or discretionary;
- Identification of duplication/overlap of activities;
- Identification of services that have become redundant or irrelevant;
- Identification of services that are impacted by capacity constraints;
- Identification of barriers to making effective and responsive infrastructure and service delivery decisions; and,
- Other areas as appropriate.

### C.1.5 Identification of Opportunities

Based on our completed Service Profiles and identified key problems, Optimus SBR will develop an Issues and Gaps Analysis Roster to identify, consolidate, categorize, and prioritize areas with apparent inefficiencies and areas for improvement. This will inform the development of recommendations by identifying, documenting, and scoring current state processes and services based on a predetermined criteria. Opportunities, recommendations, and an implementation/phasing plan will be developed to address each identified key problem and area for improvement. Opportunities and recommendations will be reviewed by the Working Group and County Service Review Team. Potential opportunities are expected to include:

- Process and performance optimization;
- Service level optimization, including expansion, enhancement, or reduction;
- Cost reduction, such as workforce optimization (e.g., labour savings and capacity) and capital investments;
- Opportunities to enhance existing lines of revenue;
- New lines of revenue;
- Alternate service delivery possibilities;
- Back office and service delivery integration;
- Discontinuation of redundant or irrelevant services;
- Partnerships;
- Move to digital and technological improvements;
- Channel optimization;
- Contracting and procurement optimization; and,
- Other opportunities as appropriate.

All opportunities and recommendations will align with the County's five (5) strategic priorities:

- Service Efficiency and Value;
- Economic Vitality;
- Good Governance;
- Sustainable Environment and Infrastructure; and,
- Inclusive and Supportive Community.



## C.2 Knowledge, Capacity, and Resources

We have prepared the tailored Methodology and Approach found in Section C.1.3 **Methodology and Approach** based on over 35 years of experience in service delivery and operational reviews. Our proposed team is diverse and tailored with the knowledge and capacity required to ensure an effective and efficient Service Delivery Review. Every team member has recent experience with engaging in municipal service delivery and operational reviews. Please see Section A.4 **Previous Experience** for demonstrations of our firm experience and Sections B.1 **Proponent Team Members**, B.4 **Personnel Resumes**, and B.6 **List of Similar Projects and Project Management Credentials** for demonstrations of our individual resources' experiences.

We have carefully selected a team and created a work plan that will ensure availability of all resources and continuity of the team. Should the scope of the engagement change drastically or unforeseen circumstances arise, any additions or changes to the engagement team will be subject to written approval from the County.

Optimus SBR has over 200 employees and will ensure the necessary allocation of resources to complete the project on-time and on-budget, even in the event of unforeseen circumstances. Please see Section B.3 **Available Support Staff and Resources** for a demonstration of our available capacity and resources.

### C.3 Approach to Consulting Stakeholders

Developed through over 35 years of experience, Optimus SBR is experienced at coordinating and balancing input from a wide range of stakeholders, including facilitating and reaching consensus. Please see below for a summary of our stakeholder engagement, facilitation, and reaching consensus methodologies.

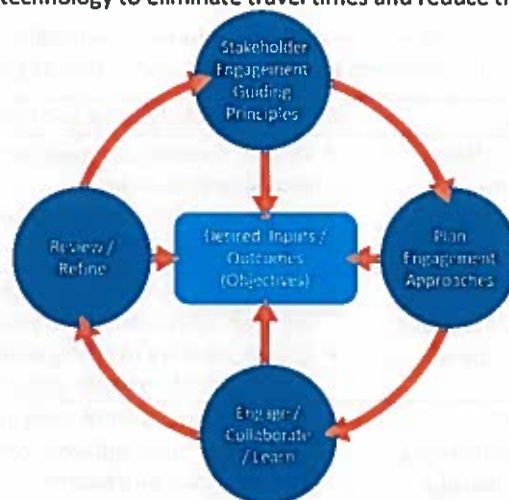
#### **Stakeholder Engagement**

Optimus SBR's approach to stakeholder engagement takes an inclusive perspective, recognizing the need to engage all stakeholders who have an interest in, or will be impacted by, project outcomes. Transparency is vital to ensure all groups understand the purpose and goals of the initiative, how it might affect their current accountabilities and expectations, and what role their input will play in the decision-making process. We provide clear, accessible and comprehensive information to stakeholders to encourage involvement and communicate change, which in turn ensures that we receive the required information from relevant parties to drive decision-making.

Our focus on inclusion also means that, where feasible, we endeavor to reduce barriers to access caused by factors such as language, culture, geography, and disabilities. This helps our partners to achieve stakeholder buy-in and broader ownership of engagement outcomes. The levels and methods of engagement selected are appropriate to the purpose of the engagement, as we constantly monitor the effectiveness of our engagement strategies and adapt accordingly. We are respectful of, and responsive to, diverse stakeholder groups, and we work collaboratively with our clients to balance the participation and influence of all concerned parties.

It is expected that logistical support will be provided by the Project Sponsor. Details and requirements can be discussed either during contract negotiation or project kick-off, but this might include:

- Stakeholder identification, including providing contact information where possible;
- Coordination and scheduling of stakeholder groups;
- Facilities for workshops or working sessions;
- Submitting vacation schedules and general availability for key stakeholders and senior leadership; and,
- Use of available technology to eliminate travel times and reduce travel costs.



***Optimus SBR's Approach to Stakeholder Engagement***

### Facilitation

Optimus SBR resources have performed facilitation services for organizations in a variety of sectors across North America, working with all levels of staff and leadership in groups of varying sizes and composition. The collective experience gained through the delivery of hundreds of facilitated sessions has given our consulting team a clear understanding of best practices in facilitation.

Key features and techniques of the Optimus SBR approach to facilitation include:

- **Rigorous preparation:** Each session is preceded by robust discovery work, where we confirm session priorities and develop best-fit communication methods for the target group, validated with the Project Sponsor where required.
- **Proven tools and communication frameworks:** Our session preparation allows us to identify the unique combination of best-fit tools and activities for each session given the composition of the participant group, the organizational context, and the goals of the engagement. This ensures a high level of participant engagement, and a shared understanding of session goals and outcomes.
- **Dynamic agenda development:** Agendas are developed in advance where it is appropriate to do so, but dynamic, in-session agenda development can also be an extremely effective tool to gain trust and outcome ownership from session participants. This is best when session goals are more broadly defined; importantly, our facilitators are proficient at keeping sessions on track, so a dynamic agenda never leads to an unfocused or meandering session.
- **Dual facilitator model:** We arrange each session to be administered by two experienced facilitators, which allows for real-time documentation of session findings and discussion points. Having two facilitators means that discussion momentum is not compromised by transcription issues, allowing us to provide much richer post-session analysis.
- **Post session knowledge transfer:** Following any facilitation engagement, we not only provide session outcome analysis and recommended next steps to our client, we also endeavor to transfer any applicable tools or methodologies utilized in the session to strengthen your internal capabilities and promote continuous development in your organization. This is a value-add service that demonstrates our commitment to creating business *partnerships*, as opposed to business *dependencies*.

In designing an effective session, we employ a variety of formats depending on the size of the group and the expected outcomes. Specific methodologies that have been used in past engagements include:

Method	Best for	Methodology description and benefits
<b>"Kitchen Table" Groups</b>	Dividing a large group into sub-groups of 7-8 people	<ul style="list-style-type: none"> <li>• Ensures diversity of viewpoints and that a few voices do not dominate discussions</li> <li>• 2-3 groups can be combined to offer more diverse viewpoints</li> <li>• Can also be combined with other techniques</li> </ul>
<b>Break Outs</b>	Providing detailed insights into broad issues in sub-groups	<ul style="list-style-type: none"> <li>• Participants are divided into smaller groups to explore selected key ideas with support from our facilitation coordinators</li> <li>• Groups separate to examine ideas in detail, then bring their insights back to a larger group to gain new perspectives</li> </ul>
<b>Disruptive Participation</b>	Ensuring participants engage in fresh thinking	<ul style="list-style-type: none"> <li>• Random assignment of participants to different groups ensures that people meet and work with others with whom they have not interacted with before</li> <li>• Mixes ideas/perspectives between groups to encourage different ways of thinking, and unique approaches to problem solving</li> </ul>
<b>Strategic Visioning</b>	Setting strategic directions by	<ul style="list-style-type: none"> <li>• Articulates overarching themes and evaluates alignment of current positions and considerations with future interests</li> </ul>

	aligning positions and interests	<ul style="list-style-type: none"> <li>Identifies a set of themes capable of addressing the diverse environmental elements surrounding an emerging strategy</li> </ul>
<b>Mind Mapping</b>	To build on the idea generation potential within a group	<ul style="list-style-type: none"> <li>Ideas are presented by participants and captured in diagrammatic representations of issues and themes</li> <li>Ideas build upon one another, culminating in a final product which represents common themes and consensus points</li> </ul>
<b>Voting</b>	Prioritizing a large set of issues or options where consensus is difficult to achieve	<ul style="list-style-type: none"> <li>Participants are given a limited number of stickers with which to vote on a wide range of options/topics</li> <li>A subset of the ideas is then chosen by majority rule after a quick tally of the votes, identifying the most promising ideas and options</li> </ul>
<b>Scenario Planning</b>	To generate plans using systems thinking when problems are highly uncertain	<ul style="list-style-type: none"> <li>Combining known facts about the future with potential or hypothetical situations, covering a broad range of variables that drive outcomes</li> <li>Used where factors are difficult to formalize, and requires creativity and the ability to think imaginatively and critically</li> </ul>

### Reaching Consensus

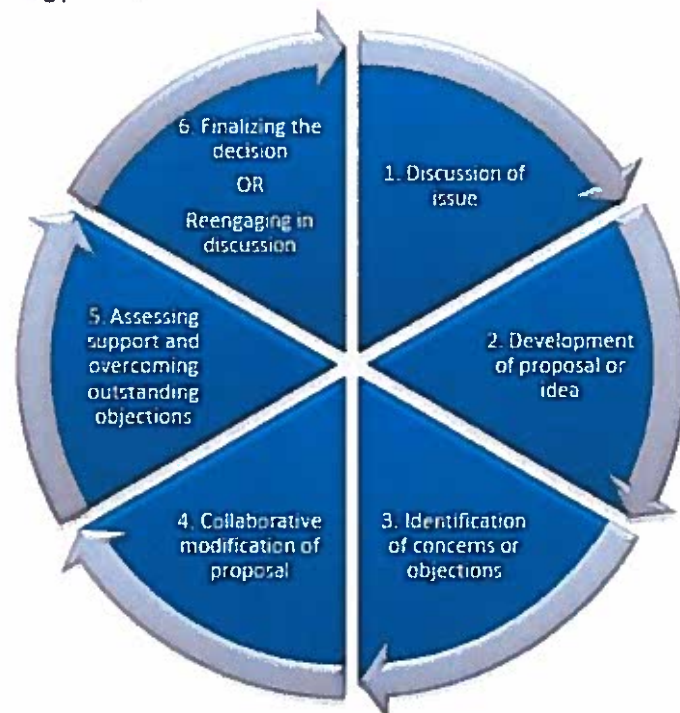
The collective experience of conducting hundreds of facilitated sessions across multiple sectors has allowed our consultants to gain an accurate understanding of what works, and what does not work, in achieving agreement and consensus from diverse stakeholder groups. Optimus SBR's consultants are deeply skilled at conducting the focused pre-session research required to ensure not just active participation from informed stakeholders, but also to ensure that we fully understand the governance structure and network of accountability within our client organization. This enables our session facilitators to focus session discussions on required outcomes, and to steer discussion toward decision making where required.

During sessions, Optimus SBR makes every effort to reach stakeholder agreement and consensus on key issues. We make use of graphical displays to clearly illustrate the views, opinions, concerns, and recommendations of each participant. This allows our consultants to demonstrate connections and similarities in participants' comments by clustering key words and statements to help achieve consensus.

When used effectively, a consensus model to decision making will achieve the following results:

- **More effective outcomes:** Including the input of all stakeholders helps to reduce critical omissions in the decision making process, and leads to decisions that are more informed and better supported.
- **Effective implementation:** A process that includes from all parties and generates as much agreement as possible leads to better cooperation in implementing the resulting decisions.
- **Stronger relationships:** Collaborative decision making in a group atmosphere fosters cohesion and interpersonal/inter-team connections.

Decision making by consensus can be achieved using a variety of method or approaches, but they will generally follow the following process:



*Figure 1 Model of Decision Making by Consensus*

## C.4 Issues and Problems

Optimus SBR maintains a rigorous system of quality control to ensure that any issues and problems arising throughout engagements are immediately identified, escalated, and resolved. Our Project Manager will maintain regular touchpoints and status updates with both our internal project team and with the County's Working Group and County Service Review Team to ensure the project is on track, while our Executive Oversight will provide senior escalation and resolution of all issues and problems in conjunction with the County. Please see Section D.4 **Quality Control** for a detailed description of our quality control methodology.

Developed through over 35 years of experience, Optimus SBR has methodologies based in best practices to resolve common issues and problems throughout engagements. For example, we have developed robust stakeholder engagement, facilitation, and reaching consensus methodologies to address potential objections from stakeholders. Please see Section C.3 **Approach to Consulting Stakeholders** for our stakeholder engagement, facilitation, and reaching consensus methodologies, and Section A.2.2 **Methodologies** for a sample of other methodologies.

## C.5 Risks and Opportunities

The Optimus SBR team and the County will work collaboratively to monitor progress and take appropriate steps to mitigate potential risks as they emerge. During the initial project planning phase, we will identify, in collaboration with the County, any expected risks, and create effective strategies to avoid or mitigate those risks. Risk identification and management will be an important component of the regular project status update meetings between the Optimus SBR project team and the County.

The following table identifies potential risks to the successful completion of this project, and a sample of potential mitigation strategies. We expect the content of this table to be revised during the initial stages of the project and updated throughout the course of delivery.

Risk	Mitigation Strategy
Misalignment on services to analyze	<p>As services can vary greatly, including in factors such as key elements, delivery, and required evaluation criteria, there is no "one-size-fits-all" approach to service reviews. Additionally, reviewing every single service is impractical within time and budget constraints.</p> <p>We will collaborate closely with the County to identify the appropriate services to include based on factors such as being significant cost/revenue drivers, underperforming benchmarks, exhibiting service utilization significantly under capacity, driving significant overtime hours, being understaffed, and other factors as appropriate. We will confirm the respective service lists with the Working Group/Steering Committee and County Service Review Team. The expected number of total in-scope services (including shared services, County operations, and community/human services) is expected to be approximately 30.</p> <p>We will develop tailored Service Profiles, including validating profile templates, to align with our findings in each service. Profiles and templates will be validated by the County.</p>



Risk	Mitigation Strategy
Resistance to organizational change from staff members might negatively impact adoption and implementation	<p>Recommendations from this project have the potential to significantly change or even remove the operations of certain services, creating the risk that County staff and stakeholders may resist organizational change.</p> <p>Our project team will work with the County throughout recommendation development to ensure that effective change management and communication strategies are established, along with clear rationale for recommendations and changes. This may also involve identifying internal change champions to help support the transformation, or a Change Management Office (similar to a Project Management Office) to coordinate efforts from a central location. We will work to gain a comprehensive understanding of the organization and the drivers of the engagement before we engage staff members, so that we are able to identify and work through challenges and resistance in real time.</p>
Stakeholder availability may be challenging during the summer and winter months when holidays occur	<p>As the project is expected to start in November 2019 and end in August 2020, there is a risk that key stakeholders may not be available for engagement, reviews, and/or presentations due to holidays.</p> <p>During project initiation, the County will be asked to provide Optimus SBR with availability (including vacation schedules if applicable) for key stakeholders and decision makers. The Optimus SBR team will review the project work plan against resource availability and adjust to account for it. All timelines will be validated in the project planning phase. If required, Optimus SBR will ask that the County provide backup contacts for information requests and approvals.</p>
Availability of staff for planning meetings, reviews and approvals	<p>The Optimus SBR team will schedule meetings as early as possible in order to allow sufficient scheduling flexibility. Interviews may be arranged with built-in back-up dates to avoid having to reschedule later in the engagement. Teleconference sessions will also be utilized wherever practical to reduce scheduling conflicts and reduce barriers to participation.</p>
Prolonged turnaround times for draft iterations	<p>As there are many key stakeholders involved throughout the deliverable development and review process, including eight (8) Member Municipalities, there is a risk that reviews may be late or incomplete.</p> <p>The Optimus SBR team will synthesize and submit deliverable drafts and revisions to the County and Member Municipalities as quickly as possible within the agreed upon project plan. Deadlines for turnaround of validated materials will be established at the point of transfer.</p>



Risk	Mitigation Strategy
Delayed timelines	<p>The Service Delivery Review is complex and resource intensive, with many critical-path deadlines which may put pressure on timelines. Our Delivery Methodology is based on best practices in Project Management and takes a portfolio approach to ensure adjustments to the project plan can be made as needed, as well as reallocate resources as required without having to significantly restructure the project.</p>
Diverging stakeholder needs	<p>Diverging stakeholder needs/views can arise during projects of any size or complexity, regardless of the number of stakeholder groups involved. At certain times in the project stakeholder perspectives and needs may be at odds with each other, threatening the progress of the project.</p> <p>We are able overcome these potential obstacles through a well-defined communications and reporting strategy that can include stakeholder 'consensus days' at critical stages of the project, to ensure we were successful with achieving project milestones and have buy-in from a plurality of concerned stakeholders.</p>
Timely availability of data	<p>There are many different staff and departments in-scope for this review, including various County departments, Member Municipalities, and community agencies and stakeholders. Given the large number of stakeholders, there is a risk that requested critical data will not be provided in a timely manner, delaying the progression of the engagement.</p> <p>The Optimus SBR team will identify data sources and submit data requests as early as possible in the course of the engagement. Our team members have excellent relationships with many organizations in Ontario capable of providing good data; as such, we anticipate being able to connect with key contacts in these organizations as soon as the project kicks-off. Where it is expected that the County will need to provide data, the Optimus SBR team will identify the required data and sources during the project planning phase and identify, in collaboration with the Project Sponsor, a key point of contact for data coordination.</p>
Tight project timelines	<p>Adherence to tight project timelines is a common risk in most consulting engagements and actions will be taken early to mitigate this risk. This will primarily involve establishing timelines, meetings, and milestone dates immediately within the first phase of the project. Our experience has demonstrated that by establishing pre-scheduled meetings and reporting updates early, there is a significantly reduced risk of overall project timelines/delivery dates being missed. This strategy helps to identify scheduling conflicts early and allows for swift mitigation, as well as for the development of a comprehensive work plan built around meeting and delivery dates.</p>

## C.6 Deliverables

- **Project Plans** – Separate documents for Part A and B that will set key dates for deliverables and milestones throughout the engagement. These Plans will also include key accountabilities of both Optimus SBR and County resources, ensuring the success of each step of the engagement. Included in the Plans will be communication schedules, detailing the frequency of status update reports and meetings between our team and the County. The Plans will also contain detailed work plans and project schedules. These documents will ensure the engagement is completed both on-time and on-budget.
- **Final Service Lists** – Finalized lists of in-scope services for both Part A and B, validated and approved by the Working Group/Steering Committee (Part A services) and the County Service Review Team (Part B services).
- **Consultation Plans** – Separate consultation plans for Part A and B that will guide our efforts in engaging key stakeholders, including identification of stakeholders as well as guiding principles, methodologies, and logistical details.
- **Service Inventory Profiles** – Completed Service Profiles for each in-scope service for both Part A and B. Profiles will be developed in conjunction with the Working Group and County Service Review Team and are expected to include Review Scope and Applicable Evaluation Criteria, Current State Findings, Key Challenges, and Next Steps.
- **Interim Presentations** – Consolidated current state findings, including methodologies, data and documents reviewed, stakeholder engagement activities, and Service Profiles. These findings will be presented to the Joint Council Workshop, City Council, and each Member Municipality.
- **Draft Reports for Municipalities** – Draft Reports for each Member Municipality consolidating the cumulative Part A engagement. Reports will be developed in Microsoft Word and will be AODA compliant. Draft Reports will undergo one (1) round of consolidated feedback and revision with the Working Group.
- **Consolidated Draft Report** – A consolidated Draft Report for County Council including engagement outputs for both Part A and B. The Report will be developed in Microsoft Word and will be AODA compliant. The Draft Report will undergo one (1) round of consolidated feedback and revision with the County Service Review Team.
- **Final Reports** – All feedback and revisions will be incorporated into the Draft Reports. The Reports will be finalized, including specific financial implications.
- **Presentations of Findings and Recommendations** – Key parts of the Final Reports will be presented to Member Municipalities, County Council, and County Staff. Provisional presentations, such as to the Joint Council Workshop, each Council, and public meetings can be discussed with the County at extra cost.

## C.7 Value-added Services

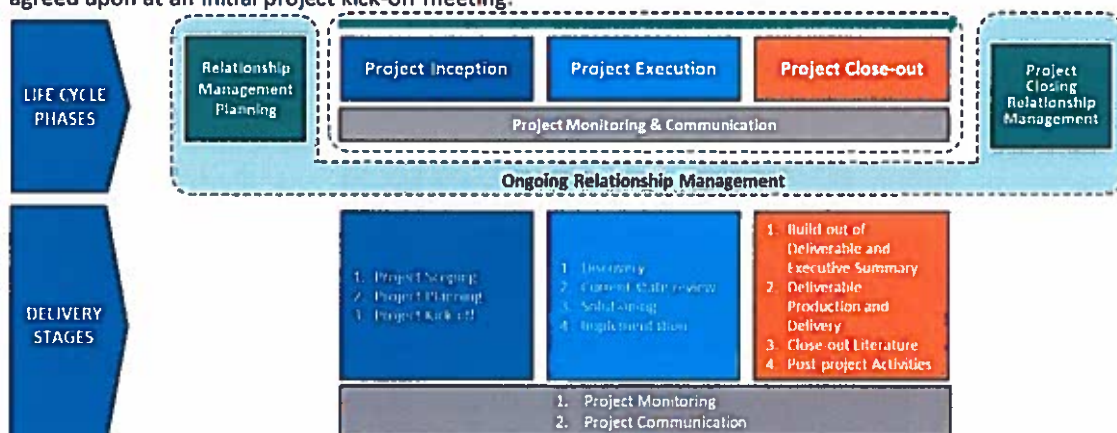
Optimus SBR offers the County the following value-added services:

1. **Significant frontline municipal governance, service delivery, and financial oversight experience:** Dan Labrecque, our Municipal Services Expert, brings over 38 years of public sector service in both the Regional Municipality of Peel and the former Municipality of Metro Toronto. His experiences include serving as Commissioner of Public Works for the Regional Municipality of Peel, where he oversaw the Region's Water, Wastewater, Waste Management, Transportation, and Development Services along with support functions such as fleet, facilities, and technical services. He also served as the Chief Financial Officer and Treasurer for the Regional Municipality of Peel and the Finance Manager for the Municipality of Metropolitan Toronto. Dan will bring his vast knowledge and experience in the municipal sector provide thought leadership throughout the engagement, including his access to and experience with leading sources of municipal research. This existing expertise will ensure that the engagement is efficient and effective, with all research activities and deliverable development underpinned by his expert oversight.
2. **A highly specialized yet agile engagement team:** While we have proposed a diverse team of specialists and subject matter experts, each of our resources has the capability to fulfill the requirements of every aspect of the engagement. We will be able to iteratively adjust and allocate resources to areas that require more attention; for example, if the review of Building Inspection & Permits services proves more complex and time intensive than expected, or if unforeseen circumstances arise, multiple other members of our team will be able to seamlessly support this service area. This agility allows us to seamlessly adapt to a multitude of engagement risks, including unforeseen circumstances.
3. **Multiple resources with project management expertise and experience:** All of our proposed resources have experience serving in a Project Manager capacity. This collective experience means that all of our resources have logistics, team coordination, time and client management, and engagement quality assurance experience to ensure a streamlined, efficient, and effective engagement that stays on-time and on-budget.
4. **An extensive roster of backup resources:** Many consultants in our Industries and Government Practice are municipal and service delivery/operational review experts. To mitigate the risks inherent in a complex engagement such as this, we are able to quickly and seamlessly provide support resources to ensure that the project remains on-time and on-budget.
5. **A value-driven price point:** Optimus SBR offers a price point that focuses on effectively delivering results through an execution focused approach that prioritizes the key aspects of a project to move the organization forward. We understand the County, as well as the municipal sector of Ontario, and will ensure that the Service Delivery Review is focused, stays on-track, and results in a clear, understandable set of recommendations and an implementation plan for County leadership.

## D Project Management

### D.1 Project Management Methodology

Optimus SBR will manage this project using our innovative Delivery Methodology, which is based on industry best practices in project management generally, and the Project Management Body of Knowledge (PMBOK) specifically. Our comprehensive Delivery Methodology contains numerous tool-kits and frameworks to promote continuous Project Tracking and Monitoring, Quality Assurance, and Project Communication and Reporting. It requires our project team to provide regular status reports, which give critical insight into project status, emerging areas of concern, and allows for informed decision making where required. Our resources maintain regular communications with the Project Sponsor, and other designated groups, in a manner and frequency agreed upon at an initial project kick-off meeting.



#### Optimus SBR's Project Delivery Methodology

In any Optimus SBR engagement, regular reporting on project status is imperative to the success of the project. Regular, multi-directional status reporting is imperative to project success. This means project teams giving and receiving updates and feedback to and from the client, as well as to and from our internal leadership team. This approach keeps all parties informed with actionable project information and ensures that project execution for the engagement is supported by ongoing Client Relationship Management (consisting of Project Monitoring and Communications). Our project team will maintain regular communications with the Project Sponsor in a manner and frequency agreed upon at the initial kick-off meeting and included in the Project Plan.

Internally, our teams typically create 'Regular Task Identifications' covering all project activities and due dates by deliverable component. Status update intervals are set to the requirements of the client, usually on a weekly, biweekly and/or monthly basis. The status update mechanism rolls up multiple control levels, driven by individual staff time records, weekly project team updates and overall project progress reporting. Information frequently found on the status updates includes:

- Project findings
- Budget percentage used
- Risks identified
- Work delivered
- Description of work yet to be performed

These reports feed into the development of a performance dashboard, produced on a weekly basis and reviewed by the senior leadership team to ensure that we are tracking and delivering successfully, and if not, to implement correctives to get back on track.

## D.2 Work Plan

Optimus SBR will schedule weekly touchpoints with the Working Group for Part A and the County Service Review Team for Part B. These touchpoints will ensure alignment throughout the course of the engagement and secure mutual confidence in the success of the project. We additionally hold regular internal status updates and meetings to ensure that work is properly assigned and allocated to the appropriate level of staff, that there is no duplication of work, and that the project remains on-track, on-budget, and cost effective. The Executive Oversight and Project Manager will review and approve all deliverables, followed by reviews and validation by the County, before finalization to ensure quality of advice and deliverables. During the initial stages of the engagement, our team will prepare and finalize Project Plans for Part A and B to set key dates for deliverables and milestones throughout the engagement. These Plans will also include key accountabilities of both Optimus SBR and County resources, ensuring the success of each step of the engagement. Included in the Plans will be communication schedules, detailing the frequency of status update reports and meetings between our team and the County. The Plans will also contain detailed work plans and project schedules. These documents will ensure the engagement is completed both on-time and on-budget.

Please see Section D.1 **Project Management Methodology** and Section D.4 **Quality Control** for descriptions of our methodologies.



### D.3 Project Schedule

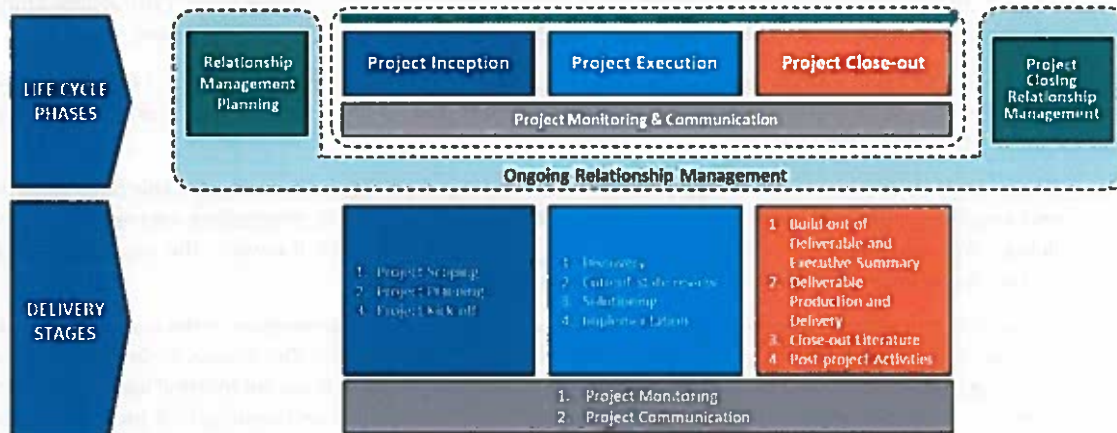
Please refer to the graphic below for a proposed work plan and schedule, estimating the timeframe and milestone dates for project completion. It is expected that the timeline would be revised and finalized in collaboration with the Project Sponsor in the initial stage of the engagement.





## D.4 Quality Control

Optimus SBR's approach in project coordination and management focuses on maintaining quality from a project delivery perspective throughout the engagement. Our innovative Delivery Methodology contains regular status updates to report on project progress and include deliverable completion progress. Our team tracks the percentage completed for each deliverable; definitions and timeframe delivery for each deliverable will be validated with the Project Sponsor. This controls the quality workmanship performed and measures our team's performance towards completing each deliverable as the project progresses along the critical path.



**Optimus SBR's Project Delivery Methodology**

These management controls tie into our approach in quality management. For this specific engagement with the County, a comprehensive program of cost and quality control will be implemented to enable achievement of the deliverables and ensure that only the highest quality work is delivered. In addition to regular reviews with the Project Sponsor during the engagement to gain feedback on deliverables, all documents and deliverables are thoroughly reviewed internally by managers and Principals before delivery. This approach ensures delivery of final work products meet the quality expectations of both our senior leadership team and our clients. Based on our experience, these processes adhere to and often exceed industry standard quality assurance expectations.

To monitor and ensure quality workmanship is embedded in this process both internally and externally, Optimus SBR will establish a comprehensive preliminary project plan that will be heavily influenced by core stakeholders of this engagement. The Project Sponsor and key stakeholders will be engaged in regular touch point meetings to ensure stakeholder engagement is on the right track, stakeholder engagement sessions and deliverable development are on par with client standards, and next steps are approved. Our team will ensure that the regular touch point meetings occur by establishing communication schedules and protocols.

Timeframes for status updates, and guidelines for risk management to provide a clear structure for understanding project progress while providing a feedback mechanism to support quality control will also be created and documented.

An important part of this project plan will also include a clear definition of engagement agendas and objectives. Together with the Project Sponsor, Optimus SBR will devise target audience and agendas for this engagement along with objectives to be achieved.

In addition to holding regular touchpoint meetings, our internal performance measures will be used to control workmanship cost and quality. These measures will track all project activities and due dates by deliverable component, including status updates for senior leadership to ensure conformance with project requirements. Our schedule control management approach has multiple indicators, driven by individual staff time records,

weekly project team updates and overall project progress reporting. Status updates are presented regularly to senior leadership to outline such items as project findings, budget percentage used, risks identified, work delivered, and a description of work yet to be performed. These reports feed into the development of a performance dashboard, produced on a weekly basis and reviewed by the senior leadership team to ensure that we are tracking and delivering successfully, and if not, to implement correctives to get back on track.

The two measures typically used to track progress are critical path completion and percentage completion of deliverables, both outlined below:

- **Critical Path Completion:** identification and tracking of milestones against the critical path outlined in the validated project plan developed during the initial step of the engagement. Critical Path Completion measures how our team is tracking towards achieving the agreed upon milestones.
- **Deliverable Percentage Completion:** tracking the percentage completed for each deliverable. This measures our team's performance towards completing each deliverable as the project progress along the critical path.

The results of tracking these status update reports ensure our project teams are accountable for project delivery and enable our entire senior leadership team to confirm the project is progressing successfully and will be delivered on-time and on-budget. When risks or challenges are identified, it ensures the appropriate resources and mitigation strategies are in place and immediately implemented.

In any Optimus SBR engagement, regular reporting on project status is imperative to the success of the project. Regular, multi-directional status reporting is imperative to project success. This means project teams giving and receiving updates and feedback to and from the client, as well as to and from our internal leadership team. This approach keeps all parties informed with actionable project information and ensures that project execution for the engagement is supported by ongoing Client Relationship Management (consisting of Project Monitoring and Communications). Our project team will maintain regular biweekly communications with the Project Sponsor.

## D.5 Key Milestones

We have illustrated the critical path of the engagement, including deliverables and milestones in Section D.3 **Project Schedule**. While critical path deliverables and milestones are expected to follow the same general timelines throughout the engagement, all deliverables will be developed separately for Part A and B. Please see Section C.6 **Deliverables** for a description of deliverables and key milestones.

## E Schedule E – Safe Work Plan

Please see the following pages for our completed Schedule E – Dufferin County and Municipal Safe Work Plan for Contractors.

## SCHEDULE E

### Dufferin County and Municipal Safe Work Plan for Contractors

**From Section 1.08 Contractor Safety (Dufferin County and Municipal Health & Safety Reference Manual) –**

"Any Municipal department that hires an independent contractor has all the duties of an *employer* toward the contractor and is strictly responsible for safety in the workplace (e.g warning the contractor about specific hazards and ensuring compliance with safety standards). Likewise the contractor and subcontractor must ensure that prescribed measures and procedures designed to protect employee safety are carried out."


#### TO BE COMPLETED BY DEPARTMENTAL SUPERVISOR

<b>Department:</b>	<b>Supervisor:</b>
<b>Project:</b>	
<b>Date:</b>	<b>Duration of Project:</b>
<b>WSIB Clearance Certificate Submitted?</b> Yes ____ No ____	
<b>List any Designated Substances present at the Work Site:</b>	
<b>List known Hazards at the work site (ie. Confined Space, limited cellular service, see Section 6 – Dufferin County and Municipal Health &amp; Safety Reference Manual) :</b>	

**TO BE COMPLETED BY RESPONDENT**

<b>Contractor Name:</b> Optimus SBR Inc.	<b>Contact Information:</b> proposals@optimussbr.com
<b>Supervisor Name:</b> Joe Oppedisano	<b>Contact Information:</b> joe.oppedisano@optimussbr.com
<b>All staff have received training on:</b> <input checked="" type="checkbox"/> WHMIS <input checked="" type="checkbox"/> Rights & Responsibilities under the Occupational Health & Safety Act	

**TO BE COMPLETED BY SUCCESSFUL CONTRACTOR**

<b>** Do you have written policies &amp; procedures regarding safe work procedures?</b> <input checked="" type="checkbox"/> <b>Yes</b> Safe Work Plan attached <input type="checkbox"/> <b>No</b> Please complete Page 2 (Form B)
<b>** <input checked="" type="checkbox"/> I have reviewed and understand the provisions of the Dufferin County and Municipal Health &amp; Safety Reference Manual.</b>  _____ (Signature)



# Health, Safety, Discrimination, & Harassment

HR Policy Series

2019

# 1. Health and Safety Policies

## 1.1 Policy Statement

Optimus SBR Inc. is committed to providing a safe and healthy work environment, free from violence, harassment, sexual harassment and unlawful discrimination. In pursuit of this goal, Optimus SBR prohibits and will not tolerate workplace violence, harassment, including sexual harassment, and/or unlawful discrimination. Optimus SBR will make every reasonable effort to ensure that its workplace is free from workplace violence, harassment, and/or unlawful discrimination.

## 1.2 Scope

This Policy and Program applies to all individuals working for Optimus SBR including employees, temporary employees, contract service providers, contractors, supervisors, managers, officers, and directors. The use of the term “worker” throughout this Policy and Program includes employees, temporary employees, contract service providers, contractors, supervisors, managers, officers and directors.

Optimus SBR will ensure that all workers are trained and educated on this Policy and Program. In addition, a copy of this Policy and Program will be made available to all workers

## 1.3 Workplace Violence

### 1.3.1 Definitions of Workplace Violence

Workplace Violence is:

- A. The exercise of physical force by a person against a worker, in a workplace, that cause or could cause physical injury to the worker;
- B. An attempt to exercise physical force against a worker, in a workplace, that could cause physical injury to the worker; or,
- C. A statement or behaviour that is reasonable for a worker to interpret as a threat to exercise physical force against the worker, in a workplace, that could cause physical injury to the worker.

Examples of workplace violence may include:

- Physical acts (e.g., hitting, shoving, pushing, kicking, sexual assault, throwing an object at a worker, kicking an object the worker is standing on such as a ladder, or trying to run down a worker using a vehicle or equipment);
- Any threat, behaviour, or action which is interpreted to carry the potential to harm or endanger the safety of others, result in an act of aggression, or destroy or damage property; or
- Disruptive behaviour that is not appropriate to the work environment (e.g., yelling or swearing).

### **1.3.2 Domestic Violence**

Workers are encouraged to advise Human Resources of an issue in the workers' non-work life that might impact the safety of the worker or a co-worker in the workplace. Any worker who applies for or obtains a restraining order or peace bond which lists Optimus SBR's location or the work or other location of another worker as being a protected area must provide Human Resources with a copy of the restraining order or peace bond, and any other relevant documents or information requested.

### **1.3.3 Person with a History of Violence**

Optimus SBR will communicate information relating to a person with a history of violence where:

- Workers may reasonably be expected to come into contact with the person in the performance of their job duties; and,
- There is a potential risk of workplace violence as a result of interactions with the person with a history of violence.

Optimus SBR will only disclose personal information that is deemed reasonably necessary to protect the worker from physical harm.

### **1.3.4 Assessment of Workplace Violence**

Optimus SBR periodically assesses the risks of workplace violence that may arise given the nature of the workplace, the type of work performed and the conditions under which work is performed. In doing so, Optimus SBR will institute measures to control any identified risks to worker safety. This information will be provided to the joint health and safety committee (JHSC) as required by the *Occupational Health and Safety Act* (Ontario). Optimus SBR will reassess the risks of workplace violence as often as is necessary to ensure that this Policy and Program continues to protect Optimus SBR's workers from workplace violence.

Weapons are strictly prohibited from Optimus SBR's premises; violators will be subject to disciplinary action, up to and including termination of employment for just cause, and the incident may be reported to the police.

#### **1.3.5 Reporting Violence**

If you are experiencing workplace violence or witness workplace violence, you should take all necessary and reasonable steps to ensure your own safety and the safety of others. Once safe, it is imperative for the safety of all workers that the incident be reported without delay. Reporting any violence or potentially violent situations should be done immediately to any member of the Management team or the Human Resources team.

### **1.4 Harassment**

#### **1.4.1 Definition of Harassment**

Harassment is prohibited by various pieces of legislation across Canada, including but not limited to occupational health and safety legislation, and human rights legislation.

Harassment is defined as engaging in a course of inappropriate or vexatious comment or conduct against a worker in a workplace that is known or ought reasonably to be known to be unwelcome.

Harassment most often occurs when there is a pattern of behaviour; however, there could be circumstances in which a single incident of inappropriate behaviour may be substantial enough to constitute harassment.

Harassment can "poison" the work environment where the harassment is related to a personal characteristic protected by the Ontario Human Rights Code. A "poisoned work environment" may occur when harassment or inappropriate behaviour related to a personal characteristic protected by the Ontario Human Rights Code interferes with a worker's performance of the duties associated with his or her position. This can occur even if the comments or conduct are not directed at any one person or at the person whose performance is impacted.

A reasonable action taken by Optimus SBR or a supervisor relating to the management and direction of workers or the workplace is not harassment.

#### **1.4.2 Sexual Harassment**

Sexual harassment is a form of harassment and is defined as:

- i. Engaging in a course of vexatious comment or conduct against a worker in a workplace because of sex, sexual orientation, gender identity or gender expression, where the

course of comment or conduct is known or ought reasonably to be known to be unwelcome; or,

- ii. Making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant, or deny a benefit or advancement to the worker and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Sexual harassment is not only sexual in nature. Communicating or relying on stereotypes about a gender can be a form of sexual harassment. Sexual harassment can happen to anyone, and is not only targeted at women. Men can also be the subject of sexual harassment.

Some examples of sexual harassment include but are not limited to:

- Unwelcome or unwanted sexual advances such as inappropriate patting, pinching, brushing up against, hugging, cornering, kissing, fondling, or any other similar physical contact normally considered unacceptable by another individual;
- Persistent requests for a "date";
- Unwelcome remarks about someone's hair, body shape, etc.; and,
- Questions about someone's sex life.

### **1.4.3 How Optimus SBR is Making the Workplace Free from Harassment**

We have consulted with our joint health and safety committee, where required by the *Occupational Health and Safety Act* (Ontario), in creating and implementing this program. Optimus SBR will review this program as often as is necessary, and at least annually. Optimus SBR will provide information and instruction to its workers on the contents of this Policy and Program with respect to workplace harassment.

## 1.5 Unlawful Discrimination

### 1.5.1 What is Unlawful Discrimination?

Discrimination means making a distinction, whether intentional or not, based on the protected grounds enumerated in the Ontario Human Rights Code relating to personal characteristics of an individual or group, which has the effect of imposing burdens, obligations, or disadvantages on such individual or group not imposed upon others.

Optimus SBR will not tolerate any form of unlawful discrimination against job candidates and workers on any of the protected grounds of discrimination, whether during the hiring process or during employment. This commitment applies to such areas as training, performance assessment, promotions, transfers, layoffs, remuneration, and all other employment practices and working conditions.

The protected grounds of discrimination include, but are not limited to, age, marital status, pregnancy, disability, sexual orientation, race, religion, and sex.

### 1.5.2 Complaint Procedure

It is essential that workers inform the Management team and/or the Human Resource team if they think they are being subject to workplace violence, harassment and/or unlawful discrimination. Optimus SBR encourages workers to report any incident of workplace violence, harassment and/or unlawful discrimination immediately so that complaints can be quickly and fairly resolved.

#### Step 1: Report the Incident

It is essential that you inform a representative of Human Resources if they believe they are being subjected to workplace violence and/or harassment or if they witness workplace violence, harassment and/or unlawful discrimination. Optimus SBR encourages our employees to report any incidents to a representative of Human Resources immediately so that complaints can be quickly and fairly resolved. If you do not feel comfortable approaching a representative from Human Resources, you should approach your Career Manager or Practice Leader.

If a person in a position of authority receives a complaint or is otherwise aware of or informed of a workplace violence, harassment and/or unlawful discrimination situation, he/she must report this to a representative from Human Resources immediately.

Optimus SBR may require that the complainant put their complaint in writing. The written complaint should include:

- The complainant's name and contact information;



- The name of the person or persons involved in each incident and their contact information (if known);
- The name of any person or persons who witnessed each incident and their contact information (if known);
- The approximate date and time of each incident the complainant wishes to report; and,
- A full description of what occurred in each incident.

Complaints will be dealt with in as expeditious a manner as possible.

### **Step 2: Investigation**

Optimus SBR will ensure that an investigation appropriate in the circumstances is conducted when we become aware of an incident of workplace violence, harassment and/or unlawful discrimination or receives a complaint of workplace violence, harassment and/or unlawful discrimination.

#### **Who Will Investigate?**

- Optimus SBR will determine who will conduct the investigation and may appoint either an internal or an external investigator (the “Investigator”) as appropriate in the circumstances. The Investigator may take all steps as he or she deems prudent and appropriate to investigate the allegations.

#### **Timing of the Investigation:**

- The investigation must be completed in a timely manner and generally will be completed within 90 days or less of when Optimus SBR becomes aware of the incident of workplace violence, harassment and/or unlawful discrimination or the complaint of workplace violence, harassment and/or unlawful discrimination unless there are extenuating circumstances warranting a longer investigation.

#### **Investigation Process:**

- The Investigator may complete the following:
  - The Investigator will ensure the investigation is kept confidential and identifying information is not disclosed unless necessary to conduct the investigation. The Investigator will remind the parties of this confidentiality obligation at the beginning of the investigation. A breach of this confidentiality obligation by any of Optimus SBR’s workers may lead to disciplinary action.
  - The Investigator must thoroughly interview the worker who allegedly experienced the workplace violence, harassment and/or unlawful discrimination, and the respondent, if the respondent is a worker of Optimus SBR. If the

respondent is not a worker, the Investigator should make reasonable efforts to interview the respondent.

- The respondent must be given the opportunity to respond to the specific allegations raised by the worker. In some circumstances, the worker who allegedly experienced the workplace violence, harassment and/or unlawful discrimination should be given a reasonable opportunity to reply.
- The Investigator may interview any relevant witnesses employed by Optimus SBR who may be identified by either the worker who allegedly experienced the workplace violence, harassment and/or unlawful discrimination, the respondent or as necessary to conduct a thorough investigation. The Investigator must make reasonable efforts to interview any relevant witnesses who are not employed by Optimus SBR if there are any identified.
- The Investigator must collect and review any relevant documents.
- The Investigator must take appropriate notes and statements during interviews with the worker who allegedly experienced workplace violence, harassment and/or unlawful discrimination, the respondent and any witnesses.
- The Investigator must prepare a written report summarizing the steps taken during the investigation, the complaint, the allegations of the worker who allegedly experienced the workplace violence, harassment and/or unlawful discrimination, the response from respondent, the evidence of any witnesses, and the evidence gathered. The report must set out findings of fact and come to a conclusion about whether or not there has been a breach of this Policy and Program and/or relevant applicable legislation.

### **Step 3: Resolution**

With respect to complaints of harassment only, a worker who makes a complaint of harassment and the respondent to the complaint will be notified of the results of the investigation and of any corrective action taken or that will be taken by Optimus SBR within ten (10) days of the conclusion of the investigation, as required by the *Occupational Health and Safety Act* (Ontario).

A finding of workplace violence, harassment and/or unlawful discrimination will be considered a violation of the conditions under which a worker is employed or engaged by Optimus SBR. Any substantiated complaints regarding any incident(s) of workplace violence, harassment and/or unlawful discrimination will be addressed by management. The determination of any disciplinary action to be taken will ultimately depend upon the nature of the incident(s) and any surrounding circumstances which those determining the appropriate action may consider. Breaching this

Policy and Program is a serious breach of trust and will result in disciplinary action up to and including termination for just cause.

**Confidentiality:**

- Information obtained about an incident or complaint, including identifying information about any individuals involved, will not be disclosed unless the disclosure is necessary for the purposes of investigating or taking corrective action with respect to the incident or complaint, or is otherwise required by law. All employees who are involved in an investigation of workplace violence, harassment, and/or unlawful discrimination must maintain confidentiality regarding the investigation. Should an employee fail to maintain confidentiality regarding the investigation, the employee may be subject to discipline up to and including termination for cause.

**Complaint in Bad Faith**

- Workers are prohibited from making a frivolous, malicious and/or knowingly false complaint of workplace violence, harassment and/or unlawful discrimination. It is a violation of this Policy and Program for any worker to knowingly make a frivolous, malicious or false complaint or to provide false information about a complaint and workers may be subject to disciplinary and corrective action, up to and including termination for just cause.

**No Reprisal**

- This Policy and Program prohibits reprisals against individuals acting in good faith who report incidents of workplace violence, harassment, and/or unlawful discrimination or act as witnesses. Management will take all reasonable and practical measures to prevent reprisals or threats of reprisal. Reprisal is defined as any act of retaliation, either direct or indirect.

## 1.6 Policies and Program Review

Optimus SBR will review this Policy and Program as necessary, and at least annually, and will post the Policy and Program in a conspicuous place in the workplace.

## 2. Working Health and Safety Training

Through our onboarding process, all Optimus SBR individuals, whether they are full-time, part-time, or contractors, are required to take the Ministry of Labour Worker Health & Safety Awareness Training for workers and/or supervisors. In addition, all individuals receive training during the onboarding process on what is expected of them in terms of their behavior, what their rights are, and how and when and how they can/should report incidents to the Joint Health & Safety Committee.

## 3. Joint Health and Safety Committee

### 3.1 General Statement of the Health and Safety Committee

It is our commitment to ensure, as far as is reasonably practicable, the safety of all employees and any other persons who may be directly affected by the activities of Optimus SBR (the Company).

The Company will, so far as is reasonably practicable:

1. Establish and maintain a safe and healthy working environment.
2. Develop and implement appropriate occupational health and safety procedures, and safe working practices.
3. Provide adequate resources to implement this policy.
4. Ensure this policy is understood and implemented throughout the organization.
5. Provide sufficient information, instruction and supervision to enable all employees to avoid hazards and contribute to their own health and safety at work.
6. Ensure that employees receive appropriate training, and are competent to carry out their designated responsibilities.
7. Regularly review compliance with the policy and the management system that supports it.
8. Achieve compliance with legal requirements through good occupational health and safety performance.

### 3.2 Roles and Responsibilities

To meet the objectives of our policy, we have established and implemented clear responsibility for health and safety:

### 3.2.1 Management

Management has overall responsibility for the formulation and implementation of the company's health and safety policy, and in particular for:

1. Ensuring that the necessary arrangements are in place for managing health and safety effectively. To this end, a Joint Health and Safety Committee was organized to enhance awareness of health and safety issues, recognize workplace risks, and identify and resolve health and safety issues in the workplace.
2. Ensuring there are sufficient resources for meeting the objectives of the health and safety policy.
3. Ensuring arrangements are in place for consultation with employees and that they are involved in decisions relating to health and safety, and that progress in relation to health and safety is communicated to them.
4. Ensuring arrangements are in place to monitor and review health and safety performance across the company, including accidents and incidents; and ensuring that the necessary amendments are made to relevant policies, procedures and processes.
5. Reviewing the objectives of the health and safety policy on an annual basis.

### 3.2.2 Employees

All employees have the duty to take all reasonable care for their health and safety, and any other persons who may be affected by their acts or omissions at work. They must also co-operate with senior managers and other employees in fulfilling the Company's health and safety objectives. In particular, they must:

1. Comply with the training, information and instruction they have been given.
2. Carry out their work safely and without undue risk to themselves, and others who may be affected by their actions, and not intentionally misuse or ignore arrangements, controls and items provided for health and safety purposes.
3. Keep their work areas tidy and clear of hazards.
4. Comply with the procedures for emergencies and fire as they have been instructed.
5. Cooperate with management, colleagues, safety representatives and advisors promoting safe working practices.
6. For employees working on client premises, observe health and safety procedures and practices of the client.
7. Refrain from arriving at work or remaining at work when their ability to perform their job safely is impaired for any reason.
8. Report accidents, incidents and hazards they observe to their manager/supervisor or a member of the Joint Health and Safety Committee.

### 3.2.3 Joint Health and Safety Committee

The members of the Joint Health and Safety Committee are responsible for assisting in meeting the objectives of the health and safety policy, and in particular:

1. Identifying, evaluating health and safety risks and recommending corrective action.
2. Expeditiously dealing with complaints relating to occupational health and safety.
3. Communicating with employees and management on issues related to occupational health and safety.
4. Ensuring that regular inspections and incident investigations are carried out as required by Regulation.
5. When necessary, requesting information from management about known or reasonably foreseen health or safety hazards to which employees at the workplace are likely to be exposed.
6. Carrying out any other duties and functions as required by the Regulation.

The Joint Health and Safety Committee Terms of Reference further describe the activities of the Committee.

### 3.2.4 Fire Wardens

Fire Wardens are responsible for assisting in meeting the objectives of the health and safety policy, and in particular:

1. Being familiar with the emergency procedures.
2. Taking appropriate and effective action if a fire occurs.
3. Identifying hazards in the workplace and recording and report their observations.
4. Ensuring that escape routes and doors are kept clear and are available for use.
5. Ensuring fire doors are kept closed.
6. Checking suitable and sufficient notices are displayed.
7. Ensuring appropriate extinguishers are in place and are subject to regular maintenance.
8. Ensuring fire alarms and emergency lighting is checked and serviced.

### 3.2.5 First Aiders

Fire Wardens are responsible for assisting in meeting the objectives of the health and safety policy, and in particular:

1. Being familiar with the emergency procedures and ensuring suitable and sufficient notices are displayed detailing the procedures.
2. Maintaining a valid first aid at work certificate issued by an HSE approved first aid training centre.
3. Taking charge when someone is injured or falls ill, and providing treatment or advice within the limits of their training and experience and referring any cases of doubt to a hospital or doctor.
4. Checking that appropriate and sufficient first-aid boxes are sited about the premises and they are properly stocked and maintained.
5. Recording details of all accidents and treatments in the appropriate incident log.



6. Ensuring that Management is advised of all accident and incidents to ensure the appropriate investigations can be completed.

### 3.3 Communication

Management through the Joint Health and Safety Committee will provide information, instruction and training to ensure the health and safety of employees. Employees have a responsibility to report hazards to their managers/supervisors or a member of the Joint Health and Safety Committee, and ask questions about any potential or perceived hazards.

### 3.4 Amendments

This process will be reviewed on an annual basis and revised as necessary.

## F Schedule F – Work Performance Reference

Please see the following pages for our completed Schedule F – Work Performance Reference.

## SCHEDULE F

### WORK PERFORMANCE REFERENCE

- i. References must be from persons, companies/organizations, and/or municipalities for whom you have performed work within the last twenty-four (24) months. Also, references must be for work of the same nature as that called for in the contract.

**1. BUSINESS NAME:**

Regional Municipality of Peel

**Contact Name and Title:** Daniel Maia, Logistics Manager

**Address:**

10 Peel Centre Drive, Brampton, ON L6T 4B9

**Telephone:**

905-791-7800 ext. 3960

daniel.maia@peelregion.ca

**Brief Details:**

Peel Region Paramedic Services Logistics Program Review

**2. BUSINESS NAME:**

Ministry of the Attorney General

**Contact Name and Title:** Derek Patterson, former Project Director for the Ministry (at time of engagement)

**Address:**

720 Bay St., Toronto, ON M7A 2S9

**Telephone:**

416-736-2100 ext. 40022

derekpatterson@bell.net

**Brief Details:**

Business Support Services Review

**3. BUSINESS NAME:**

Regional Municipality of Peel

**Contact Name and Title:** Jacqueline Johnson, Director, Integrated Business Support Division

**Address:** 10 Peel Centre Dr., Brampton, ON L6T 4B9

**Telephone:** 905-791-7800 ext. 8548      jacqueline.johnson@peelregion.ca

**Brief Details:** Review of Divisions and Roles Within the Integrated Business Support Division

## G Appendices

### G.1 Appendix B – Submission Form

Please see the following pages for our completed Appendix B – Submission Form.

## APPENDIX B – SUBMISSION FORM

### 1. Proponent Information

Please fill out the following form, naming one person to be the proponent's contact for the Negotiated RFP process and for any clarifications or communication that might be necessary.	
Full Legal Name of Proponent:	Optimus SBR Inc.
Any Other Relevant Name under which Proponent Carries on Business:	Optimus SBR Formerly stylized as OPTIMUS   SBR
Street Address:	33 Yonge St., Suite 900
City, Province/State:	Toronto, ON
Postal Code:	M5E 1G4
Phone Number:	416-649-6000
Fax Number:	416-342-7619
Company Website (if any):	<a href="http://www.optimussbr.com">http://www.optimussbr.com</a>
Proponent Contact Name and Title:	Joe Oppedisano, Director
Proponent Contact Phone:	416-649-6013
Proponent Contact Fax:	416-342-7619
Proponent Contact Email:	<a href="mailto:joe.oppedisano@optimussbr.com">joe.oppedisano@optimussbr.com</a>

### 1. Offer

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required under the RFP. By submitting a proposal, the proponent agrees and consents to the terms, conditions, and provisions of the RFP, including the Form of Agreement, and offers to provide the Deliverables in accordance therewith at the rates set out in its proposal.

### 2. Rates

The proponent has submitted its rates in accordance with the instructions in the RFP and in Pricing (Appendix C) in particular. The proponent confirms that it has factored all of the provisions of Appendix A, including insurance and indemnity requirements, into its pricing assumptions and calculations.

### 3. Ability to Provide Deliverables

The proponent has carefully examined the RFP documents and has a clear and comprehensive knowledge of the Deliverables required. The proponent represents and warrants its ability to provide the Deliverables in accordance with the requirements of the RFP for the rates set out in its proposal.



#### **4. Pricing**

The proponent has submitted its pricing in accordance with the instructions in the RFP and in Pricing (Appendix C) in particular. The proponent confirms that the pricing information provided is accurate. The proponent acknowledges that any inaccurate, misleading or incomplete information, including withdrawn or altered pricing, could adversely impact the acceptance of its proposal or its eligibility for future work.

#### **5. Addenda**

The proponent is deemed to have read and taken into account all addenda issued by the County prior to the Deadline for Issuing Addenda.

#### **6. No Prohibited Conduct**

The proponent declares that it has not engaged in any conduct prohibited by this RFP.

#### **7. Conflict of Interest**

The proponent must declare all potential Conflicts of Interest, as defined in section 3.4.1 of the RFP. This includes disclosing the names and all pertinent details of all individuals (employees, advisers, or individuals acting in any other capacity) who (a) participated in the preparation of the proposal; AND (b) were employees of the County within twelve (12) months prior to the Submission Deadline.

If the box below is left blank, the proponent will be deemed to declare that (a) there was no Conflict of Interest in preparing its proposal; and (b) there is no foreseeable Conflict of Interest in performing the contractual obligations contemplated in the NRFP.

Otherwise, if the statement below applies, check the box.

- ☐ The proponent declares that there is an actual or potential Conflict of Interest relating to the preparation of its proposal, and/or the proponent foresees an actual or potential Conflict of Interest in performing the contractual obligations contemplated in the NRFP.

If the proponent declares an actual or potential Conflict of Interest by marking the box above, the proponent must set out below details of the actual or potential Conflict of Interest:

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#### **8. Proposal Irrevocable**

The proponent agrees that its proposal shall be irrevocable for a period of 90 days following the Submission Deadline.

## 9. Disclosure of Information

The proponent hereby agrees that any information provided in this proposal, even if it is identified as being supplied in confidence, may be disclosed where required by law or by order of a court or tribunal. The proponent hereby consents to the disclosure, on a confidential basis, of this proposal by the County to the advisers retained by the County to advise or assist with the NRFP process, including with respect to the evaluation this proposal.

## 10 HEALTH AND SAFETY

The Proponent covenants that all his employees are knowledgeable in, and follow the regulations which pertain to their duties which are included in the Occupational Health and Safety Act (R.S.O.) 1990, as amended and associated regulations as appropriate. It should be understood that any contravention of the Act could be considered cause for the County of Dufferin to terminate the Contract.

The Proponent agrees to indemnify and save the Local Municipality and the County, its servants or agents, harmless for damages or fines arising from any breach or breaches of Occupational Health and Safety Act (R.S.O.), 1990, as amended.

The Proponent agrees that any damages or fines that may be assessed against the County of Dufferin by reason of a breach or breaches of the Occupational Health and Safety Act (R.S.O.), 1990, as amended, by the Proponent or any of its sub Proponent will entitle the County of Dufferin to offset the damages so assessed against any monies that the County of Dufferin may, from time to time, owe the Proponent under this Contract or under any other contract whatsoever.

## 11. Execution of Agreement

The proponent agrees that in the event its proposal is selected by the County, in whole or in part, it will finalize and execute the Agreement in the form set out in Appendix A to this RFP in accordance with the terms of this RFP



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Signature of Bidder Representative

Joe Oppedisano

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Name of Bidder Representative

Director

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Title of Bidder Representative

October 23, 2019

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Date

I have the authority to bind the bidder.

## G.2 Appendix C – Pricing

Task no.	Project Tasks (As per Terms of Reference)	Total Hours	Total Cost
<b>1</b>	<b>Phase 1 (Project Initiation/Project Management)</b>		
(a)	Deliverables for Part A	130	\$ 22,162.50
(b)	Deliverables for Part B	142	\$ 24,262.50
<b>2</b>	<b>Phase 2 (Detailed Service Inventory)</b>		
(a)	Deliverables for Part A	384	\$ 65,700.00
(b)	Deliverables for Part B	352	\$ 60,300.00
<b>3</b>	<b>Phase 3 (Development of opportunities/recommendations)</b>		
(a)	Deliverables for Part A	161	\$ 27,618.75
(b)	Deliverables for Part B	111	\$ 19,181.25
<b>4</b>	<b>Final Report to County Council and each Member Municipality</b>	152	\$ 26,250.00
<b>5</b>	<b>Presentations to Joint council Workshop, County Council and each Member Municipality as per details provided in Deliverables</b>	96	\$ 16,575.00
<b>6</b>	<b>Disbursement (if applicable)</b>	0	\$ -
<b>7</b>	<b>Project Closeout and Knowledge Transfer</b>	16	\$ 2,700.00
		<b>Total Price</b>	<b>\$ 264,750.00</b>
		<b>HST</b>	<b>\$ 34,417.50</b>
		<b>Grand Total Price</b>	<b>\$ 299,167.50</b>

### Optional Item:

#### Per Diem for Additional Work

Name	Role	Per diem rate
David Lynch	Executive Oversight	\$1,350
Michelle Lenarduzzi	Project Manager	\$1,350
Dan Labrecque	Municipal Services and Finance Expert	\$1,650
Michael Bugeja	Consultant	\$1,350
Mariam Ali	Consultant	\$1,350
Patricia Mitton	Consultant	\$1,350

Per diem for additional meetings/presentations is estimated at \$2,700 per meeting/presentation. Where opportunities are available for multiple meetings/presentations on the same day, the price per meeting/presentation may decrease.

Service Delivery Review									
CONSULTANT:		Optimus SBR Inc.							
ASSIGNED STAFF:		David Lynch	Michelle Lenarduzzi	Dan Labrecque	Michael Bugeja	Mariam Ali	Patricia Mitton		
HOURLY RATE (\$/hr)		\$168.75	\$168.75	\$206.25	\$168.75	\$168.75	\$168.75		
Task No.	PROJECT TASKS/PROJECT ACTIVITIES	HOURS	HOURS	HOURS	HOURS	HOURS	HOURS	TOTAL TASK HOURS	TOTAL TASK COST
1	Phase 1 (Project Initiation/Project Management)								
1.1	Set-up and Planning	0	14	0	0	4	0	18	\$3,037.50
PART A ACTIVITIES									
1.2	Kick-off Meeting	4	18	2	6	12	2	44	\$7,500.00
1.3	Discovery	2	4	4	5	4	0	19	\$3,356.25
1.4	Confirm Service Lists	2	4	0	0	4	0	10	\$1,687.50
1.5	Stakeholder Consultation Plans	0	14	0	10	16	8	48	\$8,100.00
PART B ACTIVITIES									
1.2	Kick-off Meeting	4	22	4	8	8	10	56	\$9,600.00
1.3	Discovery	2	4	4	5	4	0	19	\$3,356.25
1.4	Confirm Service Lists	2	4	0	0	4	0	10	\$1,687.50
1.5	Stakeholder Consultation Plans	0	14	0	10	16	8	48	\$8,100.00
Subtotal Task 1		16	98	14	44	72	28	272	\$46,425.00
2	Phase 2 (Detailed Service Inventory)								
PART A ACTIVITIES									
2.1	Service Profile Templates	4	6	4	10	0	16	40	\$6,900.00
2.2	Data and Document Review	6	6	8	8	8	8	44	\$7,725.00
2.3	Survey Development and Execution	2	4	0	0	6	6	18	\$3,037.50
2.4	Stakeholder Engagement	14	24	0	34	28	22	122	\$20,587.50
2.5	Service Inventory Profiles	16	22	10	22	26	24	120	\$20,625.00

## Service Delivery Review

Service Delivery Review									
<b>CONSULTANT:</b>		Optimus SBR Inc.							
<b>ASSIGNED STAFF:</b>		David Lynch	Michelle Lenarduzzi	Dan Labrecque	Michael Bugeja	Mariam Ali	Patricia Mitton		
<b>HOURLY RATE (\$/hr)</b>		\$168.75	\$168.75	\$206.25	\$168.75	\$168.75	\$168.75		
Task No.	PROJECT TASKS/PROJECT ACTIVITIES	HOURS	HOURS	HOURS	HOURS	HOURS	HOURS	TOTAL TASK HOURS	TOTAL TASK COST
2.6	Interim Presentations of Preliminary Findings	2	7	2	9	10	10	40	\$6,825.00
<b>PART B ACTIVITIES</b>									
2.1	Service Profile Templates	4	6	4	18	8	0	40	\$6,900.00
2.2	Data and Document Review	6	6	8	8	8	8	44	\$7,725.00
2.3	Survey Development and Execution	2	4	0	0	6	6	18	\$3,037.50
2.4	Stakeholder Engagement	12	20	0	28	20	10	90	\$15,187.50
2.5	Service Inventory Profiles	16	22	10	22	26	24	120	\$20,625.00
2.6	Interim Presentations of Preliminary Findings	2	7	2	9	10	10	40	\$6,825.00
<b>Subtotal Task 2</b>		<b>86</b>	<b>134</b>	<b>48</b>	<b>168</b>	<b>156</b>	<b>144</b>	<b>736</b>	<b>\$126,000.00</b>
3	Phase 3 (Development of opportunities/recommendations)								
<b>PART A ACTIVITIES</b>									
3.1	Issues and Gaps Analysis	3	3	0	0	4	0	10	\$1,687.50
3.2	Recommendations and Implementation Plan Development	2	3	2	6	4	6	23	\$3,956.25
3.3	Draft Reports	10	10	10	36	24	38	128	\$21,975.00
<b>PART B ACTIVITIES</b>									
3.1	Issues and Gaps Analysis	3	3	0	0	4	0	10	\$1,687.50
3.2	Recommendations and Implementation Plan Development	2	3	2	6	4	6	23	\$3,956.25
3.3	Draft Reports	8	6	10	14	0	40	78	\$13,537.50



## Service Delivery Review

		<b>CONSULTANT:</b> Optimus SBR Inc.							
		<b>ASSIGNED STAFF:</b>		David Lynch	Michelle Lenarduzzi	Dan Labrecque	Michael Bugeja	Mariam Ali	Patricia Mitton
		<b>HOURLY RATE (\$/hr)</b>		\$168.75	\$168.75	\$206.25	\$168.75	\$168.75	\$168.75
Task No.	PROJECT TASKS/PROJECT ACTIVITIES	HOURS	HOURS	HOURS	HOURS	HOURS	HOURS	TOTAL TASK HOURS	TOTAL TASK COST
<b>Subtotal Task 3</b>		28	28	24	62	40	90	272	\$46,800.00
4 (Step 3.4)	Final Report to County Council and each Member Municipality	14	24	16	44	24	30	152	\$26,250.00
<b>Subtotal Task 4</b>		14	24	16	44	24	30	152	\$26,250.00
5 (Step 3.4)	Presentations to Joint Council Workshop, County Council and each Member Municipality as per details provided in Deliverables	8	12	10	18	12	36	96	\$16,575.00
<b>Subtotal Task 5</b>		8	12	10	18	12	36	96	\$16,575.00
6	Disbursement if applicable	0	0	0	0	0	0	0	\$0.00
7 (Step 3.5)	Project Closeout and Knowledge Transfer	0	8	0	0	0	8	16	\$2,700.00
<b>Total Hours - Staff Time</b>		152	304	112	336	304	336	1544	\$264,750.00
<b>Hourly Rate</b>		\$168.75	\$168.75	\$206.25	\$168.75	\$168.75	\$168.75		
<b>Total Cost of Tasks per Staff</b>		\$25,650.00	\$51,300.00	\$23,100.00	\$56,700.00	\$51,300.00	\$56,700.00		

TOTAL FEES (excluding disbursement)	\$264,750.00
TOTAL HOURS	1,544 hrs
DISBURSEMENTS	\$0.00
<b>TOTAL COST (excluding HST)</b>	<b>\$264,750.00</b>

**NOTIFICATION FOR MAINTENANCE AND REPAIR**  
**SECTION 79, THE DRAINAGE ACT, 1990**

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Date: NOV 20, 19

The Mayor and Council,

Township of Melachton

The undersigned, being owner(s) of the lands assessed on the  
Don B Bauman Municipal Drain, herewith  
serve notice that the condition of said drainage works injuriously affects the  
following lands and that it is herewith respectfully requested to have the said  
drainage works repaired, improved, extended or altered, if necessary, under the  
provisions of the Drainage Act.

Lot 245-246 Con. 2 SW

Signature of Owner

Doyle drain

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November 25, 2019

**Letter to Nottawasaga Valley Watershed Municipal CAOs:**

Mr. Blaine Parkin	Town of New Tecumseth
Ms. Collen Healey-Dowdall	Township of Essa
Ms. Denyse Morrissey	Town of Shelburne
Ms. Denise Holmes	Township of Melancthon
Mr. Fareed Amin	Town of Collingwood
Mr. Gagan Sandhu	Township of Adjala-Tosorontio
Mr. Geoff McKnight	Town of Bradford West Gwillimbury
Mr. George Vadeboncouer	Town of Wasaga Beach
Mr. Jason Raynar	Town of Innisfil
Mr. Mark Early	Town of Mono
Mr. Michael Prowse	City of Barrie
Mr. Rob Adams	Municipality of Grey Highlands
Mr. Jeff Schmidt	Township of Springwater
Ms. Robin Dunn	Township of Oro-Medonte
Mr. Shawn Everitt	Town of Blue Mountain
Mr. Steve Sage	Township of Clearview
Ms. Susan Stone	Township of Amaranth
Ms. Tracey Atkinson	Township of Mulmur

Dear CAOs:

**Subject: Source Protection Committee – Replacement of Municipal Members**

One municipal member on the Source Protection Committee (SPC) representing the Nottawasaga Valley Source Protection Authority term has expired as part of a natural replacement process to allow for new members and new perspectives. The member is from Wasaga Beach and has requested to continue representing Nottawasaga Valley Source Protection Authority watershed on the Source Protection Committee.

A brief description of his Source Water Protection (SWP) experience is provided below for your consideration:

**Town of Wasaga Beach- Stan Wells.** Stan has over 12 years of SWP experience as a Source Protection Committee Member. Stan holds a Master of Education degree and is retired, having had 30 years' experience in education as a Teacher, Principal and Supervisory Officer with the local school board and the Ministry of Education. Stan is presently a Councillor in the Town of Wasaga Beach. As a resident of Wasaga Beach, Stan has always had a keen interest in source and groundwater protection and

demonstrates commitment to personal integrity and to a collaborative, cooperative approach to issue resolution and problem solving.

While the continuation of the existing municipal member from Wasaga Beach has been offered, the change in membership provides an opportunity for municipalities in the Nottawasaga Valley Source Protection Area to nominate their own staff or member of council to the position. Please consider this email a request for expressions of interest in nominating a member to the SPC.

Should other nominations be received, the selection of members will be achieved through an election. The process for nominating a candidate and for selection of the one municipal representative is outlined below, along with some background on the role and commitment of SPC members.

### **SPC Member Selection Process**

The *Clean Water Act* stipulates that the process for replacing a member on the SPC must be that which was used to select the member originally. As you may recall, for municipal members representing the Nottawasaga Valley Watershed, the process involved:

1. Notifying all municipalities in the watershed of the membership opportunity (the purpose of this letter).
2. Requesting all 18 municipalities:
  - Put forward the name of a candidate **IF** interested in doing so;
  - Authorize someone to 'vote' for the municipal representatives in the event there are more interested candidates than the one seat available.
3. Holding an 'election' if required;
  - All lower tier municipalities in the watershed receive one vote.
4. Affirming election results at the Nottawasaga Valley Source Protection Authority meeting following the election, and formally appointing the new members to the SPC.

### **Next Steps: What We Need from You:**

By **January 31, 2020**, please email Ryan Post at [rpost@nvca.on.ca](mailto:rpost@nvca.on.ca) indicating the name of the person your municipality wishes to nominate or indicating that you do not wish to seek a seat on the SPC, and the name of the person authorized to vote on behalf of your municipality.

In the event there are more interested municipalities than the one seat available, an election will be held via electronic ballot (email). For the election, quorum will be 50% plus one (9 municipalities).

### **Background**

The *Clean Water Act* is legislation put forward by the Ministry of the Environment and Climate Change (MOECC) aimed to prevent the overuse and contamination of municipal drinking water supplies. This legislation divested much of the responsibility to local stakeholder groups, known as SPCs. Locally, the SPC is comprised of 1 first nation, 7 municipal, 7 public, and 7 economic members intended to represent the various interests from across the watershed region, and ensure a balanced and practical approach to drinking water protection.

The SPC has been meeting since December 2007, and was responsible for three deliverables:

- A Terms of Reference describing the work to be done, who was responsible, and the approximate timelines and costs,
- Technical Assessment Reports describing vulnerable areas specific to municipal water quality and quantity, and risks to water supplies, and
- Source Protection Plans that include strategies and policies intended to manage existing risks and prevent new risks from occurring.

The MOECC approved the Source Protection Plan (SPP) on January 26, 2015, at which time the function of the committee transitioned primarily to evaluating the implementation of the SPP policies and conducting periodic updates to ensure the plan is supporting the desired protection to the sources of municipal drinking water.

### **Commitment**

Members are asked to make a five year commitment to serve on the SPC. During this period, the committee will meet 2 to 3 times per year in the Barrie area. Meetings are typically held on a weekday afternoon. SPC members are reimbursed for their time (a per diem) and travel (mileage) when attending meetings.

Thank you in advance for your interest in and assistance with the Source Protection program. Should you have any questions, please don't hesitate to contact Ryan Post at 705-424-1479 ext. 249.

Sincerely,



Doug Hevenor  
Chief Administrative Officer  
Nottawasaga Valley Conservation Authority

cc: Councillor George Watson, Town of Wasaga Beach, NVCA/NSPA Chair  
Lynn Dollin, Chair, South Georgian Bay Lake Simcoe Source Protection  
Committee  
Chris Hibberd, Director Watershed Management Services, NVCA  
Ryan Post, Manager Watershed Science, NVCA



## **STAFF REPORT**

**TO:** COUNCIL  
**FROM:** Tracey Atkinson, CAO Mulmur  
Denise Holmes, CAO Melancthon  
**MEETING DATE:** Mulmur Council: December 11, 2019  
Melancthon Council: December 12, 2019  
NDCC December 12, 2019  
**SUBJECT:** Recreational Needs and Efficiency Proposals

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## **PURPOSE:**

To inform Council and the North Dufferin Community Centre (NDCC) Board of the results of the request for proposals for the Recreational Needs and Efficiency Review.

## **BACKGROUND:**

On or before November 7, 2019, the Township received proposals to undertake a Recreational Needs and Efficiency Review for the NDCC and recreation in Mulmur.

The steering committee met on November 25<sup>th</sup> to review the proposals.

The steering committee is made up the following members:

Dave Besley, Deputy Mayor, Melancthon & NDCC Board Member  
Patty Clark, Councillor, Mulmur & NDCC Board Member  
Denise Holmes, CAO, Melancthon  
Tracey Atkinson, CAO, Mulmur

## **STRATEGIC PLAN ALIGNMENT:**

The proposed review is aligned with Melancthon Township goals, specifically Quality of Life – 1.3 – Enhanced amenities and services for residents and visitors.

The proposed review is aligned with Mulmur Township goals, specifically local access to services, cost containment and community participation.

## **FINANCIAL IMPACTS:**

Mulmur's share of this item is in the 2020 proposed Mulmur budget (revised)  
Melancthon's share of this item is proposed to be funded through efficiency funds.

Mulmur Township has applied for funding through Intake 1 of the Municipal Modernization Program. Eligible projects are reviews of municipal service delivery expenditures by independent third-party reviewers that will be completed by June 30, 2020.

The proposals provide for a completion date of June, 2020.

## **ANALYSIS:**

The following proposals were received:

Consulting Team	Part A	Part B	Proposal (excluding HST)
Quantum Recreation	\$11,510	\$5,870	\$22,550
Blackline Consulting	\$10,574	\$21,148	\$31,723
PRC Solutions	\$25,310	\$13,533	\$38,895
SP Maloney Corp	\$19,900	\$29,900	\$49,800
Sierra Planning and Management	\$32,395	\$21,885	\$54,280

The proposal from Sierra Planning and Management excelled in the following areas:

- Enhanced engagement strategy;
- Experienced team with a range of expertise covering the range of tasks involved;
- Variety of input and communication streams;
- Proposal adhered to the detailed requirements found in the request for proposal document;
- Emphasized that it would provide a fiscally responsible approach and information based recommendation; and
- Proposal was clearly presented in an organized and logical sequence.

**RECOMENDATION:**

That Council accepts the proposal from Sierra Planning and Management in the amount of \$54,280 plus HST, with contributions of \$16,197.50 plus HST from Melancthon Township and \$38,082.50 plus HST from Mulmur Township.

Respectfully submitted,

*Tracey Atkinson*

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Tracey Atkinson, CAO, Mulmur

*Denise Holmes*

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Denise Holmes, CAO, Melancthon



## Denise Holmes

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**From:** Rose Dotten <rdotten@shelburnelibrary.ca>  
**Sent:** Thursday, November 28, 2019 4:12 PM  
**To:** 'Tracey Atkinson'; 'Heather Boston'; Denise Holmes; 'Mark Early'; Les Halucha; Susan Stone; 'Carey Holmes'  
**Subject:** Shelburne Public Library- Approved 2020 Budget

Hello all

I am attaching the Budget approved by the Shelburne Public Library Board at their meeting on November 26, 2019. Your support and that of your elected Councillors, is very much appreciated as we work together to make YOUR library a truly outstanding community library.

If someone else in your Municipality should be receiving this instead of you please forward it to them.

Best wishes for the holiday season.

Warmest regards,

Rose

**Rose Dotten, CEO**  
Shelburne Public Library  
201 Owen Sound Street  
Shelburne, ON L9V 3L2  
Phone: 519-925-2168  
Email: [rdotten@shelburnelibrary.ca](mailto:rdotten@shelburnelibrary.ca)  
Website: [www.shelburnelibrary.ca](http://www.shelburnelibrary.ca)

*"If you have a garden and a library, you have everything you need." - Cicero*

Shelburne Public Library Board – Approved 2020 Budget  
Passed by Shelburne Public Library Board on November 26, 2019

	Actual 2017	Actual 2018	2019 budget	proj Y/E 2019	Budget 2020
<b>Income</b>					
<b>Grants</b>					
Provincial Operating Grant	6,283	6,283	6283	6283	6283
Capacity Bldg Grant	3,385				
Government grants other	955				
Government Grants Seniors	3,176	4,544			
Summer Student Grants	7,015	5,338	3000	5600	3000
<b>subtotal grants</b>	<b>20,814</b>	<b>16,165</b>	<b>9,283</b>	<b>11,883</b>	<b>9,283</b>
<b>Donations</b>					
Donations	2,938	5,091	4000	4000	4000
Silent Auction Income	3,882	5,000	3000	3000	3000
Donations for special projects	15,580	3,130	1300	18740	1300
<b>subtotal donations</b>	<b>22,400</b>	<b>13,220</b>	<b>8,300</b>	<b>25,740</b>	<b>8,300</b>
Miscellaneous Income	14	144	100	200	150
Interest Income	420	1,465	600	1250	1000
surplus/deficit carry forward					
Rental - Facility	3,555	5,193	4500	2500	3000
Program Income	950	1,317	1250	1250	1400
Library sales and services	7706	7982	7500	7500	7500
<b>subtotal other income</b>	<b>12,645</b>	<b>16,101</b>	<b>13,950</b>	<b>12,700</b>	<b>13,050</b>
<b>Total Income</b>	<b>55,859</b>	<b>45,486</b>	<b>31,533</b>	<b>50,323</b>	<b>30,633</b>
<b>Reserve</b>					
transfer from collections reserve	10,000	10,000	10000	10000	10000
transfer from special bequest acct			40000	0	25000
transfer from special projects	6,853	2,310	1300	1,300	1300
transfer from computer reserve	1,495	8,636	500	350	0
Transfer from Operating Reserve					
Transfer from Building Fund reserve	2,719		5500	10000	2000
	21,067	20,946	57,300	21,650	38,300
<b>Total Income and Reserve Change</b>	<b>76,926</b>	<b>66,432</b>	<b>88,833</b>	<b>71,973</b>	<b>68,933</b>
<b>Municipal Contribution</b>					
Amaranth	24,747.00	26,531	26905	26905	27879
Melanchthon	50,393.00	54,021	54831	54831	56817
Mono	22,176.00	24,880	25338	25338	26115
Mulmur	30,000.00	33,222	35691	35691	37055
Shelburne	177,195.00	194,657	197801	197801	205036
<b>total municipal contribution</b>	<b>304,511</b>	<b>333,311</b>	<b>340,566</b>	<b>340,566</b>	<b>352,902</b>
<b>total municipal, income, reserves, capital</b>	<b>381,437</b>	<b>399,743</b>	<b>429,399</b>	<b>412,539</b>	<b>421,835</b>
<b>Budget Summary</b>					
Estimated Total Expenses & Reserve change	392,065	395,357	429,400	412,458	421,835
Estimated Total Income & Reserve change	76,926	66,432	88,833	71,973	68,933
Amount to be Raised by Municipal Contributions	315,139	328,925	340,567	340,485	352,902

**Shelburne Public Library Board -- Approved 2020 Budget**  
**Passed by Shelburne Public Library Board on November 26, 2019**

	Actual 2017	Actual 2018	2019 budget	proj Y/E 2019	Budget 2020
<b>Expense</b>					
Elevator	5,147	5,427	5500	5722	6000
Collection Purchases	56,462	58,035	55000	55000	55000
ILLO exp				900	1500
Program Expense	7,549	8,622	8000	9000	9000
Utilities and Telephone	14,286	13,916	15500	14500	15000
Maintenance	16,762	13,026	15000	15000	15000
Insurance	4,585	4,657	4800	4636	4800
Payroll Expenses	216,764	213,539	227000	227000	232500
Supplies library and office	11,603	9,684	10500	9500	9500
Advertising & Promotion	2,090	837	1200	1300	1200
Licenses and Memberships	427	411	400	400	400
Accounting Fees	3,555	3,555	3650	3555	3600
Bank charges	380	283	300	285	300
Professional Development	1,870	2,160	2500	3500	2500
Employee travel and meals	256	403	400	200	400
Honorariums/Memoriam	956	645	200	300	350
Furniture & Equipment	1,273	783	750	250	500
special grant funded expenses	1,707	4,385			
Miscellaneous	60		100	100	100
Web site	44	1,351	800	0	800
Computers - Mice & annual fees	924	325	1500	2500	1500
Database Expense (KOHA)	4,470	4,470	5000	4470	4500
<b>total operating expense</b>	<b>351,170</b>	<b>346,514</b>	<b>358,100</b>	<b>358,118</b>	<b>364,450</b>
computers capital includes new software	1,495	821	500	350	
Capital expense		8,636	45500	10000	25000
<b>total capital costs</b>	<b>1,495</b>	<b>9,457</b>	<b>46,000</b>	<b>10,350</b>	<b>25,000</b>
<b>Total Expenditure</b>	<b>352,665</b>	<b>355,971</b>	<b>404,100</b>	<b>368,468</b>	<b>389,450</b>
<b>Reserve</b>					
Transfer interest income to reserve				1250	1000
Transfer to Computer Replacement reserve	2,000	2,000	2000	2000	2000
transfer to Building Lifecycle reserve	15,058	15,000	15000	15000	15000
Transfer to collection from Donation & silent auc	6,762	9,060	7000	7000	7000
Transfer to the Special Projects (reserve)	15,580	4,068	1300	18740	1300
Transfer to operations (surplus)		9,258	0		6085
<b>Total Reserve Transfer</b>	<b>39,400</b>	<b>39,386</b>	<b>25,300</b>	<b>43,990</b>	<b>32,385</b>
<b>Total Expenses &amp; Reserve Change</b>	<b>392,065</b>	<b>395,357</b>	<b>429,400</b>	<b>412,458</b>	<b>421,835</b>
<b>Net Income or Loss</b>	<b>-10,628</b>	<b>4,386</b>	<b>-1</b>	<b>81</b>	<b>0</b>

## Denise Holmes

---

**From:** David Thwaites  
**Sent:** Thursday, December 5, 2019 9:46 AM  
**To:** Denise Holmes  
**Subject:** Fwd: AMPs  
**Attachments:** ADMINISTRATIVE MONETARY PENALTIES.docx; ATT00001.htm

Denise:

I have prepared the attached memorandum on Administrative Monetary Penalties.  
Might you have this form part of the Dec 12 agenda.  
Any questions, please call.

Thanks,

David

Sent from my iPad

Begin forwarded message:

[REDACTED]

**Date:** December 5, 2019 at 9:42:57 AM EST  
**To:** David Thwaites <[dthwaites@melanctontownship.ca](mailto:dthwaites@melanctontownship.ca)>  
**Subject:** AMPs

## **ADMINISTRATIVE MONETARY PENALTIES**

This memorandum is prepared to provide a brief overview of the implementation of an AMP option for municipalities in Ontario for the purpose of the enforcement of municipal bylaws. This memorandum is not intended as a legal opinion and nor does it purport to be comprehensive.

The development and use of AMPs in Ontario and other jurisdictions has been in response to the desire and need to provide for a system to enhance bylaw compliance and enforcement.

The system that has been in place for many years in Ontario has been to issue a process governed by the Provincial Offences Act, a quasi-criminal process, that has with the passage of time required substantial resources to administer and has been anything but efficient and quick. The result has been a system that has largely rendered bylaw compliance difficult if not impossible to attain and that has created in most cases a process not friendly to municipalities or even the persons facing POA process. One need only look at the recent report requisitioned by Dufferin County that addressed the large sum of outstanding fines and the substantial increase in administrative cost and resources needed to “administer” this process.

The Municipal Act 2001, S.O. 2001, c. 25 (and certain other statutes) for Ontario has been amended over recent years to provide for AMPs. Specifically, Section 434.1 provides:

- (1) Without limiting sections 9, 10 and 11 (these are the sections giving the municipality for the most part the ability to enact bylaws to address certain conduct etc), a municipality may require a person, subject to such conditions as the municipality considers appropriate, to pay an administrative penalty if the municipality is satisfied that the person has failed to comply with a bylaw of the municipality passed under this Act.
- (2) Sets out that the purpose is to promote compliance with municipal bylaws (paraphrase)
- (3) That the amount of the penalty is not to be punitive in nature and shall not exceed what is reasonably required to promote compliance with a bylaw (paraphrase)
- (4) If the AMP is used then a person cannot be charged with an offence (paraphrase)
- (5) The Minister may make Regulations to address AMPs ...(paraphrase)

In fact the Minister has NOT made Regulations for AMPs created under municipal bylaws EXCEPT for parking/traffic bylaws. Thus municipalities are not otherwise regulated on AMPs in general.

For traffic/parking bylaw “offences” the Regulation made is detailed and certainly creates a system which has, if one reviews various city bylaws, ie Toronto and Mississauga, created its own infrastructure process. If such a Regulation were created by the Minister for other municipal bylaws then one would have to question whether any municipality would ever adopt such a model.

As it is municipalities are empowered to use AMPs for other municipal bylaws. What “rules” apply? The Municipal Act, s 434.1, creates the framework. The process, if adopted, provides for a system that would hopefully be user/municipal friendly in that it is a civil (not quasi-criminal process, ie no convictions/no jail option).

Any AMP system does "require" recognizing that the process must be fair and provide recognition of the principles of natural justice. This means that a person facing the imposition of an AMP should be treated fairly and that there should be the right to be heard by a person/body who has not prejudged or is biased. This does not in itself require a "trial" process but simply an opportunity for a person to be heard and for which the hearing officer/body may "assess" the AMP that might otherwise be imposed.

This would mean generally that a person should know that they may face an AMP and then be advised of any process. For municipalities such as Melancthon this would mean that an "Order" of a Municipal Bylaw Officer would have printed on the Form such information. It would mean that such an Officer is not the person involved in the AMP process itself. Similarly this would mean that if the Clerk is the "empowered person" that they would not be part of the AMP process.

It should mean that the Township would adopt an AMP Bylaw that prescribes a process, fees and timelines. Any Bylaw would/could provide that Council itself is the "hearing body" or that Council might retain a "Hearing Officer" to address/consider any process in which AMPs are used/imposed.

At present Melancthon has passed only one bylaw that creates an AMP, ie the Property Standards Bylaw, and is in the process of passing another, ie the Salvage Yard Bylaw. This is the time for the Township to consider and address this issue.

Submitted

David Thwaites, Councillor

December 5, 2019

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NUMBER \_\_\_\_\_ - 2019

BEING A BY-LAW WHICH PROVIDES FOR THE ERECTION  
OF STOP SIGNS AT INTERSECTIONS

WHEREAS Section 137 a) of the Highway Traffic Act (R.S.O 1990, Chapter H.8) provides that the Council of a municipality may, by by-law, provide for the erection of stop signs at intersections on highways under its jurisdiction;

NOW THEREFORE THE CORPORATION OF THE TOWNSHIP OF MELANCTHON BY THE MUNICIPAL COUNCIL THEREOF ENACTS AS FOLLOWS:

- 1. The intersections on highways set out in Column 1 are designated as intersections where stop signs shall be erected at the locations shown in Column 2.

<u>COLUMN 1</u>	<u>COLUMN 2</u>
<i>2<sup>nd</sup> Line SW at 250 Sideroad</i>	<i>Stop in North and South directions</i>

- 2. The penalties in the Highway Traffic Act shall apply to offences against this By-law.
- 3. The designation made by Section 1 shall not become effective until stop signs have been erected in accordance with the regulations of the Highway Traffic Act.
- 4. Any section or part of a section of a previously passed by-law which is inconsistent with this By-law is hereby repealed.

BY-LAW READ A FIRST AND SECOND TIME THIS 12<sup>th</sup> DAY OF DECEMBER, 2019.

BY-LAW READ A THIRD TIME AND PASSED THIS 12<sup>TH</sup> DAY OF DECEMBER, 2019.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK





Corporation of the Township of Melancthon

Moved by .....

Seconded by ..... Date ....., 2019

Be it resolved that:

We reduce the taxes on the following properties under Section 357 of the Municipal Act:

- 1. 1-13600 - Lot 15-18, Plan 34A - from Feb 11 - Dec 31, 2018, Jan 01 - Dec 31, 2018, structure razed by fire
- 2. 1-18944 - Lot 14, Plan 7M48 - from Jan 01 - Dec 31, 2017, Jan 01 - Dec 31, 2018, clerical error
- 3. 2-07200 - East Part Lot 21, Con 3 OS - from Jan 01 - Dec 31, 2017, Jan 01 - Dec 31, 2018, Jan 01 - Dec 31, 2018, removal of met tower
- 4. 3-07400 - Pt Lot 37, Con 3 NE RP 7R3423 Part 1, from Oct 05 - Dec 31, 2018, Jan 01 - Dec 31, 2019, structure removed
- 5. 3-10400 - Pt Lots 217 & 218, Con 2 NE - from Jan 01 - Dec 31, 2017, Jan 01 - Dec 31, 2018, Jan 01, - Dec 31, 2019, structure removed
- 6. 3-10400 - Pt Lots 217 & 218, Con 2 NE - from Oct 26 - Dec 31, 2018, Jan 01 - Dec 31, 2018, Jan 01 - Dec 31, 2019, classification change, no longer operating business
- 7. 3-12900 - Lot 240, Con 1 NE, from Aug 31 - Dec 31, 2018, OMAFRA approved FT
- 8. 6-05700 - W Pt Lot 9, Con 2 OS, from Jan 01 - Dec 31, 2017, Jan 01 - Dec 31, 2018, Jan 01 - Dec 31, 2019, structure razed by fire
- 9. 2-15550 - Pt Lot 29, Con 8 NE, from Jan 01 - Dec 31, 2016, Jan 01 - Dec 31, 2017, Jan 01 - Dec 31, 2018, met tower removed

Recorded Vote	Yea	Nay
Mayor Darren White		
Deputy Mayor Janice Elliott		
Councillor Dave Besley		
Councillor Wayne Hannon		
Councillor James C. Webster		

Carried/Lost: \_\_\_\_\_  
MAYOR



## Corporation of the Township of Melancthon

Moved by Alan Bury

Seconded by ..... Date ....., 20\_\_

Be it resolved that:-

Where as the members of council have several evening committee meetings

Be it resolved that council meetings be rescheduled to one day meeting and one evening meeting per month And further that the new format be implemented commencing in January 2020, to be reviewed in January of 2021

Recorded Vote	Yea	Nay
Mayor Darren White		
Deputy Mayor David Besley		
Councillor Wayne Hannon		
Councillor Margaret Mercer		
Councillor David Thwaites		

Carried/Lost: \_\_\_\_\_  
MAYOR

GB# 3.2

DEC 12 2019



## Corporation of the Township of Melancthon

Moved by Mr. Mercer

Seconded by ..... Date ....., 20\_\_

Be it resolved that:

To support continued and positive involvement in local boards and committees, and strengthen community engagement, Council review the board committee structure with respect to recruitment, and terms of reference.

Recorded Vote	Yea	Nay
Mayor Darren White		
Deputy Mayor David Besley		
Councillor Wayne Hannon		
Councillor Margaret Mercer		
Councillor David Thwaites		

Carried/Lost: \_\_\_\_\_  
MAYOR

CB# 3.3

DEC 12 2010

**THE CORPORATION OF THE TOWNSHIP OF  
MELANCTHON BY-LAW NUMBER -2019  
SALVAGE YARD BY-LAW**

**DRAFT**

WHEREAS the provisions of the Municipal Act, 2001, S.O. 2001, as amended, ("Municipal Act") including but not limited to the following provisions, authorize municipalities as follows:

- a) Sections 8, 11 and 11.1 authorize a municipality to pass by-laws to regulate, prohibit, require a person to do certain things and to licence matters;
- b) Section 131 authorizes a municipality to prohibit and regulate the use of any land for the storage of used vehicles for the purpose of wrecking, dismantling or salvaging parts of them for sale or other disposition; and
- c) Section 150 to 153 authorize a municipality to provide for the licencing of any business within the municipality.
- d) Part XIV of the Act provides a local municipality with the authority to enforce said by-law.
- e) Section 425(1) of the Municipal Act, 2001, as amended, provides that a municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under the Municipal Act, 2001, as amended, is guilty of an offence.
- f) Section 429(1) of the Municipal Act, as amended, provides that a municipality may establish a system of fines for offences under a by-law passed under the Municipal Act, 2001, as amended.

AND WHEREAS the Corporation of the Township of Melancthon has and intends to licence, regulate and control any visual, noise, environmental, fire safety, health hazard and property standards nuisance caused by Salvage Yards including automobile wrecking yards or premises.

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

**1. SHORT TITLE**

- 1.1 This By-law may be cited as the "Salvage Yard By-law".

**2. INTERPRETATION**

2.1 In this By-law:

- a) The necessary grammatical changes required to make the provisions hereof apply to corporations, partnerships, trusts and individuals, male and female, and to include the singular or plural meaning where the context so requires shall in all cases be assumed as though fully expressed.
- b) The insertion of headings and the division of this By-law into sections and subsections are for the convenience of reference only and shall not affect the interpretation thereof.
- c) Any references in this By-law to any statutes, regulations or by-laws, as amended, restated or replaced from time to time.

**3. DEFINITIONS**

3.1 In this By-law:

- a. "Applicant" means a Person applying for a Salvage Yard Licence or renewal of a Salvage Yard Licence under this By-law and application has a corresponding meaning;
- b. "By-law Enforcement Officer" means a By-law Enforcement Officer appointed by the Township;

- c. "Clerk" means the Chief Administrative Officer or designate of the Corporation of the Township of Melancthon;
- d. "Council" means the Council for The Corporation of the Township of Melancthon;
- e. "Licensee" means the holder of a current and valid Salvage Yard Licence issued by the Township in accordance with the terms of this By-law;
- f. "Municipal Act" means to Municipal Act, S.O. 2001, c25, as amended, and the Regulations, or any successor legislation;
- g. "Person" means an individual, corporation, association or partnership;
- h. "Police Officer" means a law enforcement officer employed by the Ontario Provincial Police;
- i. "Salvage Yard" or "Salvage Operation" means a property used in whole or in part for the storing of obsolete, discarded, or salvaged materials including motor vehicles and machinery for the purpose of wrecking or dismantling them, or salvaging parts thereof for sale or other disposal, and for the collection, purchase, keeping or selling of second hand goods and merchandise such as, but not limited to, waste paper, rags, bottles, tires, metal, scrap material, appliances, scrap metal processing and recycling and matters ancillary thereto, (all such materials referred to herein this By-law as "Salvage");
- j. "Salvage Yard Licence" means a licence issued by the Clerk of the Township for a Salvage Yard or Salvage Operation issued pursuant to the requirements of this By-law;
- k. "Township" means The Corporation of the Township of Melancthon;
- l. "Vehicle" has the same meaning as "vehicle" as defined in the *Highway Traffic Act*, R.S.O. 1990, c.H.8, as amended, and the Regulations, or any successor legislation.

#### **4. PROHIBITION**

- 4.1 No Person shall own or operate a Salvage Yard unless that Person holds a current Salvage Yard Licence.
- 4.2 No owner of property shall authorize or permit a Person to operate a Salvage Yard unless such Person holds a current Salvage Yard Licence.

#### **5. CLERK**

- 5.1 The Clerk or a designate of the Township shall:
  - a) Receive and process all applications for Salvage Yard Licences and for renewal of Salvage Yard Licences;
  - b) Issue Salvage Yard Licences to and renew Salvage Yard Licences for Persons who meet the requirements of this By-law;
  - c) Make or direct all necessary inspections to ensure that this By-law and applicable comprehensive zoning by-laws are being complied with;
  - d) Where the business of Salvage Operation is being carried on in the Township of Melancthon by any Person without a Salvage Yard Licence, take all such steps as may be required to enforce this By-law; and
  - e) Carry out the instructions of Council relating to this By-law.

## 6. LICENCING PRE-REQUISITES

6.1 No Salvage Yard Licence may be granted or renewed for a Salvage Yard unless there is proof of compliance with all of the following:

- a) It is in a location where the use of land as a Salvage Yard is not prohibited by any provisions of the comprehensive zoning by-law or any other by-law of the Township, as amended;
- b) A Salvage Yard shall not be operated or established within 150 meters of a residence other than a residence located on the same parcel of land as the Salvage Yard Existing Licenced Salvage Yards that are in operation on the date of passing of this By-law that are located within 150 meters of a residence shall be deemed to be in compliance of section of Section 6.1 (b) of this By-law;
- c) The Salvage Yard shall not be located on land that is subject to flooding or land that directly drains to a watercourse, subject to first obtaining any and all required approvals of appropriate Conservation Authorities and or the Ministry of Environment;
- d) Certificates have been issued by the appropriate licencing authorities of the Province of Ontario, including any required pursuant to the *Highway Traffic Act*, R.S.O. 1990, The *Environmental Protection Act*, R.S.O. 1990, and the *Conservation Authorities Act*, R.S.O. 1990, authenticating that the property and Salvaging Yard operations are permitted, licenced and in good standing; and
- e) A fire inspection report has been submitted for the Salvage Yard, dated within two (2) months of the date of the application, as prepared by the fire department having jurisdiction for the subject Salvage Yard in the Township confirming compliance with the *Fire Protection and Prevention Act*, S.O. 1997, as amended and its Regulations, or any successor legislation.

## 7. LICENCING

7.1 An Applicant shall submit in person to the Clerk of the Township such completed application or renewal form as prescribed by the Township, payment of the required application or renewal fee and shall provide such further information and documentation, which shall include but not necessarily be limited to,

- a) All documentation required pursuant to section 6.1 of this By-law;
- b) Applicant's full name, address, phone number and date of birth (if an individual). The business name under which they carry on or intend to carry on business;
- c) The address of the Salvage Yard;
- d) The type of Salvage that will be located at the Salvage Yard;
- e) Information on whether the Person, or any officer or director of the Person, has been convicted of an offence relating to a Salvage Operation, the protection of the environment, fire safety or public health or property standards;
- f) Information on whether the Salvage Yard, or any part thereof, has been subject to any order in regard to the protection of the environment, fire safety or health hazard, or whether the Salvage Yard, or any part thereof, has been subject to an order within a previous twelve (12) month period;
- g) Information on whether the Person or any officer or director of the person, who had a licence for a Salvage Yard suspended or revoked in any Municipality in Ontario;
- h) A current Hazardous Waste Information Network Generator number, as required pursuant to applicable law;
- i) A valid insurance certificate pursuant to 7.5 herein; and
- j) Evidence of the ownership of or right to carry on the operation of the Salvage Yard on the premises where the Salvage Yard is to be located.
- k) A site plan for the Salvage Yard as provided in 7.6 herein;
- l) A satisfactory plan that addresses:
  - a. On-site storm management with no off-site liquid drainage;
  - b. A spills action plan; and
  - c. An emergency disaster plan.



- 7.2** In the case of a Salvage Yard that is owned by a partnership, the personal appearance required by 7.1 shall be made by one of the partners, provided the application shall be signed by all of the partners. In the case of a Salvage Yard owned by a corporation, the personal appearance shall be made by an officer of the corporation who is authorized to bind the corporation and not by an agent thereof.
- 7.3** Without limiting the generality of any other provision in this By-law, persons associated in a partnership applying for a Salvage Yard Licence shall file with their application a statutory declaration, in writing, signed by all members of the partnership, dated within 30 days of the application, which declaration shall state:
- a) The full name of every partner and the address of his ordinary residence;
  - b) The name or names under which it carries on or intends to carry on business;
  - c) That the Persons therein named are the only members of the partnership;
  - d) The mailing address of the partnership; and
  - e) The date the statutory declaration was entered into by each member.
- 7.4** Without limiting the generality of any other provision in this By-law, every Corporation applying for a Salvage Yard Licence or every Corporation that is a partner in a partnership applying for a Salvage Yard Licence shall file with the Clerk, at the time of making its application, a copy of its articles of incorporation or other incorporating documents, a certificate of status dated within 30 days of the date of the application indicating the corporation to be active and in good standing and shall file a statutory declaration, in writing signed by an Officer of the Corporation, dated within 30 days of the application, which declaration shall state:
- a) The full name of every officer and director and the address of his ordinary residence;
  - b) The name or names under which it carries on or intends to carry on business;
  - c) That the Persons therein named are the only officers and directors of the Corporation;
  - d) The mailing address for the Corporation.
- 7.5** For the purposes of consumer protection in the event of personal injury and/or property damage, and for claims of actions or proceedings resulting from breach of the terms of any Salvage Yard Licence issued pursuant to this By-law, every Person who holds a Salvage Yard Licence shall:
- a) Provide and maintain Commercial General Liability Insurance, by a licenced insurer within the Province of Ontario, subject to limits not less than \$2,000,000.00 inclusive per occurrence for bodily injury, death, and damage to property including loss of use thereof arising from such activity;
  - b) Ensure that the insurance be in the name of the property owner and shall name the Township as an additional insured thereunder;
  - c) Deliver a Certificate of Insurance listing the requirements as set out in (a) and (b) above which insurance shall remain in effect for the term of the Salvage Yard Licence and shall not be cancellable except on thirty days prior notice to the Township; and
  - d) Indemnify and save harmless the Township for all losses, costs, damages, charges and expenses whatsoever that may be incurred, sustained or paid by the Township resulting from the negligent acts, omissions, and/or breach of contract of the Owner including, without limitation, those arising from the performance or non-performance of the Owner's obligations under this By-law.
- 7.6** (1) Every Person who applies for a Salvage Yard Licence shall provide the Clerk with a site plan for the Salvage Yard that shows:
- a) The legal boundaries for the Salvage Yard;
  - b) The location of all existing and proposed buildings, roads, driveways, parking areas, storage areas and operating areas; and
  - c) The location of any fence or other barrier as required under section 11 of this By-law.



(2) The legal boundaries of the Salvage Yard shall only include those lands that are owned or are leased by the Person applying for a Salvage Yard Licence.

(3) Every Person who applies for a Salvage Yard Licence shall allow the Clerk or a By-law Enforcement Officer to enter onto the Salvage Yard to verify the site plan as provided under subsection (1) of this section.

## **7.7 RENEWAL OF SALVAGE YARD LICENCE**

Every Person who applies for a renewal of a Salvage Yard Licence under this By-law shall deliver to the Clerk of the Township an application to renew, together with the information and documentation and the required renewal fee a minimum of seven (7) business days before the Salvage Yard Licence expires as provided for in paragraphs, 7.1 to 7.6 herein together with 6.1.

## **8. ISSUANCE, RENEWAL OR REVOCATION OF SALVAGE YARD LICENCE**

**8.1** Subject to 8.2 herein:

- a) Salvage Yard Licences shall be issued for a maximum period of one year and shall come into effect on the date that they are issued and expire on December 31 of that same year;
- b) The Salvage Yard Licence is not transferable;
- c) The Salvage Yard Licence terminates upon the death of the Licensee or the dissolution of the Corporation or partnership;
- d) Any fee submitted is non-refundable; and
- e) The Salvage Yard Licence shall specify the location for which the Salvage Yard Licence is applicable.

**8.2** A Salvage Yard Licence application or renewal application may be refused, or a Salvage Yard Licence revoked by the Clerk if:

- a) The information on the application or renewal is incorrect or cannot be verified;
- b) The application or renewal is incomplete;
- c) The Applicant is in non-compliance with the terms of the Salvage Yard Licence and the requirements of this By-law; or
- d) The information provided to the Clerk pursuant to 7.1(e) or (g) discloses a conviction or a licence suspension or revocation within the twenty-four (24) months predating the date of the application for a Licence.

**8.3** The Clerk reserves the right to revoke any Salvage Yard Licence where:

- a) there has been a misrepresentation or false statement or declaration;
- b) the Applicant is deemed to be in non-compliance with the terms of the Salvage Yard Licence which includes compliance with the operational requirements of this By-law; and/or
- c) the Salvage Yard Licence or permits granted to the Applicant by any provincial authority are revoked, cancelled or otherwise not maintained in good standing.

**8.4** The Clerk shall give the Applicant notice of the refusal or revocation of Salvage Yard Licence/renewal by registered mail addressed to the municipal address of the Applicant declared on its application/renewal form. Notice shall be deemed effective as received five (5) business days after mailing of the Notice.

**8.5** The Applicant may within fifteen (15) business days of receiving the Notice prescribed in paragraph 8.4 appeal the Clerk's decision to the Council of the Township in writing. The Notice of Appeal shall set forth in writing the specific grounds of appeal and be accompanied by a non-refundable appeal fee of \$500.00. The Appeal shall be delivered in person by the Applicant to the Clerk.

**8.6** Council of the Township shall consider the appeal of the Applicant at the next regular Council meeting next following the date of the filing of the Appeal Council may:

- a) Affirm the decision of the Clerk; or

- b) Direct the Salvage Yard Licence or renewal be granted, or the revocation set aside on such terms and conditions as Council shall deem appropriate.

- 8.7 The Clerk shall provide the Applicant in writing with the decision of Council ("Notice of Decision") forthwith and by registered mail addressed to the mailing address of the Applicant set out in the Notice of Appeal. Notice shall be deemed to be effective five (5) business days after mailing of the Notice of Decision.
- 8.8 The Notice of Decision issued Council as provided for in paragraph 8.7 is final and non-appealable.
- 8.9 Where a Salvage Yard Licence under this By-law has been revoked the holder of the Salvage Yard Licence shall return the Salvage Yard Licence to the Clerk within twenty-four (24) hours of service of the Notice of Decision.

## 9. CHANGE OF STATUS

- 9.1 Where there is any change in any of the particulars relating to a Licensee under this By-law, which particulars were required to be filed with the Township on applying for a Salvage Yard Licence, such Person shall report the change, in writing, to the Clerk within six (6) calendar days of the change.
- 9.2 Where there is to be a change in the composition or the controlling interest of a partnership licenced under this By-law, the Licensees hereunder in partnership shall obtain the written approval of the Clerk prior to the change, having provided the Clerk with any information required including information pursuant to 7.1 (e), (g), 7.2 and 7.3. [NTD: Should this continue to require consent or be amended similar to 9.3?]
- 9.3 Where there is proposed to be a change in the composition of the Board of Directors Offices of a corporation licenced under this By-law, the corporation shall provide the Clerk the information that would have otherwise been required pursuant to paragraph 7.4(a) and 7.4(c).
- 9.4 A corporation licenced under this By-law shall not appoint or elect any person to be a Director or Officer if such person has been either personally or as a director or officer of a corporation that has been convicted of an offence within the meaning of 7.1(e) or had a licence suspended or revoked for the operation of a salvage yard within the preceding twenty-four months.

## 10. GENERAL

- 10.1 Each Person who holds a Salvage Yard Licence shall notify the Clerk within six (6) calendar days of any criminal convictions registered against the Person that relate in any way to an act of dishonesty, fraud or theft.
- 10.2 Each Person who holds a Salvage Yard Licence shall notify the Clerk within six (6) calendar days of any order or conviction pursuant to any environmental, fire safety, health hazard or regulation that relates to its Salvage Yard.
- 10.3 No Person who applies for a Salvage Yard Licence shall knowingly misstate or provide false information to the Clerk.

## 11. OPERATIONAL REGULATIONS

- 11.1 Subject to the provisions of 11.3 and 11.4 herein, every Person applying for a Salvage Yard Licence shall erect and maintain a fence or berm approved by the Township in advance of erection, that encloses the Salvage operation:
  - a) To a minimum height of 3.05 meters above grade and not to exceed 5.49 meters above grade;
  - b) Any fence section shall be constructed of a solid uniform material being of a neutral uniform colour;
  - c) To provide a visual barrier to the Salvage operations; and
  - d) Such fence or berm shall thereafter be kept in good repair and appearance at all times.

**11.2** If an opening is required in any fence or berm as required under section 11.1 of this By-law for ingress or egress, then the opening shall be covered by a gate that:

- a) Is the same height as the fence or berm;
- b) Is kept in good state of repair at all times;
- c) Does not open over a travelled portion of a public road allowance or sidewalk;
- d) Is kept clear of obstructions so that it may be opened fully at all times;
- e) Opens to a width of at least 3.5 meters; and
- f) Is constructed of a solid uniform material being of a neutral uniform colour, unless there exists immediately inside the opening a secondary visual barrier composed of, either separately or in combination, a building, treeline to a height of the outer fence or berm, berm or secondary fence that creates a full visual barrier of the salvage operations.

**11.3** Any Person applying for a Salvage Yard Licence may be exempt from the requirements of 11.1 for that part of its property that provides public access to the property, subject to the following requirements:

- a) Only one side of the property is exempt;
- b) That the exempt part of the property shall otherwise have a security fence running its full length;
- c) That there shall otherwise be a full visual secondary barrier of the salvage process and operation that has been approved by the Township in advance. Any secondary barrier may be formed in whole or in part by a solid fence, berm, building or treeline or other material approved by the Township in advance with such secondary barrier complying with the height requirements of 11.1(a).

**11.4** Every Person who holds a Salvage Yard Licence shall ensure that:

- a) The outdoor area of the Salvage Yard is kept in a clean, neat, orderly and sanitary condition;
- b) All storage containers, and other materials belonging to the Person, or used for the Salvage Yard operation on-site, are kept within the enclosed area as required under section 11.1 of this By-law or an enclosed building;
- c) No Salvage is loaded, unloaded, sorted, processed, dismantled, crushed, recycled, demolished, displayed, stored or placed outside of enclosed area as required under section 11.1 of this By-law or an enclosed building;
- d) No Salvage inside the fence required under section 11.1 of this By-law is above the height of the fence and in any event is not greater than 4.57 m in height above grade;
- e) No Salvage within the Salvage Yard is placed against the fence required under section 11.1 of this By-law;
- f) No gasoline, vehicle fluids or other chemicals from the Salvage Yard enter onto any adjoining lands or into any aquifer, lake, pond, river, stream, drainage pond, drainage ditch, storm sewer, or other body of water;
- g) No Salvaging, shipping container or other material is placed on the roof of any building within The Salvaging Yard;
- h) All vehicle batteries within the Salvage Yard are stored in the environmentally safe manner within an enclosed building; and
- i) All outdoor lighting is arranged so as to divert light from any adjoining lands, inclusive of any public road allowances.

#### **11.4 OPERATING HOURS**

- a) No Licensee shall allow any work in connection with the Salvage operation outside the following hours:

Monday through Friday, 7:00 a.m. to 7:00 p.m. and

Saturday, 8:00 a.m. to 5:00 p.m.;

- b) No Licensee shall allow any work in connection with the Salvage operation on a statutory holiday recognized in the Province of Ontario;
- c) No Licensee shall allow access to the premises at any time unless there is an attendant on duty;
- d) Idling of trucks must be kept to a minimum;
- e) Paragraph (a) and (b) do not apply when a vehicle is dropped off at the Salvaging Yard pursuant to the direction of a Police Officer or other law enforcement official;
- f) Shipping of Materials is permitted outside the hours specified in 11(a).

## **12. TRANSACTION RECORDS**

- 12.1** Every Person who holds a Salvage Yard Licence shall maintain a Register either in the form of a paper booklet or an electronic format.
- 12.2** Every Person who holds a Salvage Yard Licence who acquired a vehicle, vehicle parts or salvage for the purpose of dismantling or selling such at the Salvage Yard, either personally or through an employee or agent, from another person, shall immediately record in their Register, in English, and where applicable in the legible script, using permanent ink, the following:
- a) The full name and address of the Person from which they received the vehicle, vehicle parts or salvage;
  - b) The date of acquisition;
  - c) The name of the Licensee, or the Licensee's employee or agent who obtained the vehicle, vehicle parts or salvage;
  - d) The consideration given for the vehicle, vehicle parts or salvage; and
  - e) A completed description of the vehicle, vehicle parts or salvage, including the VIN, if applicable. Each vehicle, vehicle part or salvage shall be personally examined by the recipient or his designate to verify the VIN matches any ownership receipt given
- 12.3** Every Person who holds a Salvage Yard Licence shall make their Register, be it the written document Register or the electronic format Register, available for inspection upon request of a Police Officer, the Clerk or By-law Enforcement Officer and if required shall copy the Register or any part thereof and provide such to the Police Officer, Clerk or By-law Enforcement Officer.
- 12.4** Every Person who holds a Salvage Yard Licence who maintains their Register through a computer software program shall upon the request of a Police Officer, the Clerk or By-law Enforcement Officer:
- a) Allow a Police Officer, Clerk or By-law Enforcement Officer to review the on-screen information for the Register;
  - b) Print or otherwise copy the Register or any part thereof and provide such to the Police Officer, the Clerk or By-law Enforcement Officer; and
  - c) Ensure that the information required by 12.2 is readily available and accessible on-site.
- 12.5** Every Person who holds a Salvage Yard Licence shall ensure that the Register is in a neat condition and that no pages is removed, destroyed, obliterated or altered. No Person shall delete, erase or other remove, in whole or in part, from the computer program any of the information required to be maintained pursuant to 12.2.
- 12.6** No Person who holds a Salvage Yard Licence shall remove or allow any other Person, with the exception of a Police Officer, the Clerk or other Law Enforcement official, to remove any written document Register from the Salvage Yard.
- 12.7** No Person who holds a Salvage Yard Licence shall purchase or acquire any vehicle or vehicle parts unless the Person observes proof that the person selling the vehicle or vehicle part is the lawful owner.

### **13. RETENTION PERIOD**

- 13.1** No Person shall alter, dismantle, repair, dispose of or in any way part with any vehicle, if such vehicle has a vehicle identification number obliterated, mutilated or missing, seven (7) model years old or less, purchased or take in exchange, until after the expiration of seven days from the date of obtaining the said vehicle, and during the said period the vehicle so obtained shall be subject to an inspection at any time by a Police Officer.
- 13.2** Notwithstanding section 13.1, a Person may dispose of such vehicle, purchased or taken in exchange before the expiry of the seven (7) days from the date of obtaining the said vehicle, if a Police Officer has authorized in writing the release of the vehicle.
- 13.3** Section 13.1 and 13.2 of this By-law shall not apply where the Person acquires a vehicle from another Person who operates a Salvage Yard or Impound where a retention period has already transpired.

### **14. PROHIBITIONS**

- 14.1** No Person shall carry on the business of a Salvage Yard without displaying the Salvage Yard Licence in ready public view in the Salvage Yard.

### **15. RIGHT TO INSPECT**

- 15.1** a) Any licensed premises, at any reasonable time, may be entered and inspected by the Clerk, a By-law Enforcement Officer or Police Officer for the purpose of enforcing this By-law.
- b) No Person shall obstruct or hinder the inspection of Salvage operations and any records by the Clerk, a By-law Enforcement Officer or Police Officer.

### **16. EXCEPTIONS**

- 16.1** The provision of this By-law shall not apply to the following:
- a) The premises of a licensed garage or a licensed new or used automobile dealer on which used automobile parts are kept on hand as part of its inventory for the purposes of carrying out repairs on the premises.

### **17. TRANSITIONAL**

- 17.1** Notwithstanding any other provision of this By-law, existing Salvage Operations and in good standing licenced pursuant to By-law 36-2011 of the Township are exempted from the provisions of this By-law, as follows:
- a) Existing fencing in compliance with By-law 36-2011, as of the date of passage of this By-law, kept in good repair, shall be deemed to be in compliance of this By-law, until the earlier of five (5) years from the passage of this By-law or the substantial repair or replacement of the fencing.

### **18. SEVERABILITY**

- 18.1** Should any section, clause or provision of this By-law be declared to be invalid by any court of competent jurisdiction, the same shall not affect the validity of this By-law as a whole or any part thereof, other than the part that was declared to be invalid.

### **19. PENALTY**

- 19.1** Every individual who contravenes a provision of this By-law, and every director or officer of a corporation who concurs in the contravention by the corporation, is guilty of an offence and on conviction is liable to a fine not exceeding \$25,000 exclusive of costs, for each offence, pursuant to the *Municipal Act*.

**19.2** Every corporation who contravenes a provision of this By-law is guilty of an offence and on conviction is liable to a fine not exceeding \$50,000 exclusive of costs, for each offence, pursuant to the *Municipal Act*.

**20. ADMINISTRATIVE PENALTY PURSUANT TO THE MUNICIPAL ACT**

**20.1** For purpose of promoting compliance with this By-law there may be an administrative penalty of \$2,000.00 payable by a Person being in non-compliance with this By-law. In the event an Administrative Penalty is levied pursuant to this section, then no offence notice or proceeding may be commenced or continued pursuant to Section 19.

**20.2** The administrative penalty provided for in 20.1 constitutes a debt owed to the Corporation. If the penalty is not paid within fifteen (15) days after the day it became due and penalty, the Treasurer of the Corporation may add the administrative penalty to the tax roll for any property in the Municipality for which any of the registered owners who are responsible for paying the administrative penalty, and collect it in the same manner as Municipal taxes.

**21. REPEAL**

**21.1** By-law 36-2011 is hereby repealed. Notwithstanding this section, licences issued under By-law 36-2011 shall be deemed to be licences under this By-law until they expire or are revoked or renewed, in accordance with this By-law.

By-law read a first and second time this                      day of                      , 2019

By-law read a third time and passed this                      day of                      , 2019

\_\_\_\_\_

MAYOR

\_\_\_\_\_

CLERK

**DRAFT**

**THE CORPORATION OF THE TOWNSHIP OF  
MELANCTHON BY-LAW NUMBER       -2019  
SALVAGE YARD BY-LAW**

WHEREAS the provisions of the Municipal Act, 2001, S.O. 2001, as amended, ("Municipal Act") including but not limited to the following provisions, authorize municipalities as follows:

- a) Sections 8, 11 and 11.1 authorize a municipality to pass by-laws to regulate, prohibit, require a person to do certain things and to licence matters;
- b) Section 131 authorizes a municipality to prohibit and regulate the use of any land for the storage of used vehicles for the purpose of wrecking, dismantling or salvaging parts of them for sale or other disposition; and
- c) Section 150 to 153 authorize a municipality to provide for the licencing of any business within the municipality.
- d) Part XIV of the Act provides a local municipality with the authority to enforce said by-law.
- e) Section 425(1) of the Municipal Act, 2001, as amended, provides that a municipality may pass by-laws providing that a person who contravenes a by-law of the municipality passed under the Municipal Act, 2001, as amended, is guilty of an offence.
- f) Section 429(1) of the Municipal Act, as amended, provides that a municipality may establish a system of fines for offences under a by-law passed under the Municipal Act, 2001, as amended.

AND WHEREAS the Corporation of the Township of Melancthon has and intends to licence, regulate and control any visual, noise, environmental, fire safety, health hazard and property standards nuisance caused by Salvage Yards including automobile wrecking yards or premises.

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

**1. SHORT TITLE**

- 1.1 This By-law may be cited as the "Salvage Yard By-law".

**2. INTERPRETATION**

2.1 In this By-law:

- a) The necessary grammatical changes required to make the provisions hereof apply to corporations, partnerships, trusts and individuals, male and female, and to include the singular or plural meaning where the context so requires shall in all cases be assumed as though fully expressed.
- b) The insertion of headings and the division of this By-law into sections and subsections are for the convenience of reference only and shall not affect the interpretation thereof.
- c) Any references in this By-law to any statutes, regulations or by-laws, as amended, restated or replaced from time to time.

**3. DEFINITIONS**

3.1 In this By-law:

- a. "Applicant" means a Person applying for a Salvage Yard Licence or renewal of a Salvage Yard Licence under this By-law and application has a corresponding meaning;
- b. "By-law Enforcement Officer" means a By-law Enforcement Officer appointed by the Township;



- c. "Clerk" means the Chief Administrative Officer or designate of the Corporation of the Township of Melancthon;
- d. "Council" means the Council for The Corporation of the Township of Melancthon;
- e. "Licensee" means the holder of a current and valid Salvage Yard Licence issued by the Township in accordance with the terms of this By-law;
- f. "Municipal Act" means to Municipal Act, S.O. 2001, c25, as amended, and the Regulations, or any successor legislation;
- g. "Person" means an individual, corporation, association or partnership;
- h. "Police Officer" means a law enforcement officer employed by the Ontario Provincial Police;
- i. "Salvage Yard" or "Salvage Operation" means a property used in whole or in part for the storing of obsolete, discarded, or salvaged materials including motor vehicles and machinery for the purpose of wrecking or dismantling them, or salvaging parts thereof for sale or other disposal, and for the collection, purchase, keeping or selling of second hand goods and merchandise such as, but not limited to, waste paper, rags, bottles, tires, metal, scrap material, appliances, scrap metal processing and recycling and matters ancillary thereto, (all such materials referred to herein this By-law as "Salvage");
- j. "Salvage Yard Licence" means a licence issued by the Clerk of the Township for a Salvage Yard or Salvage Operation issued pursuant to the requirements of this By-law;
- k. "Township" means The Corporation of the Township of Melancthon;
- l. "Vehicle" has the same meaning as "vehicle" as defined in the *Highway Traffic Act*, R.S.O. 1990, c.H.8, as amended, and the Regulations, or any successor legislation.

#### 4. PROHIBITION

- 4.1 No Person shall own or operate a Salvage Yard unless that Person holds a current Salvage Yard Licence.
- 4.2 No owner of property shall authorize or permit a Person to operate a Salvage Yard unless such Person holds a current Salvage Yard Licence.

#### 5. CLERK

- 5.1 The Clerk or a designate of the Township shall:
  - a) Receive and process all applications for Salvage Yard Licences and for renewal of Salvage Yard Licences;
  - b) Issue Salvage Yard Licences to and renew Salvage Yard Licences for Persons who meet the requirements of this By-law;
  - c) Make or direct all necessary inspections to ensure that this By-law and applicable comprehensive zoning by-laws are being complied with;
  - d) Where the business of Salvage Operation is being carried on in the Township of Melancthon by any Person without a Salvage Yard Licence, take all such steps as may be required to enforce this By-law; and
  - e) Carry out the instructions of Council relating to this By-law.

## 6. LICENCING PRE-REQUISITES

6.1 No Salvage Yard Licence may be granted or renewed for a Salvage Yard unless there is proof of compliance with all of the following:

- a) It is in a location where the use of land as a Salvage Yard is not prohibited by any provisions of the comprehensive zoning by-law or any other by-law of the Township, as amended;
- b) A Salvage Yard shall not be operated or established within 150 meters of a residence other than a residence located on the same parcel of land as the Salvage Yard Existing Licenced Salvage Yards that are in operation on the date of passing of this By-law that are located within 150 meters of a residence shall be deemed to be in compliance of section of Section 6.1 (b) of this By-law;
- c) The Salvage Yard shall not be located on land that is subject to flooding or land that directly drains to a watercourse, subject to first obtaining any and all required approvals of appropriate Conservation Authorities and or the Ministry of Environment;
- d) Certificates have been issued by the appropriate licensing authorities of the Province of Ontario, including any required pursuant to the *Highway Traffic Act*, R.S.O. 1990, The *Environmental Protection Act*, R.S.O. 1990, and the *Conservation Authorities Act*, R.S.O. 1990, authenticating that the property and Salvaging Yard operations are permitted, licenced and in good standing; and
- e) A fire inspection report has been submitted for the Salvage Yard, dated within two (2) months of the date of the application, as prepared by the fire department having jurisdiction for the subject Salvage Yard in the Township confirming compliance with the *Fire Protection and Prevention Act*, S.O. 1997, as amended and its Regulations, or any successor legislation.

## 7. LICENCING

7.1 An Applicant shall submit in person to the Clerk of the Township such completed application or renewal form as prescribed by the Township, payment of the required application or renewal fee and shall provide such further information and documentation, which shall include but not necessarily be limited to,

- a) All documentation required pursuant to section 6.1 of this By-law;
- b) Applicant's full name, address, phone number and date of birth (if an individual). The business name under which they carry on or intend to carry on business;
- c) The address of the Salvage Yard;
- d) The type of Salvage that will be located at the Salvage Yard;
- e) Information on whether the Person, or any officer or director of the Person, has been convicted of an offence relating to a Salvage Operation, the protection of the environment, fire safety or public health or property standards;
- f) Information on whether the Salvage Yard, or any part thereof, has been subject to any order in regard to the protection of the environment, fire safety or health hazard, or whether the Salvage Yard, or any part thereof, has been subject to an order within a previous twelve (12) month period;
- g) Information on whether the Person or any officer or director of the person, who had a licence for a Salvage Yard suspended or revoked in any Municipality in Ontario;
- h) A current Hazardous Waste Information Network Generator number, as required pursuant to applicable law;
- i) A valid insurance certificate pursuant to 7.5 herein; and
- j) Evidence of the ownership of or right to carry on the operation of the Salvage Yard on the premises where the Salvage Yard is to be located.
- k) A site plan for the Salvage Yard as provided in 7.6 herein;
- l) A satisfactory plan that addresses:
  - a. On-site storm management with no off-site liquid drainage;
  - b. A spills action plan; and
  - c. An emergency disaster plan.

- 7.2 In the case of a Salvage Yard that is owned by a partnership, the personal appearance required by 7.1 shall be made by one of the partners, provided the application shall be signed by all of the partners. In the case of a Salvage Yard owned by a corporation, the personal appearance shall be made by an officer of the corporation who is authorized to bind the corporation and not by an agent thereof.
- 7.3 Without limiting the generality of any other provision in this By-law, persons associated in a partnership applying for a Salvage Yard Licence shall file with their application a statutory declaration, in writing, signed by all members of the partnership, dated within 30 days of the application, which declaration shall state:
- a) The full name of every partner and the address of his ordinary residence;
  - b) The name or names under which it carries on or intends to carry on business;
  - c) That the Persons therein named are the only members of the partnership;
  - d) The mailing address of the partnership; and
  - e) The date the statutory declaration was entered into by each member.
- 7.4 Without limiting the generality of any other provision in this By-law, every Corporation applying for a Salvage Yard Licence or every Corporation that is a partner in a partnership applying for a Salvage Yard Licence shall file with the Clerk, at the time of making its application, a copy of its articles of incorporation or other incorporating documents, a certificate of status dated within 30 days of the date of the application indicating the corporation to be active and in good standing and shall file a statutory declaration, in writing signed by an Officer of the Corporation, dated within 30 days of the application, which declaration shall state:
- a) The full name of every officer and director and the address of his ordinary residence;
  - b) The name or names under which it carries on or intends to carry on business;
  - c) That the Persons therein named are the only officers and directors of the Corporation;
  - d) The mailing address for the Corporation.
- 7.5 For the purposes of consumer protection in the event of personal injury and/or property damage, and for claims of actions or proceedings resulting from breach of the terms of any Salvage Yard Licence issued pursuant to this By-law, every Person who holds a Salvage Yard Licence shall:
- a) Provide and maintain Commercial General Liability Insurance, by a licenced insurer within the Province of Ontario, subject to limits not less than \$2,000,000.00 inclusive per occurrence for bodily injury, death, and damage to property including loss of use thereof arising from such activity;
  - b) Ensure that the insurance be in the name of the property owner and shall name the Township as an additional insured thereunder;
  - c) Deliver a Certificate of Insurance listing the requirements as set out in (a) and (b) above which insurance shall remain in effect for the term of the Salvage Yard Licence and shall not be cancellable except on thirty days prior notice to the Township; and
  - d) Indemnify and save harmless the Township for all losses, costs, damages, charges and expenses whatsoever that may be incurred, sustained or paid by the Township resulting from the negligent acts, omissions, and/or breach of contract of the Owner including, without limitation, those arising from in-the performance or non-performance of the Owner's obligations under this By-law.
- 7.6 (1) Every Person who applies for a Salvage Yard Licence shall provide the Clerk with a site plan for the Salvage Yard that shows:
- a) The legal boundaries for the Salvage Yard;
  - b) The location of all existing and proposed buildings, roads, driveways, parking areas, storage areas and operating areas; and
  - c) The location of any fence or other barrier as required under section 11 of this By-law.

(2) The legal boundaries of the Salvage Yard shall only include those lands that are owned or are leased by the Person applying for a Salvage Yard Licence.

(3) Every Person who applies for a Salvage Yard Licence shall allow the Clerk or a By-law Enforcement Officer to enter onto the Salvage Yard to verify the site plan as provided under subsection (1) of this section.

#### 7.7 RENEWAL OF SALVAGE YARD LICENCE

Every Person who applies for a renewal of a Salvage Yard Licence under this By-law shall deliver to the Clerk of the Township an application to renew, together with the information and documentation and the required renewal fee a minimum of seven (7) business days before the Salvage Yard Licence expires as provided for in paragraphs, 7.1 to 7.6 herein together with 6.1.

#### 8. ISSUANCE, RENEWAL OR REVOCATION OF SALVAGE YARD LICENCE

##### 8.1 Subject to 8.2 herein:

- a) Salvage Yard Licences shall be issued for a maximum period of one year and shall come into effect on the date that they are issued and expire on December 31 of that same year;
- b) The Salvage Yard Licence is not transferable;
- c) The Salvage Yard Licence terminates upon the death of the Licensee or the dissolution of the Corporation or partnership;
- d) Any fee submitted is non-refundable; and
- e) The Salvage Yard Licence shall specify the location for which the Salvage Yard Licence is applicable.

##### 8.2 A Salvage Yard Licence application or renewal application may be refused, or a Salvage Yard Licence revoked by the Clerk if:

- a) The information on the application or renewal is incorrect or cannot be verified;
- b) The application or renewal is incomplete; ~~and/or~~
- c) The Applicant is in non-compliance with the terms of the Salvage Yard Licence and the requirements of this By-law; ~~or~~
- d) ~~the~~The information provided to the Clerk pursuant to 7.1(e) ~~and/or~~ (g) discloses a conviction or a licence suspension or revocation within the twenty-four (24) months predating the date of the application for ~~licence-a Licence.~~

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##### 8.3 The Clerk reserves the right to revoke any Salvage Yard Licence where:

- a) there has been a misrepresentation or false statement or declaration;
- b) the Applicant is deemed to be in non-compliance with the terms of the Salvage Yard Licence which includes compliance with the operational requirements of this By-law; and/or
- c) the Salvage Yard Licence or permits granted to the Applicant by any provincial authority are revoked, cancelled or otherwise not maintained in good standing.

##### 8.4 The Clerk shall give the Applicant notice of the refusal or revocation of Salvage Yard Licence/renewal by registered mail addressed to the municipal address of the Applicant declared on its application/renewal form. Notice shall be deemed effective as received five (5) business days after mailing of the Notice.

##### 8.5 The Applicant may within fifteen (15) business days of receiving the Notice prescribed in paragraph 8.4 appeal the Clerk's decision to the Council of the Township in writing. The Notice of Appeal shall set forth in writing the specific grounds of appeal and be accompanied by a non-refundable appeal fee of \$500.00. The Appeal shall be delivered in person by the Applicant to the Clerk.

##### 8.6 Council of the Township shall consider the appeal of the Applicant at the next regular Council meeting next following the date of the filing of the Appeal Council may:

- a) Affirm the decision of the Clerk; or

- b) Direct the Salvage Yard Licence or renewal be granted, or the revocation set aside on such terms and conditions as Council shall deem appropriate.
- 8.7 The Clerk shall provide the Applicant in writing with the decision of Council ("Notice of Decision") forthwith and by registered mail addressed to the mailing address of the Applicant set out in the Notice of Appeal. Notice shall be deemed to be effective five (5) business days after mailing of the Notice of Decision.
- 8.8 The Notice of Decision issued Council as provided for in paragraph 8.7 is final and non-appealable.
- 8.9 Where a Salvage Yard Licence under this By-law has been revoked the holder of the Salvage Yard Licence shall return the Salvage Yard Licence to the Clerk within twenty-four (24) hours of service of the Notice of Decision.

9. CHANGE OF STATUS

- 9.1 Where there is any change in any of the particulars relating to a Licensee under this By-law, which particulars were required to be filed with the Township on applying for a Salvage Yard Licence, such Person shall report the change, in writing, to the Clerk within six (6) calendar days of the change.
- 9.2 Where there is to be a change in the composition or the controlling interest of a partnership licenced under this By-law, the Licensees hereunder in partnership shall obtain the written approval of the Clerk prior to the change, **having provided the Clerk with any information required including information pursuant to 7.1 (e), (g), 7.2 and 7.3. (NTD: Should this continue to require consent or be amended similar to 9.3?)**
- 9.3 Where there is proposed to be a change in the composition of the Board of Directors ~~or Officers~~ of a corporation licenced under this By-law, the ~~Corporation~~ corporation shall provide the Clerk ~~with the~~ information that would ~~have~~ otherwise ~~have~~ been required pursuant to paragraph 7.4(a) and ~~7.4~~(c).
- 9.4 A ~~Corporation~~ corporation licenced under this By-law shall not appoint or elect any person to be a Director or Officer if such person has been either personally or as a ~~Director~~ director or ~~Officer~~ officer of a ~~Corporation~~ corporation that has been convicted of an offence within the meaning of 7.1(e) or had a licence suspended or revoked for the operation of a salvage yard within the preceding twenty-four months.

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10. GENERAL

- 10.1 Each Person who holds a Salvage Yard Licence shall notify the Clerk within six (6) calendar days of any criminal convictions registered against the Person that relate in any way to an act of dishonesty, fraud or theft.
- 10.2 Each Person who holds a Salvage Yard Licence shall notify the Clerk within six (6) calendar days of any order or conviction pursuant to any environmental, fire safety, health hazard or regulation that relates to its Salvage Yard.
- 10.3 No Person who applies for a Salvage Yard Licence shall knowingly misstate or provide false information to the Clerk.

11. OPERATIONAL REGULATIONS

- 11.1 Subject to the provisions of 11.3 and 11.4 herein, every Person applying for a Salvage Yard Licence shall erect ~~and maintain~~ a fence or berm approved by the Township in advance of erection, that encloses the Salvage operation:
  - a) To a minimum height of 3.05 meters above grade and not to exceed 5.49 meters above grade;
  - b) Any fence section shall be constructed of a solid uniform material being of a neutral uniform colour;

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- c) To provide a visual barrier to the Salvage operations; and
- d) Such fence or berm shall thereafter be kept in good repair and appearance at all times.

**11.2** If an opening is required in any fence or berm as required under section 11.1 of this By-law for ingress or egress, then the opening shall be covered by a gate that:

- a) Is the same height as the fence or berm;
- b) Is kept in good state of repair at all times;
- c) Does not open over a travelled portion of a public road allowance or sidewalk;
- d) Is kept clear of obstructions so that it may be opened fully at all times;
- e) Opens to a width of at least 3.5 meters; and
- f) Is constructed of a solid uniform material being of a neutral uniform colour, unless there existexists immediately inside the opening a secondary visual barrier composed of, either separately or in combination, a building, treeline to a height of the outer fence or berm, berm or secondary fence that creates a full visual barrier of the salvage operations.

**11.3** Any Person applying for a Salvage Yard Licence may be exempt from the requirements of 11.1 for that part of its property that provides public access to the property, subject to the following requirements:

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- a) Only one side of the property is exempt;
- b) That the exempt part of the property shall otherwise have a security fence running its full length;
- c) That there shall otherwise be a full visual secondary barrier of the salvage process and operation that has been approved by the Township in advance. Any secondary barrier may be formed in whole or in part by a solid fence, berm, building or treeline or other material approved by the Township in advance with such secondary barrier complying with the height requirements of 11.1(a).

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**11.4** Every Person who holds a Salvage Yard Licence shall ensure that:

- a) The outdoor area of the Salvage Yard is kept in a clean, neat, orderly and sanitary condition;
- b) All storage containers, and other materials belonging to the Person, or used for the Salvage Yard operation on-site, are kept within the enclosed area as required under section 11.1 of this By-law or an enclosed building;
- c) No Salvage is loaded, unloaded, sorted, processed, dismantled, crushed, recycled, demolished, displayed, stored or placed outside of enclosed area as required under section 11.1 of this By-law or an enclosed building;
- d) No Salvage inside the fence required under section 11.1 of this By-law is above the height of the fence and in any event is not greater than 4.57 m in height above grade;
- e) No Salvage within the Salvage Yard is placed against the fence required under section 11.1 of this By-law;
- f) No gasoline, vehicle fluids or other chemicals from the Salvage Yard enter onto any adjoining lands or into any aquifer, lake, pond, river, stream, drainage pond, drainage ditch, storm sewer, or other body of water;
- g) No Salvaging, shipping container or other material is placed on the roof of any building within The Salvaging Yard;
- h) All vehicle batteries within the Salvage Yard are stored in the environmentally safe manner within an enclosed building; and
- i) All outdoor lighting is arranged so as to divert light from any adjoining lands, inclusive of any public road allowances.

#### **11.54 OPERATING HOURS**

- a) No Licensee shall allow any work in connection with the Salvage operation outside the following hours:



Monday through Friday, 7:00 a.m. to 7:00 p.m. and

Saturday, 8:00 a.m. to 5:00 p.m.;

- b) No Licensee shall allow any work in connection with the Salvage operation on a statutory holiday ~~recognized in the Province of Ontario~~;
- c) No Licensee shall allow access to the premises at any time unless there is an attendant on duty;
- d) Idling of trucks must be kept to a minimum;
- e) Paragraph (a) and (b) do not apply when a vehicle is dropped off at the Salvaging Yard pursuant to the direction of a Police Officer or other law enforcement official;
- f) Shipping of ~~materials~~ Materials is ~~allowed~~ permitted outside the hours specified in 11(a).

## 12. TRANSACTION RECORDS

- 12.1 Every Person who holds a Salvage Yard Licence shall maintain a Register ~~shall either be~~ in the form of a paper booklet or an electronic format.
- 12.2 Every Person who holds a Salvage Yard Licence who acquired a vehicle, vehicle parts or salvage for the purpose of dismantling or selling such at the Salvage Yard, either personally or through an employee or agent, from another person, shall immediately record in their Register, in English, and where applicable in the legible script, using permanent ink, the following:
  - a) The full name and address of the Person from which they received the vehicle, vehicle parts or salvage;
  - b) The date of acquisition;
  - c) The name of the Licensee, or the Licensee's employee or agent who obtained the vehicle, vehicle parts or salvage;
  - d) The consideration given for the vehicle, vehicle parts or salvage; and
  - e) A completed description of the vehicle, vehicle parts or salvage, including the VIN, if applicable. Each vehicle, vehicle part or salvage shall be personally examined by the recipient or his designate to verify the VIN matches any ownership receipt given
- 12.3 Every Person who holds a Salvage Yard Licence shall make their Register, be it the written document Register or the electronic format Register, available for inspection upon request of a Police Officer, the Clerk or By-law Enforcement Officer and if required shall copy the Register or any part thereof and provide such to the Police Officer, Clerk or By-law Enforcement Officer.
- 12.4 Every Person who holds a Salvage Yard Licence who maintains their Register through a computer software program shall upon the request of a Police Officer, the Clerk or By-law Enforcement Officer:
  - a) Allow a Police Officer, Clerk or By-law Enforcement Officer to review the on-screen information for the Register; ~~and~~
  - b) Print or otherwise copy the Register or any part thereof and provide such to the Police Officer, the Clerk or By-law Enforcement Officer; ~~and~~
  - c) Ensure that the information required by 12.2 is readily available and accessible on-site.
  - ~~d) Shall not delete, erase or otherwise remove, in whole or in part, from the computer program any of the information required to be maintained pursuant to 12.2~~
- 12.5 Every Person who holds a Salvage Yard Licence shall ensure that the Register is in a neat condition and that no pages ~~are~~ removed, destroyed, obliterated or altered. ~~No Person shall delete, erase or otherwise remove, in whole or in part, from the computer program any of the information required to be maintained pursuant to 12.2.~~
- 12.6 No Person who holds a Salvage Yard Licence shall remove or allow any other Person, with the exception of a Police Officer, the Clerk or other Law Enforcement official, to remove any written ~~Document~~ document Register from the Salvage Yard.



- 12.7 No Person who holds a Salvage Yard Licence shall purchase or acquire any vehicle or vehicle parts unless the Person observes proof that the person selling the vehicle or vehicle part is the lawful owner.

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### 13. RETENTION PERIOD

- 13.1 No Person shall alter, dismantle, repair, dispose of or in any way part with any vehicle, if such vehicle has a vehicle identification number obliterated, mutilated or missing, seven (7) model years old or less, purchased or take in exchange, until after the expiration of seven days from the date of obtaining the said vehicle, and during the said period the vehicle so obtained shall be subject to an inspection at any time by a Police Officer.
- 13.2 Notwithstanding section 13.1, a Person may dispose of ~~any~~ such vehicle, purchased or taken in exchange before the expiry of the seven (7) days from the date of obtaining the said vehicle, if a Police Officer has authorized in writing the release of the vehicle.
- 13.3 Section 13.1 and 13.2 of this By-law shall not apply where the Person acquires a vehicle from another Person who operates a Salvage Yard or Impound where a retention period has already transpired.

### 14. PROHIBITIONS

- 14.1 No Person shall carry on the business of a Salvage Yard without displaying the Salvage Yard Licence in ready public view in the Salvage Yard.

### 15. RIGHT TO INSPECT

- 15.1 a) Any licensed premises, at any reasonable time, may be entered and inspected by the Clerk, a By-law Enforcement Officer or Police Officer for the purpose of enforcing this By-law.
- b) No Person shall obstruct or hinder the inspection of Salvage operations and any records by the Clerk, a By-law Enforcement Officer or Police Officer.

### 16. EXCEPTIONS

- 16.1 The provision of this By-law shall not apply to the following:
- a) The premises of a licensed garage or a licensed new or used automobile dealer on which used automobile parts are kept on hand as part of its inventory for the purposes of carrying out repairs on the premises.

### 17. TRANSITIONAL

- 17.1 Notwithstanding any other provision of this By-law, existing Salvage Operations and in good standing licenced pursuant to By-law 36-2011 of the Township are exempted from the provisions of this By-law, as follows:
- a) Existing fencing in compliance with By-law 36-2011, as of the date of passage of this By-law, kept in good repair, shall be deemed to be in compliance of this By-law, until the earlier of five (5) years from the passage of this By-law or the substantial repair or replacement of the fencing.

### 18. SEVERABILITY

- 18.1 Should any section, clause or provision of this By-law be declared to be invalid by any court of competent jurisdiction, the same shall not affect the validity of this By-law as a whole or any part thereof, other than the part that was declared to be invalid.

### 19. PENALTY

**19.1** Every individual who contravenes a provision of this By-law, and every director or officer of a corporation who concurs in the contravention by the corporation, is guilty of an offence and on conviction is liable to a fine not exceeding \$25,000 exclusive of costs, for each offence, pursuant to the *Municipal Act*.

**19.2** Every corporation who contravenes a provision of this By-law is guilty of an offence and on conviction is liable to a fine not exceeding \$50,000 exclusive of costs, for each offence, pursuant to the *Municipal Act*.

**20. ADMINISTRATIVE PENALTY PURSUANT TO THE MUNICIPAL ACT**

**20.1** For purpose of promoting compliance with this By-law there ~~shall~~may be an administrative penalty of \$2,000.00 payable by a Person being in non-compliance with this By-law. In the event an Administrative Penalty is levied pursuant to this section, then no offence notice or proceeding may be commenced or continued pursuant to Section 19.

**20.2** The administrative penalty provided for in 20.1 constitutes a debt owed to the Corporation. If the penalty is not paid within fifteen (15) days after the day it became due and penalty, the Treasurer of the Corporation may add the administrative penalty to the tax roll for any property in the Municipality for which any of the registered owners who are responsible for paying the administrative penalty, and collect it in the same manner as Municipal taxes.

**21. REPEAL**

**21.1** By-law 36-2011 is hereby repealed. Notwithstanding this section, licences issued under By-law 36-2011 ~~shall~~ be deemed to be licences under this By-law until they expire or are revoked or renewed, in accordance with this By-law.

By-law read a first and second time this                      day of                      , 2019

By-law read a third time and passed this                      day of                      , 2019

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

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

**RECEIPT OF COMPLETE APPLICATION**

**TAKE NOTICE** that the Township of Melancthon has received a complete application to amend Municipal Zoning By-law 12-1979. The application affects lands located at 476499, 3rd Line O.S, located in Part of Lot 9, Concession 2 O.S. (see attached Key Map). The purpose of the application is to zone the subject lands to permit an existing dwelling and accessory storage building in the Open Space Conservation (OS2) Zone.

**AND PURSUANT** to Section 34 (10) 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 under Section 34 of the Planning Act, R.S.O. 1990, c.P. 13 as amended, to allow the public to comment on the application for a proposed Zoning By-law Amendment.

The public meeting is being held for the application described below to enable interested members of the public to understand and comment on the Zoning By-law Amendment.

**DATE AND LOCATION OF PUBLIC MEETING**

Date: Thursday, December 12, 2019  
Time: 10:45 am  
Location: 157101 Highway 10, Township of Melancthon Municipal Office (Council Chambers)

**DETAILS OF THE ZONING BY-LAW AMENDMENT**

The purpose of the proposed by-law is to amend the Restricted Area (Zoning) By-Law No. 12-1979 as amended, to lands located in Part of Lot 9, Concession 2 O.S. located at 476499 3rd Line O.S. The purpose of the application is to recognize the historic and existing residential use of the subject lands. The subject lands are proposed to be zoned Open Space Conservation Exception (OS2-2) to permit an existing dwelling and a detached accessory storage building. The historic dwelling located on the subject lands was destroyed by fire and this rezoning will recognize a replacement dwelling.

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

**ADDITIONAL INFORMATION AND MAP OF LAND SUBJECT TO THE APPLICATION**

A key map showing the land to which the proposed amendment applies is provided on this notice.

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

If a person or public body does not make oral submissions at a public meeting or make written submissions to Council before the proposed By-law is approved, the person or public body is not entitled to appeal the decision of Council to the Local Planning Appeal Tribunal.

If a person or public body would otherwise have an ability to appeal the decision of Council of the Township of Melancthon to the Local Planning Appeal Tribunal but the person or public body does not make oral submissions at the public meeting or make written submissions to the Township of Melancthon before the by-law is passed, the person or public body is not entitled to appeal the decision.

If a person or public body does not make oral submissions at a public meeting or make written submissions to Council before the proposed By-law is approved, 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.

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.

Additional 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: November 20, 2019



Denise Holmes, CAO - Township of Melancthon

LANDS SUBJECT TO APPLICATION FOR  
ZONING BY-LAW AMENDMENT



 Subject Lands

• Municipal Planning Services Ltd. •

**MEMORANDUM**

**To:** Mayor White and Members of Council  
**Copy:** Ms. Denise Holmes, CAO  
**From:** Chris Jones MCIP, RPP  
**Date:** December 4, 2019  
**Re:** Application for ZBA – West Part Lot 9, Concession 2 O.S (Huxtable)

---

The Township is in receipt of an application for a zoning amendment for lands located in the West Part of Lot 9, Concession 2 O.S. The applicant's lot has a lot area of 20 hectares (50 acres). The location of the subject lands is shown in Figure 1.

**Figure 1 – Location of Subject Lands**



The applicant has owned and lived in a home on the subject lands since 1968, however in 2017 the applicant's home was destroyed by fire.

The subject lands are substantially located in the Open Space Conservation (OS2) Zone. The OS2 Zone does not permit residential uses and although the previous dwelling formerly existed as a legal non-conforming use, the Township's Zoning By-law does not protect the status of a legal non-conforming use once the use is discontinued. As a result, the only way the Township can issue a building permit is to appropriately zone the subject lands to permit a dwelling.

---

• Municipal Planning Services Ltd. •

51 Churchill Drive, Unit 1  
Barrie, Ontario  
(705) 725-8133

In 2018, the applicant was made aware of the constraint imposed by the Zoning By-law through meetings during in-house consultations and my recommendation to the owner was to submit an application for a zoning by-law amendment.

The subject lands are also located within the NVCA regulation area. On September 20, 2018, the owner obtained NVCA Permit 2018-10422, which is attached at Appendix 1. The permit authorized the construction of a replacement dwelling.

At some point subsequent to the issuance of the NVCA Permit, the owner elected to bring a factory built home onto the site without a building permit and therefore in contravention of the Township's Zoning By-law.

The purpose of this amendment is therefore to recognize the dwelling as well as an existing detached storage building on the subject lands. The approval of this amendment will allow the owner to obtain a building permit for the dwelling.

I have attached a zoning by-law amendment for Council's consideration and would recommend it for approval.

Respectfully Submitted,



---

Chris Jones MCIP, RPP



United States Department of Health and Human Services  
Office of the Assistant Secretary for Health  
Washington, D.C. 20201



## • Appendix 1 •

1. The following information is being provided to you for your information only. It is not intended to be used for any other purpose.

2. The information is being provided to you for your information only. It is not intended to be used for any other purpose.

3. The information is being provided to you for your information only. It is not intended to be used for any other purpose.

4. The information is being provided to you for your information only. It is not intended to be used for any other purpose.

5. The information is being provided to you for your information only. It is not intended to be used for any other purpose.

6. The information is being provided to you for your information only. It is not intended to be used for any other purpose.





**Nottawasaga Valley Conservation Authority**

8195 8<sup>th</sup> Line, Utopia, ON, L0M 1T0  
T: 705-424-1479 • F: 705-424-2115  
E: admin@nvca.on.ca • nvca.on.ca

September 20, 2018

**PERMIT**

2018-10422

In accordance with Section 28 (1) of the *Conservation Authorities Act*, R.S.O. 1990 and Ontario Regulation 172/06, permission has been granted to the applicant, subject to the conditions below.

If you do not agree with these conditions, you have a right to a Hearing under the *Conservation Authorities Act*. Please notify the Nottawasaga Valley Conservation Authority (NVCA) within 30 days of receipt of this permit to exercise your right to a Hearing. Should you fail to notify the NVCA within 30 days of receipt of this permit, you will agree to the conditions as set out below.

**APPLICANT:** **Ila Huxtable**  
P.O. Box 116  
Shelburne, Ontario, L9V 3L8

**LOCATION:** 476499 3<sup>rd</sup> Line  
Part Lot 9, Concession 2  
Township of Melancthon, County of Dufferin  
Assessment Roll Number: 22190000060570000000

**PROPOSAL:** for the re-construction of a dwelling lost in a fire with a 28' x 50' slab-on-grade modular home, at the above noted location as indicated on the attached or noted drawings/reports, subject to the following conditions:

**This permit is valid from September 20, 2018 to September 20, 2020**

**PERMIT CONDITIONS**

- 1) The owner acknowledges that this permit is non-transferrable and is issued only to the current owner of the property. The owner further acknowledges that upon transfer of the property into different ownership, this permit shall be terminated and a new permit must be obtained from NVCA by the new owner.
- 2) That consent is given to NVCA, its employees and other persons as required by NVCA, to access the property for the purpose of inspection, obtaining information, and or monitoring any and all works, activities and or construction pertaining to the property in addition to the works as approved under cover of any permit issued by NVCA.
- 3) That the works be carried out in accordance with the following submissions:
  - ***Regulations File # 31559 – NVCA Permit Application (dated June 15, 2018), Site Photographs, Site Inspection Notes. (Retained)***
  - ***Site Plan – Hand Drawn by Agent with proposed modular home location. Revised during onsite inspection with NVCA staff and signed/dated by John Burchell September 5, 2018. (Attached)***
- 4) All materials and equipment used for the purpose of site preparation and project completion shall be operated and stored in a manner that prevents any deleterious substance from entering the water. Vehicular re-fuelling and maintenance should be conducted well away from the water (>30m).

- 5) Please note that this permit is only valid if approvals, agreements or permits are received from all other agencies having jurisdiction.
- 6) That all development and site alteration is subject to all other applicable federal, provincial and municipal statutes, regulations and by-laws, such as the Municipal Act, Zoning and Tree-Cutting By-Laws, the Federal Fisheries Act, Navigable Waters Act, Public Lands Act, Lakes and Rivers Improvement Act, Drainage Act, Environmental Protection Act and the Ontario Water Resources Act.
- 7) That this permit does not confer upon you any right to occupy, develop or flood lands owned by other persons or agencies.
- 8) That appropriate erosion and sediment control measures are installed **prior to construction** and maintained until all disturbed areas are stabilized, to ensure that sediments do not enter any watercourse, wetland, lake, pond or sensitive area within the development or adjacent properties. When an erosion and sediment control plan appears to be inadequate, the deficiencies must be addressed and additional measures or practices implemented as needed. It is the responsibility of the owner and the owner's representative (if contracted) to implement, monitor and maintain all erosion/sedimentation control structures and practices until vegetative cover has been successfully established. Silt fence must be installed as per BSD-23 Draft (<https://www.nvca.on.ca/Shared%20Documents/Silt%20Fence.pdf>).
- 9) No grading of the existing contours of the lot is permitted with the exception of that which is absolutely required for the proposed development and as identified on the approved Site Plan. The natural drainage patterns beyond the immediate work site area are to remain in their natural state and existing vegetation shall not be removed.
- 10) That no tree or vegetation removals or any site alteration shall take place within the wetland surrounding the proposed dwelling and that machinery is prevented from working within the wetland.
- 11) That no filling or importation of fill to the property has been proposed or permitted as part of the proposed works.
- 12) That any excess excavated material must be placed at least 30 metres from any slope, lake, pond, wetland, watercourse or floodplain. That any fill material stockpiled for longer than 30 days must be stabilized and re-vegetated to prevent erosion.
- 13) The owner shall ensure all excess material generated from the works will not be stockpiled and/or disposed of within any area regulated by NVCA (on or off-site) pursuant to Ontario Regulation 172/06 without a permit from the NVCA.
- 14) The soils disturbed during construction and access should be stabilized as soon as possible upon completion of work and restored to a pre-disturbed state or better. Disturbed areas should be re-vegetated/seeded when the growing season permits using plantings and seed mix native to Ontario. From September 15<sup>th</sup> to April 30<sup>th</sup>, structural stabilization techniques (e.g. application of erosion control blankets) should be utilized.
- 15) That appropriate measures be taken to ensure the structural integrity of all proposed buildings in relation to the organic soils. This can be implemented through the provisions of the Ontario Building Code Act as administered by the local municipality.
- 16) If organics are encountered, you must have a qualified geotechnical engineer evaluate soils conditions on the site and make recommendations for foundation design. The engineer must inspect at the time of foundation construction and provide certification that the foundation is in compliance with their recommendations.

- 17) That the owner provides copies of this permit to any contracting or construction supervisor(s) who must have a copy of the permit available on-site for inspection by an officer when requested and that the owner ensure that all of the contractors and site supervisors are aware of the obligations under this permit including any obligations assigned by the owner to the contractors and supervisors. All contractors and site supervisors must be aware that they may also be held responsible for any violations in relation to the obligations outlined under this permit.
- 18) The owner shall notify NVCA at least 30 days prior to the expiration date on the permit if a renewal of the permit will be requested.

**Note:** It is the responsibility of the applicant to carry out the works in accordance with the above conditions. Failure to do so may result in cancellation of the permit and possible action in accordance with the Conservation Authorities Act.

**Note:** This property is located within the Regional Storm Floodplain of the Boyne River and may be subject to flooding during this storm event.

**Should you have any questions regarding this permit, please contact Daniel Dyce, Regulations Technician at (705) 424-1479 extension 245.**



Daniel R. Dyce  
Regulations Technician



Andrew Fera  
Regulations Technician  
Officer under the *Conservation Authorities Act*

Copy: Township of Melancthon – Building/Planning Department (by email)  
John Burchell (by email)  
File (1)

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON  
BY-LAW NO. \_\_\_\_\_

(Huxtable – December 4, 2019)

Being a By-law to amend By-law No. 12-79, as amended, the Zoning By-law for the Township of Melancthon for lands located in the West Part of Lot 9, Concession 2 O.S. in the Township of Melancthon, County of Dufferin.

WHEREAS the Council of the Corporation of the Township of Melancthon is empowered to pass By-laws to regulate the use of land pursuant to Section 34 of the Planning Act, 1990;

AND WHEREAS the owner of the subject lands has requested a zoning by-law amendment to recognize the long-standing residential use of the subject lands;

AND WHEREAS the Council of the Corporation of the Township of Melancthon deems it advisable to amend By-Law 12-79, as amended;

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 zoning lands located in the West Part of Lot 9, Concession 2 O.S. in the Township of Melancthon, from the Open Space Conservation (OS2) Zone to the Open Space Conservation Exception (OS2-2) Zone as shown on Schedule A-1 attached hereto, which forms part of this By-law.
2. And Furthermore, Zoning Bylaw No. 12-79 as amended, is further amended by adding the following new subsection after subsection 18.5 a):
  - b) *Notwithstanding Section 18.2, on lands located in the West Part of Lot 9, Concession 2 O.S, and located in the OS2-2 Zone, an existing detached residential dwelling and one detached accessory storage building shall be a permitted use. And furthermore no expansion to the dwelling or detached accessory storage building shall be permitted subsequent to the enactment of the OS2-2 Zone.*
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) of the Planning Act (Ontario).

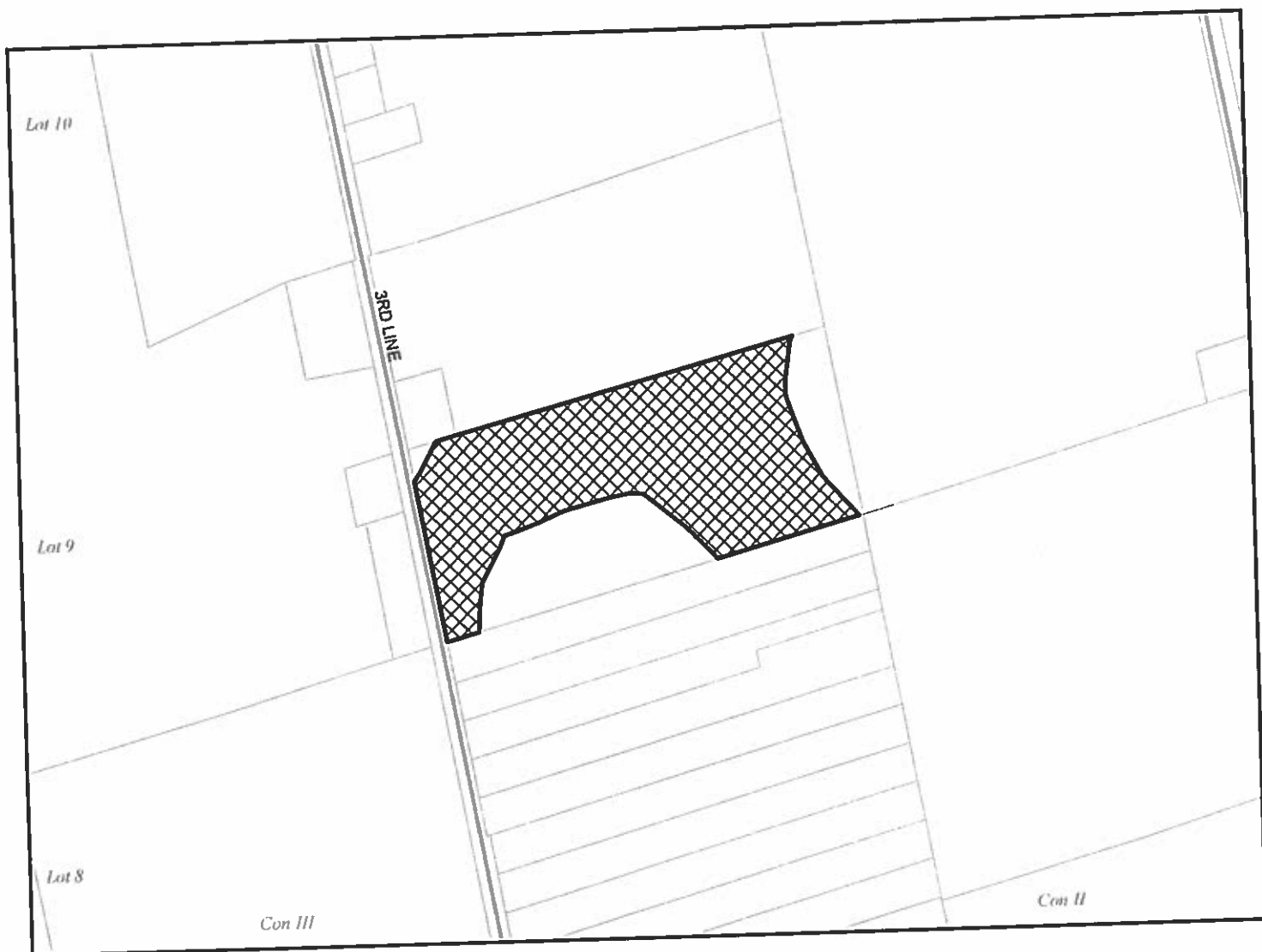
READ A FIRST AND SECOND TIME on the 12th day of December 2019.

READ A THIRD TIME and finally passed this 12th day of December 2019.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

**Schedule 'A-1'**  
**By-law 2019-\_\_\_\_\_**  
**West Part of Lot 9, Concession 2 O.S.**  
**Township of Melancthon**



Lands to be rezoned from the Open Space Conservation (OS2) Zone  
to the Open Space Conservation Exception (OS2-2) Zone

This is Schedule 'A-1' to By-law \_\_\_\_\_

Passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk