



**TOWNSHIP OF MELANCTHON - ELECTRONIC MEETING  
COMMITTEE OF THE WHOLE - THURSDAY, NOVEMBER 19, 2020 - 6:30 P.M.**

*(For information on how to join the meeting, please go to the Council Meetings page on the Township Website to find the link, meeting code and password)*

**1. Call to Order**

**2. Additions/Deletions/Approval of Agenda**

***Motion - that the Agenda be approved as \_\_\_\_\_.***

**3. Adoption of Draft Minutes - October 15, 2020**

***Motion: that the minutes of the Committee of the Whole Meeting held on October 15, 2020 be approved as circulated.***

**4. Business Arising from the Minutes**

**5. Correspondence**

**6. General Business**

1. Letter from David Thwaites regarding the Horning's Mills Hall
2. Community Consultation Meeting Notes regarding the Horning's Mills Hall
3. Unfinished Business
  1. Heritage Advisory Committee Terms of Reference - Draft
  2. Cycling Trails/Routes
4. Other/Addition(s)

**7. Delegations**

**8. Adjournment and Date of Next Meeting**

***Motion: that we adjourn Committee of the Whole at \_\_\_\_\_ p.m. to meet again at the call of the Chair.***

## Denise Holmes

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**From:** David Thwaites [REDACTED]  
**Sent:** Thursday, November 12, 2020 3:46 PM  
**To:** Denise Holmes  
**Subject:** Hornings Mills Hall  
**Attachments:** Horning Mills Hall.docx

Denise:

I have attached a letter directed to Council for next week's Committee of the Whole consideration.

Thanks,

David

DAVID THWAITES

[REDACTED] MELANCTHON, ONTARIO  
[REDACTED]

November 12, 2020

Mr. Mayor, Deputy Mayor and Councilors

Township of Melancthon

Re: Hornings Mills Community Hall

The following letter constitutes my thoughts and comments on the matter of the Hornings Mills Community Hall as Council had the opportunity to conduct the public meeting on October 19 after the challenges of Covid pandemic forced the rescheduling from early April, 2020. The same pandemic continues to impact the operations of the Hall and will for the foreseeable future, the later observation being the grace in the timeline as there is no urgency to determine or conclude any discussion on governance or operations.

The positive component of the Public Meeting was that it underlined the value that the people of Hornings Mills and surrounding area place on the Hall and the desire to see it continue to serve the people of the community. Further the willingness of apparently so many to be part of whatever model of Hall governance is adopted is heartening. It is perhaps of interest to note that the Hall has been important to many when it operated under a different model, ie the ownership and direction of the Women's Institute, thus establishing that it is not the ownership or even the financial expectations/demands that drives the show, so to speak. One can only hope to have confidence that the people of Hornings Mills and area will support the Hall in the future whatever the model.

The challenge is to recognize that while there has been and is positive that there have been and are "concerns and challenges" that simply cannot have a bandaid placed to resolve what I have come to understand are some unresolved tensions. I would note at this time, as all members of Council are aware, that I was asked to serve as the Council representative when no other Council member was prepared to do so, in part by reason of some of the history of some tensions. In the course of my undertaking this role I, as I have done with any undertaking I become involved with, sought to understand the background and the operating governance. I asked questions, with I note no preset agenda. I received some answers and to others there was an apparent conflict/tension. As a result Council invited the Hall Committee to come to Council to meet and discuss. The tensions became even more apparent and obvious. The review, at the instance of the Mayor with the support of Council,

resulted. It is not the intention of this letter to recite and explore the history or to point blame for where the “blame” might fall.

From what I heard at the public meeting, there are some who favour adopting the status quo which I would understand to mean the operating and governance model in the Melancthon Bylaw. I would note that it is this Bylaw that governs the Hall. It is this Bylaw that I invited Council to review back in the spring, 2019 as it contained deficiencies and matters that had not been addressed or complied with in some time. The Bylaw remains unchanged. Therefore Council, with respect, cannot simply adopt and maintain the status quo. If I was asked, which I appreciate is unlikely; I would be pleased to point to the provisions that must change/be addressed.

If what the Councilors who spoke in favour of the status quo meant to suggest is that the governance model of a Committee composed of multiple volunteers and one Council representative with the requisite changes to the Bylaw otherwise then that might be workable if that is determined to be the best direction.

My thoughts would however be that there are a number of matters that must first be addressed or other models considered. I list them as follows noting that the order/priority may perhaps be shuffled.

1. The governance model is in the form of a Committee of Council, not a Board of Management. This clearly impacts the authority and decision making chain. It would be my suggestion that any “Committee or Board” be composed of five persons, three community volunteers and two Council members. The community volunteers would be appointed annually on one year terms with a maximum consecutive years service limit (perhaps three years). There would not be any predetermined positions from the community, ie from the Women’s Institute.
  2. The scope of operations of the Hall has yet to be determined. This is a decision of Council not the Board/Committee. Is the Hall to be community based or an income generator through rentals? Is the Hall to operate with alcohol use permits, noting that this will require additional governance and monitoring and clearly exposes the Township to a higher risk of lawsuits and claims against insurance that might well impact the Township’s overall liability insurance? Is it to be “free” of “user charges” to Township residents? These types of decisions under a model of Township ownership are not for a Committee or Board to determine.
  3. Operating financial contribution of Township – this issue is directly impacted by the business plan of the Hall. Is it an annual fixed contribution? Is it an annual determination tied to the operating efficiencies/deficiencies of the Hall (as it is with the other Township operations with the CRDC and NDCC) tied to revenue and expenses?
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4. Capital needs- this issue has also not been addressed or determined. Again there seems to be an expectation that the Township undertake and be responsible for the cost. This is a decision for Council not as the Board/Committee determines. Further, it clearly identifies the need to have a Building Assessment conducted to identify immediate challenges and establish appropriate timelines and reserves. This has not been done to date.
5. Further there has been no input or discussion on the manner of operations responsibility and the cost associated. For example, staff of the Township has not been invited to provide any input on the ability to provide the overview and conduct of operations or to provide input on the challenges, if any, of operations run by a "Board". This issue has a potential big financial ticket attached to it in terms of a Hall manager, the maintenance; be it cleaning, repairs, snow clearance, servicing the rentals and operations. I suspect it will not be serviceable by the current Township staff (and nor should it) and this cost will be significant.

I would suggest that Council, before it makes any decisions, make the following decision, to appoint a Committee, composed of non-Council members, to address and consider a Business Plan and report to Council with recommendations having consideration to paragraphs 2-5 herein. The Committee would be chaired by Denise Holmes (sorry Denise to suggest your time) and the three other members would be members of the Community who have NOT been members of the Hall "Board". The Committee would have the ability to seek input/information from others and to retain a professional engineer to scope the building. I might suggest some Community members but Council well know what persons, given their participation at the Public Meeting, who would be best placed and considered for appointment. Given the ongoing Covid issue it might be hoped that the Committee would be able to report to Council by March, 2021 so that any financial considerations could be addressed in the Budget.

I would further suggest that if Council determines that the Township is going to "own" the Hall then it should also obtain from the Institute and the Miles family a full release. The Township should not have the spectre of losing a capital investment if it is going to undertake full ownership.

Thank you,

David Thwaites

**Community Consultation Meeting regarding the Horning's Mills Community Hall**

**Monday, October 19, 2020 - 7:00 p.m. - Zoom**

**Meeting Notes**

All Council Members were in attendance:

Mayor Darren White  
Deputy Mayor Dave Besley  
Councillor Wayne Hannon  
Councillor Margaret Mercer  
Councillor David Thwaites

All Township Staff were present:

Denise Holmes, CAO/Clerk  
Wendy Atkinson, Treasurer  
Donna Funston, Admin/Finance Assistant  
Kaitlin Chessell, Admin/Finance Assistant

Approximately 35-40 members of the public were present.

Mayor White called the public meeting to order and welcomed all in attendance. Mayor White made a statement about the inaccuracies that he has been hearing out in the public about the sale of the Hall which is untrue. He also stated that closing of the hall had not been discussed either.

Mayor White went through the five proposals that were compiled by Council and listed on the Agenda. He then opened the meeting up to discussion.

- ██████████
- submitted letter
  - was on the Board twice
  - listed events that she has attended at the hall
  - keep hall open and running – new families are using it that can benefit from it and we could use them as volunteers
  - requires strong volunteer Board
  - Look at getting new people on the board - as burnout is clearly happening

- ██████████
- her preference is to give back to Women's Institute
  - hall has become politicized and is not a political issue at all
  - part of the community would like to see it thrive
  - always make sure there is consistent financial contributions
  - run by unbiased group of people
  - really need a fresh start

- ██████████
- how many people on the WI? It's a big undertaking – only about 5 people ██████████  
██████████

- everyone would like to see a vibrant community hall without a lot of anxiety, or difficulty of various kinds
- can't run the hall with bake sales – not realistic to expect the vast amount of volunteers the Township needs to commit to maintaining
- very useful if the township commits to maintain the building it owns and the Township works with the volunteers for the business plan
- helpful if the Township works with volunteers to come up with a business plan
- programs for seniors, kids, music
- rolling three year business plan
- structure of governance should grow out of the business plan. Township be proud owner and possibly spend more money and have a model to stand out for Melancthon

- if renting out for a wedding where alcohol will be served, charge a security deposit for clean up of mess

Mayor White

- is hoping to touch on rentals tonight. Would this be to raise funds or would you rather see things like programs just for the community – yoga nights, etc.

- agree with [REDACTED] – need some structure, long term repairs, parking lot, rental set by the Board
- meeting on how we are going to structure the governance
- burnout volunteers and volunteers are hard to come by
- volunteer board needs to be running, the board lead by the Township

- couple comments with the presentation to the WI – there have been many people sign up. There are 8 members.
- there is burnout happening but the burnout is from negotiating funding with Council and the question of ownership
- people best suited is how this hall can best serve the people of the community and it would be the ones doing it all along
- people have come to her to ask her to volunteer and have a fresh start
- Her preference is to give it back to the Women's Institute

- really enjoying this exchange
- provided the [REDACTED] background – grew up in the community
- [REDACTED] part of their heritage
- he has a background in business management
- spoke about structure of a new committee, and thinks it should be run by a Board of Directors, ideal number seven, 3 year term, with sub-committees

- what are people's thoughts about combining one Board? Park Board and Hall Board

- might complicate matters instead of streamlining them
- would be more efficient to run the hall with a full board of events
- should be kept separate to run more efficiently
- could come together for certain events

#### Deputy Mayor Besley

- reaction as far as the administration side of the hall - board responsible for booking dates, upkeep rentals, cleaning, is it too much?
- identified that there is burnout
- it is too much

- the burnout is about financial - lack of funding from Council
- if contribution is \$10,000.00 - \$20,000.00 annually you wouldn't see burnout
- her last comment – the administrative structure will depend on what proposal we go forward with
- would be happy to be a member on the board

- need assured that the Council will fund the hall the same way as we fund the library, rec centres, we should fund our own local hall and need a supportive Councillor on the board
- give to the WI have members and non members of the WI on the board but Township still fund it

- he has a birds eye view of the Hall
- he has been involved in recreation his whole life
- thinks it's a wonderful hall – community driven
- Township should be chipping in some more money certainly with its value in the community

- she showed up tonight to get info
- business plan structure - perhaps we do need to look at this
- cost analysis of where current money comes from and where it is being spent

#### Mayor White

- it takes about \$5,000.00 to \$6,000.00 range for operations – keeping the lights on
- improvements and capital work is all separate items

#### Councillor Mercer

- regarding the options there - are there any options that we don't want – one was the joint park/hall board

- last option is definitely off the table
- no benefit in combining the two boards, park runs smoothly



- keep the problems where they belong
- should be very careful not to compete with Shelburne
- the costs will just continue and continue
- are all the attendees from the Horning's Mills community? It was mentioned that yes, the majority are from Horning's Mills
- his preference is to give back to the WI and the Horning's Mills community are perfectly capable of running the show – let them run it
- the Township must commit to x amount at least for a couple years so they know what they're dealing with and can go about their business

- ██████████
- WI doesn't have enough members and may not be able to run it. Should not go back to WI.

- ██████████
- Been on the board for 8 years and would like to see it given back to the WI as him and ██████████ have just joined and would help run it

- ██████████
- echo ██████████'s point
  - give it back to the WI
  - should go back and be run by the public and board
  - Council's governance not a benefit
  - tax dollars would be recreational use

Mayor White & ██████████

- DW - the wish of Council - love to support the things that are a benefit to the Community
- ██████████ - doesn't see how this would fail
- DW - how do we end up getting there – doesn't have a problem with investment in Horning's Mills hall
- ██████████ - need enough to cover operating
- DW - dedicated annual funding – reserve or capital fund to fund roof repairs (future projects)

- ██████████
- suggestion of residents paying a membership fee, members get discounts on rentals

- ██████████
- has been in touch with halls around the area and how they generate revenue
  - some places do have costing programs
  - non commercial vs commercial use – i.e. - concerts, after school program, cost recovery structure
  - generate revenue would be part of the business plan

- ██████████
- who is on the hall board now

Mayor White

- the answer was no one – Board term expired in April

[REDACTED]

- entering a time of very much change
- he feels the hall is very important - central place for the community
- sheltered people in Honeywood for emergencies
- the community is blessed with the hall
- offering a soup kitchen should be a consideration

Mayor White

- Township took funding opportunity to purchase a generator so the hall could be used in emergency power outage, designated emergency shelter

[REDACTED]

- whatever structure need to re-image the programs but it just isn't for Horning's Mills but for the Township at large. Need to imagine bigger

Mayor White

- there is no other functioning hall in the Township – point well taken

[REDACTED]

- need to decide what we want moving forward
- \$10,000.00/year contribution
- new Board with Council Member
- need younger people in there to get this up and going again

Mayor White

- Won't walk out with an answer tonight, invited all to join at the next Council meeting as there would be further discussion and all meetings are open to the public

[REDACTED]

- going to be hard to decide
- everyone should email with their opinion and suggestions

Mayor White

- Said they would love to see emails with people's choices

Councillor Hannon

- do we as a Council have the ability to guarantee funding over the long time
- Mayor White didn't have an answer – would consult with the CAO/Clerk

[REDACTED]

- she is fairly new to the community, and says it is important to have the hall when trying to meet new people in the area
- would really like to see the hall funding and activities she enjoyed come back

- her observation so far is who will give over the hall financial aspect
- how will the amount of funds to date and offer be determined by Council for the hall?
- is the community going to request an amount
- Mayor White responded that this is a hard question to answer. Sooner rather than later figure out the governance piece
- then they say here's what we plan to do, cost going forward and what we will need to fund it

#### Councillor Mercer

- talked about a business plan and that could identify some of the costs
- this could be something that is required

#### Mayor White

- full scale building assessment to make a capital plan
- not fair to ask the community to come up with a bunch of money

- people interested in hearing what councils opinions are
- if the hall what services would you like and what services would councillors like to see and plan for

#### Mayor White

- would like to see community based programs on a local level – yoga, jam making, paint nights, after school programs (but likely lots of legalities involved in that)
- would like rentals to be secondary revenue source

#### Councillor Mercer

- she likes status quo option but do need a business plan
- mission and vision, sky is the limit
- opportunity for people to thrive in the hall, make some money
- memberships
- thought current volunteers were doing a good job
- she didn't think it was broke
- quite profitable
- business plan and some focus
- phenomenal ideas for programs
- new volunteers
- maybe would volunteer those services (prepare business plan)

#### Councillor Hannon

- think the board that was there doing a commendable job. Got burnt out due to Council
  - see us stay with status quo
  - business plan a great idea
  - capital forecast for reserves
  - bring in some new people for sub-committees
-

Deputy Mayor Besley

- concur with some of the thoughts of fellow councillors
- status quo but a hybrid type
- committee for Easter egg hunt, Christmas dinners, etc.
- really hate to see regular board members doing day to day fund-raisers. Sub committees could take some of the responsibilities of the Hall to help Board members
- business plan, co-related makes all the sense in the world
- get more committees

Councillor Thwaites

- appreciate hearing from the community, verbal and written
- development of a structure in some form
- some form of hybrid structure be considered
- he's open to looking at a different options
- wants to move forward with a business plan

- ██████████
- business plan is the responsibility of the community and it is their business and Councillors shouldn't have any input
  - Councillor on Board has no benefit
  - Board wants to come to council with an issue they can do so
  - he sees real benefit in separating the two (council and board)

- ██████████
- property tax – what is it if it goes back to the WI
  - Mayor White asked ██████████ to send him an email as he did not know the answer

Councillor Mercer

- board of volunteers that would prepare a business plan??

- ██████████
- if there is a business plan, the community should do it to justify certain funding requirements that's appropriate

As there were no more comments, Mayor White advised of the next steps which is to take this back to Council for discussion.

He encouraged those present to send in emails with suggestions and preferences on the proposals. The next Council meeting is November 5, 2020 at 5:00 p.m. and will be a Zoom meeting. Anyone can attend and this will be on the agenda

The meeting adjourned at 8:13 p.m.

**Township of Melancthon  
Heritage Advisory Committee  
(Draft) Terms of Reference  
October 15, 2020**

**PURPOSE:**

The Township of Melancthon's Heritage Advisory Committee is committed to promoting and making the public aware of heritage within the township including but not limited to historical, cultural, and natural heritage such as properties of significant historical, architectural, indigenous, archaeological, recreational, aesthetic, natural or scenic value and interest for the benefit of all citizens in Melancthon.

**MANDATE:**

Established as an advisory committee to Melancthon Township, the Committee reports to Council.

The Committee plays a non-statutory role in that it does not designate heritage properties.

In accordance with the policies and priorities determined by Melancthon Council, the Committee may:

- Work with staff and other individuals and organizations in Melancthon to develop, implement and administer a Cultural Heritage Conservation Strategy to advance heritage;
- Provide assistance, and training to individuals, and organizations in Melancthon or serving Melancthon that have similar aims and objectives as the Heritage Advisory Committee;
- With the consent of owners, the Committee may place markers, signs, cairns or other interpretive facilities in or on a property of interest for the guidance of the public;
- Undertake research and documentation related to heritage in Melancthon for the purpose of compiling information and studies;
- Conduct and arrange exhibits, tours or other activities and events to inform and stimulate the interest of the public in historical, architectural, indigenous, archaeological and other heritage matters;

- Sponsor participation in programs that honour individuals who have contributed to heritage conservation in Melancthon.

**OBJECTIVES/GOALS:**

The objectives of the Committee are to reinforce the link between the Township's heritage, and official and strategic plans.

**WORK PLAN:**

The Committee will work to prepare an annual work plan and budget to support the committee's mandate as outlined in these terms of reference. The work plan will cover an annual time period of January 1 to December 31 in the coming year.

**OPERATIONS/AUTHORITY:**

The Heritage Advisory Committee shall operate according to the Council Procedural By-law regulating the operation of meetings of Council and its Committees and within the policies and guidelines of the Ontario Heritage Act. Members are required to attend meetings on a monthly basis to discuss issues related to the mandate of the Committee.

**GUIDING PRINCIPLES:**

Melancthon's Heritage Advisory Committee works within the guidelines of the Ontario Heritage Act and the Township of Melancthon Official Plan, and Strategic Plan.

Township staff will respond to public enquiries as they relate to providing general heritage information. The appropriate Township staff will ensure that all information from the Committee such as correspondence, comments and/or motions are implemented in a timely manner.

**MEMBERSHIP:**

The Committee will consist of a Chair and Vice-Chair along with three additional members.

All members are subject to the Code of Conduct and Complaint Protocol for the Township of Melancthon.

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**COMPOSITION:**

The Committee will be composed of two members of council, one staff person, and two members of the public.

All members of the Committee have the right to vote.

**QUORUM:**

Committee quorum requires 50 percent + 1 of voting members to be present. If quorum is not attained in the first 20 minutes, the formal meeting cannot proceed and the recording secretary (staff person) is not required to remain and/or provide notes.

**COMMITTEE RESPONSIBILITIES:**

The Committee is designed to:

1) Involve the community and develop partnerships: provide a forum for discussion and understanding heritage from the standpoint of promoting understanding of heritage conservation and looking at opportunities and issues.

2) Educate and inform the community: build awareness and where possible, promote heritage conservation.

**TERM OF OFFICE:**

Committee members will serve for the full term of council. Members will generally serve a maximum of two consecutive terms.

Elections for chair and vice-chair shall occur in November for the following year beginning in January.

**STAFF RESOURCES:**

One dedicated Melancthon Township employee will be assigned to attend the monthly meetings to provide administrative and procedural advice as necessary.

**MEETINGS:**

The Committee will prepare an annual schedule of meetings with meetings occurring once per month. Meetings in July and August may be optional. Generally, however, meetings will be held monthly and are open to the public.

Agendas for each meeting will be distributed to members in advance along with the minutes of the previous meeting. Any recommendations arising from the minutes must relate to the Committee's mandate.

**DECISION-MAKING AND VOTING:**

Where possible, decisions will be made by way of consensus. When a vote is necessary, a motion must be moved and seconded prior to voting.

**BUDGET/FINANCIAL REPORTING:**

The fiscal year of the Committee shall be from January 1 to December 31. The Committee will work with the clerk to submit a budget request that reflects upcoming operating needs, in keeping with corporate budget directions and timelines.

**RUMUNERATION:**

Council members will receive the standard meeting stipend for each meeting. When face-to-face meetings are held, these will take place in a public building with the location announced in advance of the meeting.

**SPECIAL CONSIDERATIONS:**

The Heritage Advisory Committee may establish subcommittees from time to time to deal with specific issues. The subcommittees make recommendations to the Heritage Advisory Committee, which are then brought to Melancthon Council for discussion.

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