



## TOWNSHIP OF MELANCTHON ELECTRONIC MEETING THURSDAY, JANUARY 14, 2021 - 9:00 A.M.

### **Join Zoom Meeting**

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**Passcode: 933742**

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**Meeting ID: 837 7860 8220**

**Passcode: 933742**

### **AGENDA**

- 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 - December 10, 2020**
- 6. Business Arising from Minutes**
- 7. Point of Privilege or Personal Privilege**
- 8. Public Question Period** (Please visit our website under Agenda & Minutes for information on Public Question Period)
  1. Letter from Jeanne Jeanveau-Dawson & Donald Brian Dawson
  2. Letter from Bev Robinson
  3. Letter from Kristine Pedicone
- 9. Public Works**
  1. Accounts
  2. Other
- 10. Planning**
  1. Applications to Permit
  2. Minister's Zoning Order - Verbal Update
  3. Other
- 11. Climate Change Initiatives**
  1. Dufferin County Community Greenhouse Gas Inventory
    1. Summary of Local Municipalities Community Greenhouse Gas Emissions
- 12. Police Services Board**
  1. Next meeting is February 2, 2021 at 9:00 a.m.

**13. County Council Update**

**14. Correspondence**

**\*Board & Committee Minutes**

1. Mulmur-Melancthon Fire Board - February 11, 2020
2. Mulmur-Melancthon Fire Board - July 14, 2020
3. Mulmur-Melancthon Fire Board - August 18, 2020
4. Mulmur-Melancthon Fire Board - October 13, 2020
5. GRCA Summary of General Membership Meeting - December 18, 2020
6. Shelburne Public Library - November 17, 2020

**\* Items for Information Purposes**

1. Letter from Ministry of Attorney General regarding Expanding the Use of Certified Evidence in Provincial Offences Act Courts
2. Email from Santiago Acevedo-Martinez, Case Coordinator Planner, LPAT - Withdrawal Acknowledgement Letter for Robin Tripp and Brenda Serbin
3. Dufferin County Motion regarding Aggregate Resource Properties Value
4. Dufferin County Press Release - Elects 144<sup>th</sup> Warden
5. Ontario's Vaccine Distribution Implementation Plan
6. RLB Letter to Confirm Mutual Understanding of Terms of an Engagement to Audit the Consolidated Financial Statements
7. Township of Matachewan Resolution regarding grant deadlines
8. NVCA Board Meeting Highlights December 11, 2020
9. Letter from Honourable Sylvia Jones regarding the Community Safety and Well-Being Plan
10. Letter from Graydon Smith, AMO President regarding Value of AMO Membership and MEPCO Support in 2021
11. Grey County Notice of Public Meeting - Part of Lots 225 and 226, Concession 2 SW Township of Southgate
12. Letter from Ministry of Agriculture, Food and Rural Affairs regarding Rural Economic Development program
13. Letter from Ministry of Municipal Affairs and Housing regarding Safe Restart Agreement - Melancthon is allocated \$18,000
14. Email from Karisa Downey regarding November Rural Numbers for the Economic Region
15. Memo from Anthony Di Monte, GM, Emergency and Protective Services regarding COVID-19 Vaccine Distribution Update
16. Notice of Study Commencement - Town of Shelburne, Water and Wastewater Master Servicing Plan
17. Regulatory Amendments effective January 1, 2021 relating to Off-road Vehicles on Municipal Highways

**\* Items for Council Action**

1. Report from Denise Holmes - 2022 Council Meeting Schedule
2. Notification from Maintenance and Repair on Part Lots 245/246, Con 3 SW
3. Motion from Township of Melancthon in Support of Resolution 276/20 from the Township of Howick
4. Motion from Township of Melancthon in Support of Resolution 288-20 from the Township of Howick
5. EH!tel Rapid Response Stream application - requesting Melancthon Council Support

**15. General Business**

1. Accounts
2. Notice of Intent to Pass By-law
  1. By-law to Authorize the Borrowing of \$3,021,035.74 to meet until taxes are collected, the current expenditures of the Corporation for the year 2021
  2. By-law to Provide for the Levy and Collection of Rates or Levies Required for The Township of Melancthon for The Interim Levy for the Year 2021 and to Provide for the Mailing of Notices Demanding Payment of Taxes for The Interim Levy for the Year 2021
  3. By-law to Authorize the Execution of a Consent Agreement Between Owen B. Hoover and Ina Hoover and the Township of Melancthon and to repeal By-law 47-2020.

3. **New/Other Business/Addition(s)**
  1. Email from Sonya Pritchard, CAO, County of Dufferin - County of Dufferin and Member Municipalities Service Delivery Review Part A - Final Recommendations
  2. Motion from Township of Melancthon Schedule A to By-law No. 4-2020 - CAO to provide verbal update at the meeting regarding this motion.
  3. Township of Melancthon - Environmental Sustainability Committee Motion for Council to Approve Terms of Reference
  4. Draft Township Spring/Summer 2021 Newsletter
4. **Unfinished Business**
  1. Tabled Motion: Moved by Besley, Seconded by White that Council receives the Report of the CAO/Clerk regarding Council Vacancy Procedure dated November 13, 2020 as presented; And further that Council shall fill the vacant seat on Council by selecting Option No. \_\_\_\_\_. Report from Denise Holmes - Council Vacancy Procedure - Update Timelines for Options & Notice of Intent to Pass By-law for Municipal By-election to fill Council Vacancy
  2. Tabled Motion from November 5, 2020 - Townships of Mulmur and Melancthon North Dufferin Community Centre Efficiency Review - Final Draft Report - October 2020
  3. NDCC Motion from the November 10, 2020 Meeting - Recommendation that the Townships reach a consensus on moving forward
  4. Joint Mulmur and Melancthon Council Meeting - Doodle Poll currently underway regarding the County of Dufferin Service Delivery Review recommendations (Fire/Recreation)
  5. Creation of a motion from Melancthon Council regarding Fire Services Operations (once SDR recommendations received).
  6. Horning's Mills Community Hall - Draft By-law for consideration and discussion (The current By-law 16-2013, needs to be amended to change the composition of the Board for the Hall)
  7. Zoning Provisions for Accessory Dwelling Units
16. **Delegations**
  1. **9:45 a.m** - Tom Pridham, P. Eng. Drainage Engineer and Sid Vander Veen, RJ Burnside and Associates regarding Drainage Superintendent Services (Beaver)
  2. **10:00 a.m** - Dave Milliner, Township of Southgate CAO and Derek Malynyk, Township of Southgate Fire Chief to discuss Agreement between Township of Melancthon and Township of Southgate for Fire Protection Services
    1. Notice of Intent to Pass By-law to Authorize the Execution of an Agreement Between The Township of Melancthon and the Township of Southgate for Fire Protection Services
  3. **10:45 a.m** - Notice of Public Meeting Regarding Parts 1,2 and 3 Plan 7R-6435 and Parts 1,2 and 3 Plan 7R-6577 located in Part Lot 8, Concession 9 SW to recognize two parcels of lands with non-compliant lot frontages and lot area
17. **Closed Session (not required)**
18. **Third Reading of By-laws**
19. **Notice of Motion**
20. **Confirmation By-law**
21. **Adjournment and Date of Next Meeting - Thursday, February 4, 2021 - 9:00 a.m.**
22. **On Sites**
23. **Correspondence on File at the Clerk's Office**

## Denise Holmes

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**From:** Jeanne Jeanveau [REDACTED]  
**Sent:** Saturday, December 19, 2020 6:02 PM  
**To:** Denise Holmes  
**Subject:** Question for Public Question Period - re: Integrity Commissioner costs

December 17, 2020

Re: Integrity Commissioner's costs not be paid by Taxpayers

Dear Melancthon Township Council,

Thank you so kindly for your attention in carefully reading our question during public question time in the council meeting and taking the time to address it and offer careful consideration.

We are requesting that Councilor Mercer be responsible for the costs of the integrity commissioner's invoices and/or the Township of Melancthon on behalf of taxpayers' seek civil action for damages related to unfounded allegations and request that Councilor Mercer reimburse the Melancthon taxpayers for all fees related to the integrity commissioner's reports as it has been clearly founded that there was no merit.

These costs absolutely with no question should not be the responsibility of the Township and taxpayers, especially when the report ultimately found that there was no wrong doing determined or justification for her harassing and malicious complaints.

Why should we the taxpayers be responsible for these costs? Councilor Mercer should be exclusively 100% responsible for these fee's. Families in Melancthon don't need or deserve this nonsense. Why should we have to pay for her attempts to further cause undue stress and malign our elected Mayor and Councilor Thaites? Including throwing shade at Denise Holmes whom truly is the person we deal with when we come into the Township office, or call/write. Denise Holmes is the full time face of Melancthon and the engine.

Councilor Mercer clearly has demonstrated poor decision making in our opinion and what seems to be a demonstration of unprofessional conduct. Why is it okay to allow this council member to add dysfunction and toxicity to the present council and she appears to seek retribution from anyone who questions or tries to voice their thoughts and concerns?

Why should we be subjected to this narcissistic nonsense and the expenses because of it? We honestly find it confusing why she has failed to gracefully offer her resignation, especially once the report was completed and submitted with it's findings.

The residents and taxpayers of this Township deserve so much better then this? If we make a unjustified demand for a legal investigation or file a complaint without merit of a neighbour or someone who is employed for us, should that person be responsible for paying the costs even if the outcome vindicates them? Of course not! Councilor Mercer works for us, not the other way around. We refuse to be responsible for the costs she caused this township.

Respectfully,  
Jeanne Jeanveau-Dawson & Donald Brian Dawson  
[REDACTED]





## Denise Holmes

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**From:** Bev Robinson [REDACTED]  
**Sent:** Thursday, December 17, 2020 3:20 PM  
**To:** Denise Holmes  
**Subject:** Re Salary Increase

Hi Denise can you please forward this email to council.

As a taxpayer in Melancthon township I would like to know the rationale or logic behind such a large increase in your salary. There are so many people in our township that are having a very hard time financially and a 40 percent increase in salaries obviously is going to have to come out of the taxpayers pocket.

I would like to see this increase discussed again in council and an explanation needs to be given to every tax payer in the township.

How is it that the current members of council can decide without any input from their constituents that it is okay to give themselves such a large raise??

Dear Mayor White and Councillors,

I am writing this letter in response to the issue with our councillors giving themselves upwards of a 40% raise, without even batting an eye. First of all I applaud you mayor for voting against this increase. Secondly I am ashamed of the other members of council who voted this through especially in the middle of a pandemic and crisis within our township and without bringing this to the township residents first.

Mr. Hannon states that we do not understand how much work is attached to council work. Well my answer to that would be this is his second term, he should have know and if not happy with the compensation, then dont run dont stick it to us in the middle of a crisis.

I also read Councillor Thwaites letter and felt that it should be taken into account as he makes alot of credible statements. My only regret is that he felt the need to resign due to work place harrassment. It would be nice if he was still there to look out for the township residents that apparently others are not. I totally agree that this raise should not happen until the last year of the term and apply to the up and coming council. AND it should not be anywhere near a 40% raise!!!!

All I can say is when you do not get reelected just remember this will be one of the main reasons why. I do not forget these things and I will remind tax payers when the time does come to vote.

In summing up perhaps with the nice big raise, perhaps councillor Mercer should be repaying the charge to have the mayor investigated. This should not be placed on taxpayers, and the taxes should not be increased to cover any of these costs/raises.

With such anomosity amongst the council, perhaps change might be a good thing.

Kristine Pedicone

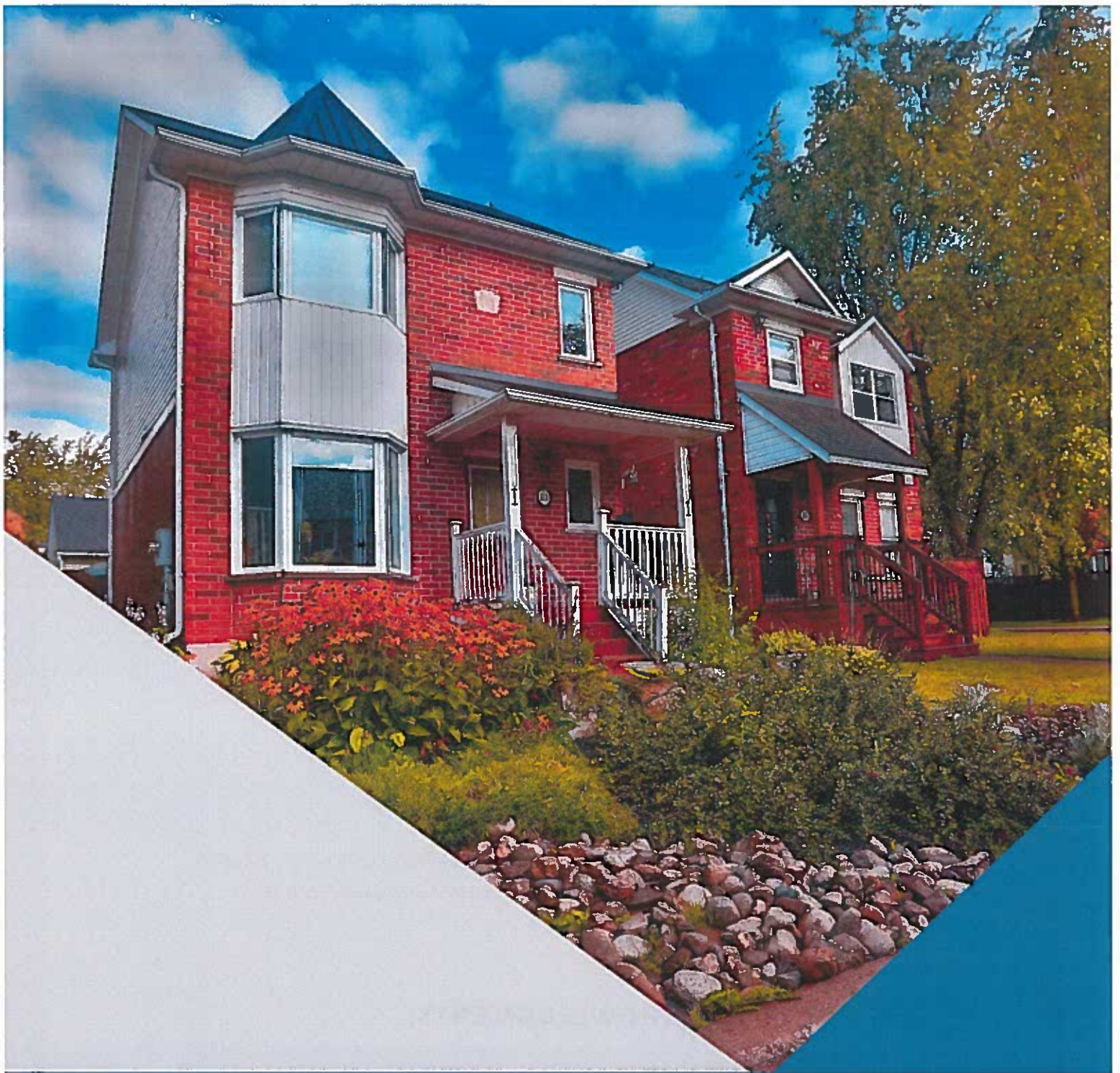
Horning's Mills

POP#3  
JAN 14 2021

**APPLICATIONS TO PERMIT FOR APPROVAL**  
**January 14, 2021 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>
Douglas Read	Pt Lot 261, Copn 2 SW RP 7R-3345 682352 260 Sideroad	Dwelling	\$400,000.00	YES	approved Dec 16-2020
Sunrise Agro Inc - Parminder Jhooty Applicant: Avondale Homes Inc - Arshpreet Sekhon	Part Lot 302, Con 2 SW 119116 2nd Line SW	Dwelling	\$350,000.00	YES	
Sunrise Agro Inc - Parminder Jhooty Applicant: Avondale Homes Inc - Arshpreet Sekhon	Part Lot 302, Con 2 SW 119116 2nd Line SW	Barn	\$350,000.00	NO	
Karanbir Dhillon Applicant: Eldar Sabljakovic - Stellar Outdoor Advertising	W Part Lot 8, Con 1 OS 516457 County Road 124	Billboard	\$5,500.00	YES	

*Plan # 10.1*  
**JAN 14 2021**



# DUFFERIN COUNTY

## *Community Greenhouse Gas Inventory*



## ABOUT THE CLEAN AIR PARTNERSHIP:

Clean Air Partnership (CAP) is a registered charity that works in partnership to promote and coordinate actions to improve local air quality and reduce greenhouse gases for healthy communities. Our applied research on municipal policies strives to broaden and improve access to public policy debate on air pollution and climate change issues. Clean Air Partnership's mission is to transform cities into more sustainable, resilient, and vibrant communities where resources are used efficiently, the air is clean to breathe and greenhouse gas emissions are minimized.

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## REPORT AUTHORS:

*Allie Ho, Clean Air Partnership*  
*Kevin Behan, Clean Air Partnership*

This initiative is offered through the Municipalities for Climate Innovation Program, which is delivered by the Federation of Canadian Municipalities and funded by the Government of Canada.

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## ACKNOWLEDGMENTS:

This report represents the culmination of efforts invested by many parties who offered their policy and technical expertise to the research compiled in this report. We are grateful for the support of:

*Sara Wicks, Dufferin County*





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**APPENDIX A | GREENHOUSE GAS EMISSIONS FOR  
EACH LOCAL MUNICIPALITY**

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# INTRODUCTION

## 1.0 | INTRODUCTION

Climate Change is one of the most urgent challenges facing humanity. Dufferin County is developing a Community Climate Action Plan to focus on mitigating the County's greenhouse gas (GHG) emissions while also adopting a climate lens for everyday activities and decisions to increase community climate resiliency.

Canada's Changing Climate Report found that Canada's climate is warming twice as rapidly compared to the rest of the world.<sup>1</sup> Due to human activity, as well as a combination of climate processes and feedback mechanisms, warming in Canada is expected to increase further in the future. This will have major implications for local climate patterns, human and environmental health, and economic development.

The Intergovernmental Panel on Climate Change (IPCC) released a report in the fall of 2018, *Special Report on Global Warming of 1.5°C*, stressing the urgency in limiting global temperature rise to 1.5°C above pre-industrial levels by the end of the century.<sup>2</sup> The report stated that global net anthropogenic CO<sub>2</sub> emissions must decline by 45% from 2010 levels by 2030 to reach net zero by 2050 as projected from modelled pathways.

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<sup>1</sup> Canada's Changing Climate Report, 2019

<sup>2</sup> Special Report on Global Warming of 1.5°C, 2018

## 1.1 | CLIMATE CHANGE AND DUFFERIN COUNTY

In May 2018, Dufferin County joined the Partners for Climate Protection (PCP) program delivered by the Federation of Canadian Municipalities (FCM) and ICLEI-Local Governments for Sustainability. This program supports and guides the municipality in reducing GHG emissions through the Milestone Framework. The five milestones are:

- ↳ **Milestone 1:** Creating a baseline emissions inventory and forecast
- ↳ **Milestone 2:** Set emissions reduction target
- ↳ **Milestone 3:** Develop a local action plan
- ↳ **Milestone 4:** Implement the local action plan
- ↳ **Milestone 5:** Monitor progress and report results

This report summarizes a baseline inventory of community GHG emissions of within Dufferin's geographical boundaries to fulfill the requirements for Milestone 1 of the PCP program.

## 1.2 | MILESTONE 1

A greenhouse gas inventory summarizes and tracks the GHG emissions released by corporate and/or community activities. This inventory is focussed on community GHG generation, and uses 2016 as the baseline year.

The following sectors are included in the inventory:

- ↳ Residential Buildings
- ↳ Institutional and Commercial Buildings
- ↳ Industrial Buildings
- ↳ Other Buildings
- ↳ Transportation
- ↳ Community Solid Waste
- ↳ Agriculture, Forestry and Other Land Use (AFOLU)



# DATA SOURCES

## 2.0 | DATA SOURCES

In order to compile and complete a thorough community GHG inventory, complete, accurate, and real consumption data were used. In the absence of consumption data, assumptions were made using downscaled provincial data. Table 1 lists the data sources that were used for each sector.

**TABLE 1. DATA SOURCES USED FOR COMMUNITY GHG EMISSIONS INVENTORY**

SECTOR	DATA SOURCE	DATA TYPE
ELECTRICITY	HYDRO ONE	Electricity consumption for customer type and postal code (residential, commercial, industrial, other) (kwh)
	ORANGEVILLE HYDRO	Electricity consumption for customer type and postal code (residential, commercial, industrial, other) (kwh)
NATURAL GAS	ENBRIDGE INC.	Natural gas consumption for customer type and postal code (residential, commercial, industrial, other) (m <sup>3</sup> )
PROPANE AND HEATING OIL	NATURAL RESOURCES CANADA	Provincial estimations of propane and heating oil use
	STATISTICS CANADA	Provincial rural population data

SECTOR	DATA SOURCE	DATA TYPE
TRANSPORTATION	TRANSPORTATION TOMORROW SURVEY, UNIVERSITY OF TORONTO DATA MANAGEMENT GROUP	Vehicle kilometres travelled
	ONTARIO MINISTRY OF TRANSPORTATION	Vehicle registration data (number of passenger vehicles)
	STATISTICS CANADA	Provincial Data on commercial transportation fuel
COMMUNITY SOLID WASTE	DUFFERIN COUNTY WASTE SERVICES	Waste generation amount (tonnes)
AFOLU	ONTARIO MINISTRY OF AGRICULTURE, FOOD AND RURAL AFFAIRS (OMAFRA)	Livestock numbers

Once the data were collected, appropriate emission coefficients were applied to each energy source to calculate the GHG emissions (see Table 2). These emission coefficients were obtained primarily from Canada's National Inventory Report Part 2<sup>1</sup> with some emissions calculated using the PCP Milestone Tool.<sup>2</sup> All emissions are converted to carbon dioxide equivalents (CO<sub>2</sub>e) to allow for meaningful comparison among different GHGs. GHG emissions generated from electricity usage for residential, commercial, industrial and other buildings were calculated with the corresponding electricity emission intensity value specific to Ontario for 2016.

<sup>1</sup> [Canada's National Inventory Report Part 2, 2017](#)

<sup>2</sup> [PCP Milestone Tool](#)

**TABLE 2. SUMMARY OF EMISSION COEFFICIENT VALUES**

ENERGY SOURCE	EMISSION COEFFICIENT
ELECTRICITY	0.00004 T CO <sub>2</sub> E
NATURAL GAS	0.001899 T CO <sub>2</sub> E
UNLEADED GAS	2.307 KG / L
DIESEL	2.681 KG / L
PROPANE	1.515 KG / L
CALVES	43.8 KGCH <sub>4</sub> / HEAD
STEERS	48.8 KGCH <sub>4</sub> / HEAD
BEEF COWS	121.3 KGCH <sub>4</sub> / HEAD
DAIRY COWS	137.5 KGCH <sub>4</sub> / HEAD
PIGS	1.5 KGCH <sub>4</sub> / HEAD
SHEEP AND LAMBS	8 KGCH <sub>4</sub> / HEAD
CALVES (MANURE MANAGEMENT)	2.9 KGCH <sub>4</sub> / HEAD
STEERS (MANURE MANAGEMENT)	2 KGCH <sub>4</sub> /HEAD
BEEF COWS	4.5 KGCH <sub>4</sub> / HEAD
DAIRY COWS	37 KGCH <sub>4</sub> /HEAD
PIGS <20 KG (MANURE MANAGEMENT)	2.1 KGCH <sub>4</sub> / HEAD*
PIGS 20-60 KG (MANURE MANAGEMENT)	4.3 KGCH <sub>4</sub> / HEAD*
PIGS >60 KG (MANURE MANAGEMENT)	9 KGCH <sub>4</sub> / HEAD
SHEEP (MANURE MANAGEMENT)	0.33 KGCH <sub>4</sub> / HEAD
LAMBS (MANURE MANAGEMENT)	0.22 KGCH <sub>4</sub> / HEAD*
CHICKENS (MANURE MANAGEMENT)	0.03 KGCH <sub>4</sub> / HEAD
HENS (MANURE MANAGEMENT)	0.12 KGCH <sub>4</sub> / HEAD*
TURKEYS (MANURE MANAGEMENT)	0.1 KGCH <sub>4</sub> / HEAD

*\*Emission coefficient not used in calculations due to unavailable data*



# METHODOLOGY & RESULTS

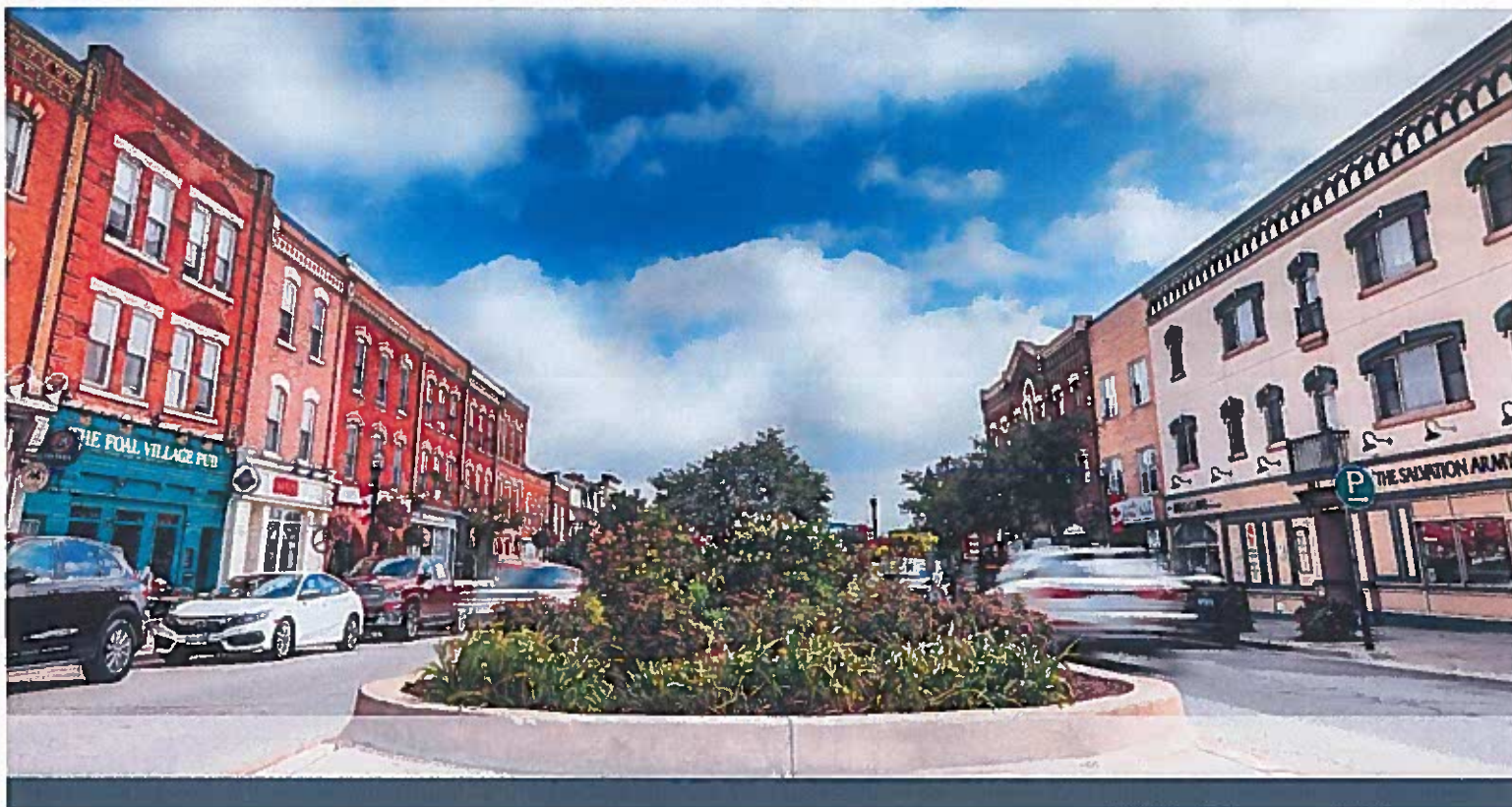


## 3.0 | COMMUNITY GREENHOUSE GAS INVENTORY METHODOLOGY AND RESULTS

In 2016, 438,687 tonnes of CO<sub>2</sub>e were emitted by the community of Dufferin County. Table 3 summarizes the total community GHG emissions by sector and Table 4 summarizes the emissions by energy source. The same information is presented graphically in Figure 1 and Figure 2.

**TABLE 3. DUFFERIN COUNTY COMMUNITY EMISSIONS BY SECTOR**

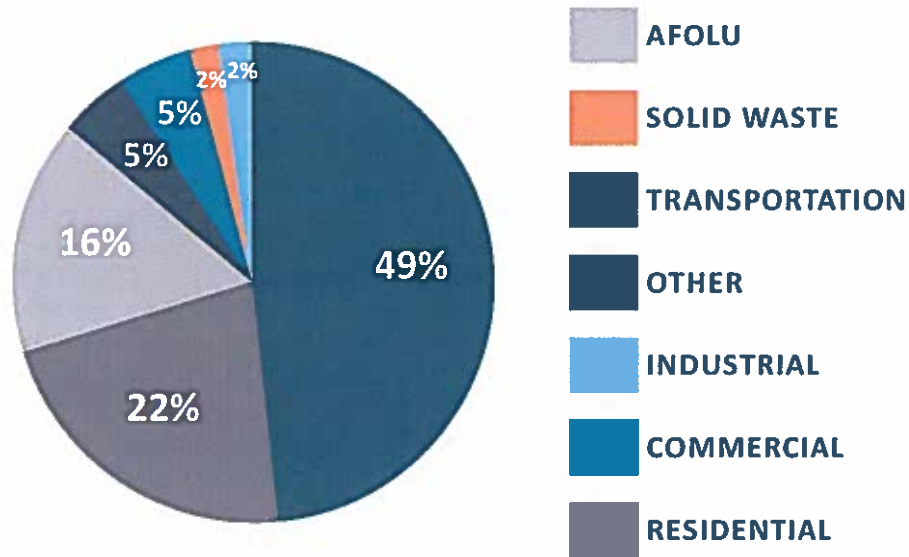
SECTOR	CO <sub>2</sub> E PRODUCED (TONNES)	%
RESIDENTIAL	94,440	22%
COMMERCIAL	20,797	5%
INDUSTRIAL	7,451	2%
OTHER	21,139	5%
TRANSPORTATION	215,499	49%
SOLID WASTE	8,180	2%
AFOLU	70,760	16%
TOTAL	438,266	100%



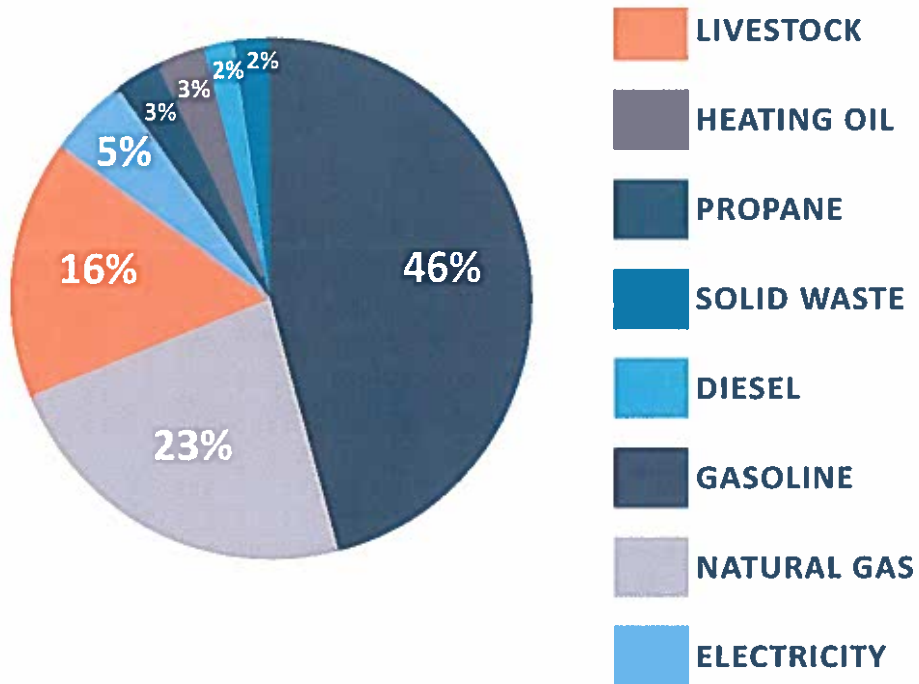
**TABLE 4. DUFFERIN COUNTY COMMUNITY EMISSIONS BY ENERGY SOURCE**

ENERGY SOURCE	CONSUMPTION	CO <sub>2</sub> E PRODUCED (TONNES)	%
ELECTRICITY	585,833,011kwh	23,012	5%
NATURAL GAS	53,084,019m <sup>3</sup>	100,825	23%
GASOLINE	85,035,238L	202,870	46%
DIESEL	2,953,638L	8,180	2%
PROPANE	7,513,527L	11,531	3%
HEATING OIL	1,662,848L	12,908	3%
SOLID WASTE	7,100T	8,180	2%
LIVESTOCK	2,830kgCH <sub>4</sub>	70,760	16%
TOTAL		438,266	100%

**FIGURE 1. DUFFERIN COUNTY COMMUNITY EMISSIONS BY SECTOR**



**FIGURE 2. DUFFERIN COUNTY COMMUNITY EMISSIONS BY ENERGY SOURCE**

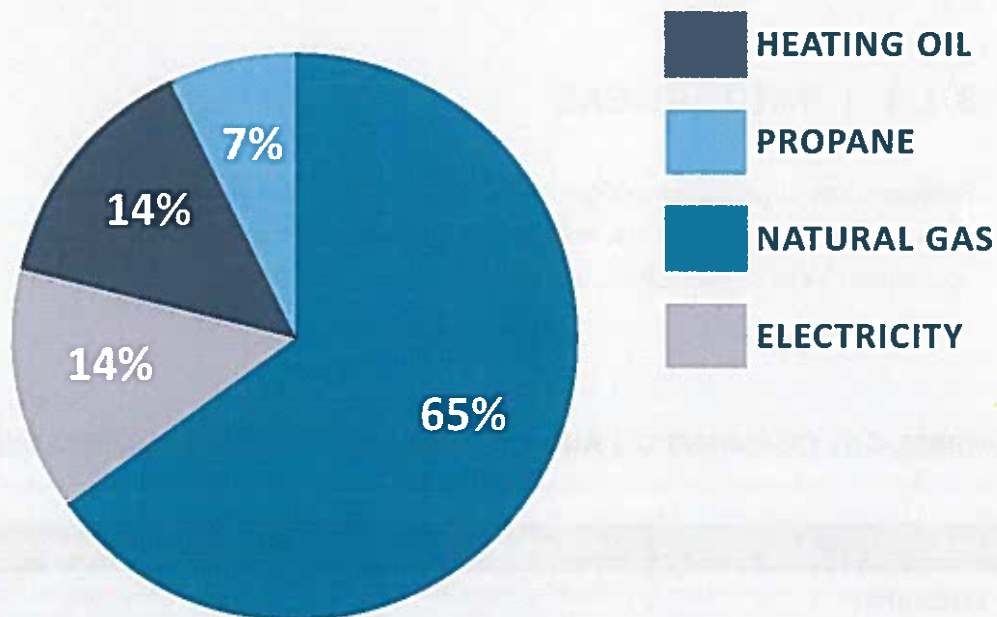




### 3.1 | RESIDENTIAL BUILDINGS

Residential buildings make up 22% of the County's community emissions. There are 4 main energy sources that were included to calculate the greenhouse gas emissions for this sector: electricity, natural gas, propane and heating oil (see Figure 3). Wood burning is recognized as a significant and popular form for heating, however, as there is no data available, its prevalence within Dufferin County is unknown and therefore its emissions were omitted for this inventory. Wood burning is considered carbon neutral in GHG accounting protocols, so this omission is typical.

**FIGURE 3. DISTRIBUTION OF RESIDENTIAL EMISSIONS BY ENERGY SOURCE**



### 3.1.1. | ELECTRICITY

There were two main electricity distributors who service Dufferin County; Hydro One and Orangeville Hydro. Orangeville Hydro covers Orangeville and parts of Grand Valley, while Hydro One covers all remaining areas. In 2016, the demand from residential households serviced by Hydro One was 232,924,920 kwh while for Orangeville Hydro, it was 92,676,425 kwh for a total of 325,601,345 kwh (see Table 5).

**TABLE 5. ELECTRICITY CONSUMPTION AND GHG EMISSIONS FROM RESIDENTIAL BUILDINGS**

SECTOR	TOTAL CONSUMPTION (KWH)	CO <sub>2</sub> E (TONNES)
RESIDENTIAL	325,601,345	13,024

### 3.1.2. | NATURAL GAS

Enbridge Gas supplied natural gas in Dufferin County to areas where there were existing gas lines. In 2016, natural gas consumption from residential households were 32,340,639m<sup>3</sup> (see Table 6).

**TABLE 6. NATURAL GAS CONSUMPTION AND GHG EMISSIONS FROM RESIDENTIAL BUILDINGS**

SECTOR	TOTAL CONSUMPTION (M <sup>3</sup> )	CO <sub>2</sub> E (TONNES)
RESIDENTIAL	32,340,639	61,426

### 3.1.3. | PROPANE

In rural parts of the County, where natural gas lines have not been installed, many households use propane as their main energy source. Residential propane uses include furnaces, hot water heaters, gas stoves and other appliances. For this section, larger municipalities that have access to natural gas lines were excluded. This includes Orangeville, Shelburne and Grand Valley. Results from these assumptions for residential propane use were for the remaining 5 municipalities of Amaranth, East Garafraxa, Melancthon, Mono and Mulmur.

For this inventory, local suppliers were unable to provide quantities of propane used for residential, commercial and industrial purposes so real consumption data was unavailable. Therefore, provincial data downscaling was required to calculate estimated residential propane emissions from the municipalities. Commercial and industrial use of propane could not be determined but are assumed to be minimal.

The average house size is around 1,743ft<sup>2</sup>. This was acquired through the Municipal Property Assessment Corporation (MPAC) for Dufferin County. For this inventory, it is assumed that a household's annual propane consumption would be 2.5 x 500-gallon tanks.<sup>1</sup> One gallon is equivalent to 3.8 litres.

There are 5,169,174 dwellings in Ontario, of which 714,380 are rural. The total number of households in Ontario using propane as their main heating energy source were 92,458 households calculated through a survey conducted by Natural Resources Canada (NRCan)<sup>2</sup> and data from Statistics Canada.<sup>3</sup>

<sup>1</sup> [Santa Energy.com](http://SantaEnergy.com), 2019

<sup>2</sup> [Natural Resources Canada](http://NaturalResourcesCanada.ca), 2015

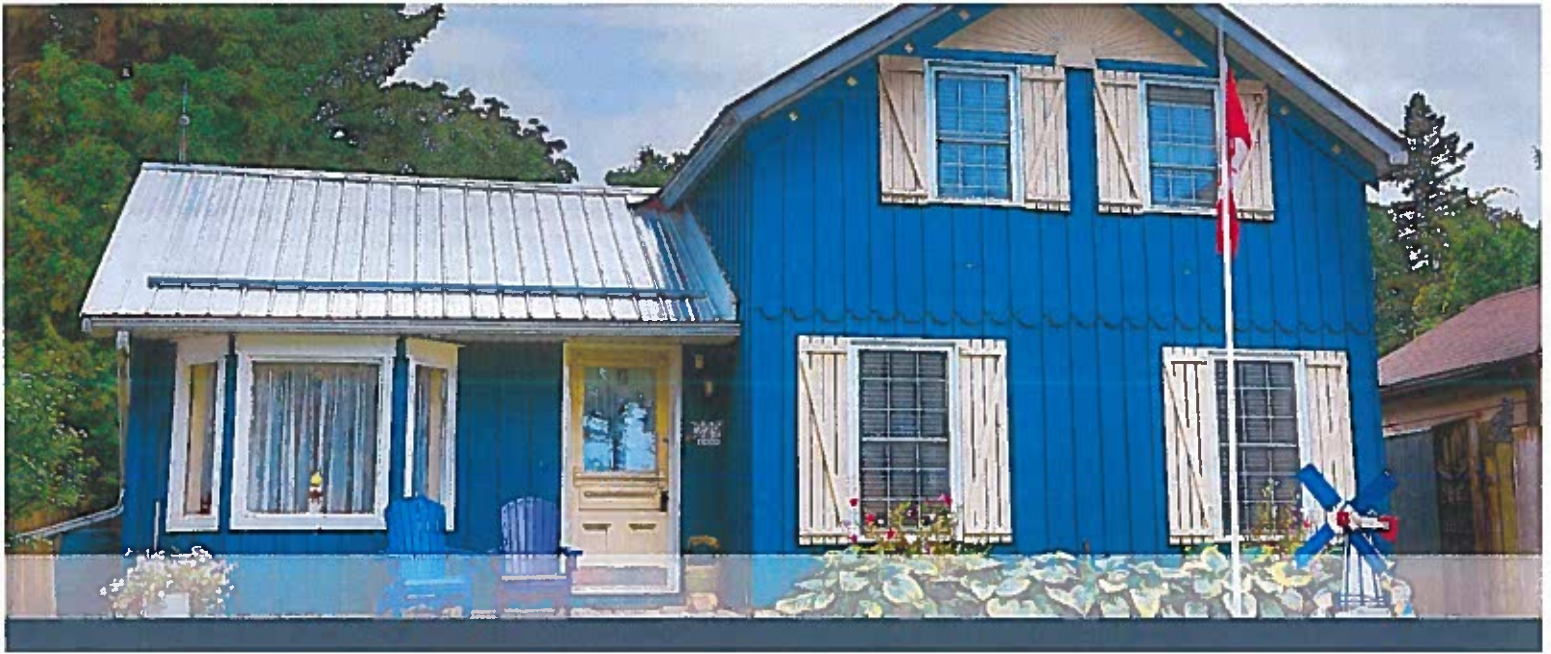
<sup>3</sup> [Statistics Canada](http://StatisticsCanada.ca), 2016

Assuming only non-urban households use propane, the proportion of rural households using propane is estimated at 12.94%. We apply this same factor to all rural Dufferin County households. The total number of households were acquired through Dufferin County's ArcGIS Esri Community Analytics (see Table 7).

The resulting number of households using propane is summarized in Table 8 and the propane emissions from residential buildings is summarized in Table 9.

**TABLE 7. SUMMARY OF TOTAL HOUSEHOLDS**

MUNICIPALITY	TOTAL HOUSEHOLDS
AMARANTH	1,340
EAST GARAFRAXA	854
MELANCTHON	1,028
MONO	2,938
MULMUR	1,315
GRAND VALLEY	1,106
ORANGEVILLE	10,527
SHELBURNE	2,787
<b>TOTAL</b>	<b>21,895</b>



**TABLE 8. TOTAL NUMBER OF HOUSEHOLDS USING PROPANE AND TOTAL PROPANE USAGE**

MUNICIPALITY	NUMBER OF HOUSEHOLDS USING PROPANE	PROPANE USAGE BY HOUSEHOLD (L)
AMARANTH	173	820,468
EAST GARAFRAXA	111	522,895
MELANCTHON	133	629,434
MONO	380	1,798,908
MULMUR	170	805,161

**TABLE 9. PROPANE GHG EMISSIONS FROM RESIDENTIAL BUILDINGS**

MUNICIPALITY	CO <sub>2</sub> E (TONNES)
AMARANTH	1,269
EAST GARAFRAXA	809
MELANCTHON	974
MONO	2,784
MULMUR	1,246

### 3.1.4. | HEATING OIL

Heating oil is another common energy source for heating homes in a rural setting if natural gas lines do not reach their household. Therefore, the results from assumptions for residential fuel oil use was for the same 5 municipalities as propane: Amaranth, East Garafraxa, Melancthon, Mono and Mulmur.

Assumptions for heating oil were calculated from provincial data following the same methodology for calculating propane use. Commercial and industrial use of heating oil could not be determined. The total number of households, in Ontario, using heating oil as their main heating energy source were 122,888 households in 2016 through the same survey conducted by NRCan<sup>1</sup> and same data from Statistics Canada.<sup>2</sup> Assuming only non-urban households use heating oil, the proportion of rural households using heating oil is estimated at 17.20%. We apply this same factor to all rural Dufferin County households.

An assumption that each household would use a 275-gallon tank of heating oil was made for this inventory and that it is in use during the colder months (November to March). Each month is assumed to also have 4 weeks. Shipley Energy stated that during 0°C weather, a 275-gallon tank will last for approximately 56 days while during -6°C weather, it will last for approximately 39 days.<sup>3</sup> Therefore, for 140 days, a household would need 3.5 tanks. This equates to 962.50 gallons or 3643.46 L. Table 10 summarizes the total heating oil GHG emissions from residential buildings.

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<sup>1</sup> [Natural Resources Canada](#) 2015

<sup>2</sup> [Statistics Canada](#) 2016

<sup>3</sup> [Shipley Energy](#) 2020



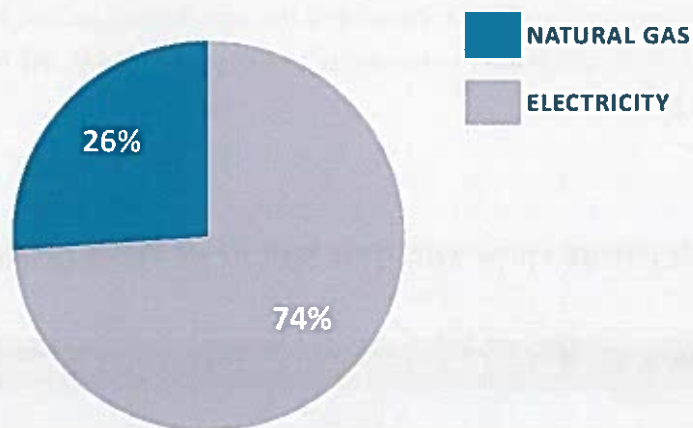
**TABLE 10. HEATING OIL CONSUMPTION AND GHG EMISSIONS FROM RESIDENTIAL BUILDINGS**

MUNICIPALITY	NUMBER OF HOUSEHOLDS USING HEATING OIL	HEATING OIL USAGE BY HOUSEHOLD (L)	CO <sub>2</sub> E (TONNES)
AMARANTH	230	839,744	2,314
EAST GARAFRAXA	147	535,180	1,475
MELANCTHON	177	644,222	1,775
MONO	505	1,841,171	5,073
MULMUR	226	824,077	2,271

### 3.2 | COMMERCIAL BUILDINGS

Commercial buildings make up 5% of Dufferin County's community emissions. There were 2 main energy sources that were included to calculate the greenhouse gas emissions for this section: electricity and natural gas (see Figure 4).

**FIGURE 4. DISTRIBUTION OF COMMERCIAL EMISSIONS BY ENERGY SOURCE**



### 3.2.1 | ELECTRICITY

The two main hydro companies who provided residential service to Dufferin County, Hydro One and Orangeville Hydro also supplied electricity to commercial buildings. In 2016, the demand from commercial buildings serviced by Hydro One was 72,855,280 kwh while for Orangeville Hydro it was 64,423,691 kwh for a grand total of 137,278,971 kwh (see Table 11).

**TABLE 11. ELECTRICITY CONSUMPTION AND GHG EMISSIONS FROM COMMERCIAL BUILDINGS**

SECTOR	TOTAL CONSUMPTION (KWH)	CO <sub>2</sub> E (TONNES)
COMMERCIAL	137,278,971	5,491.16

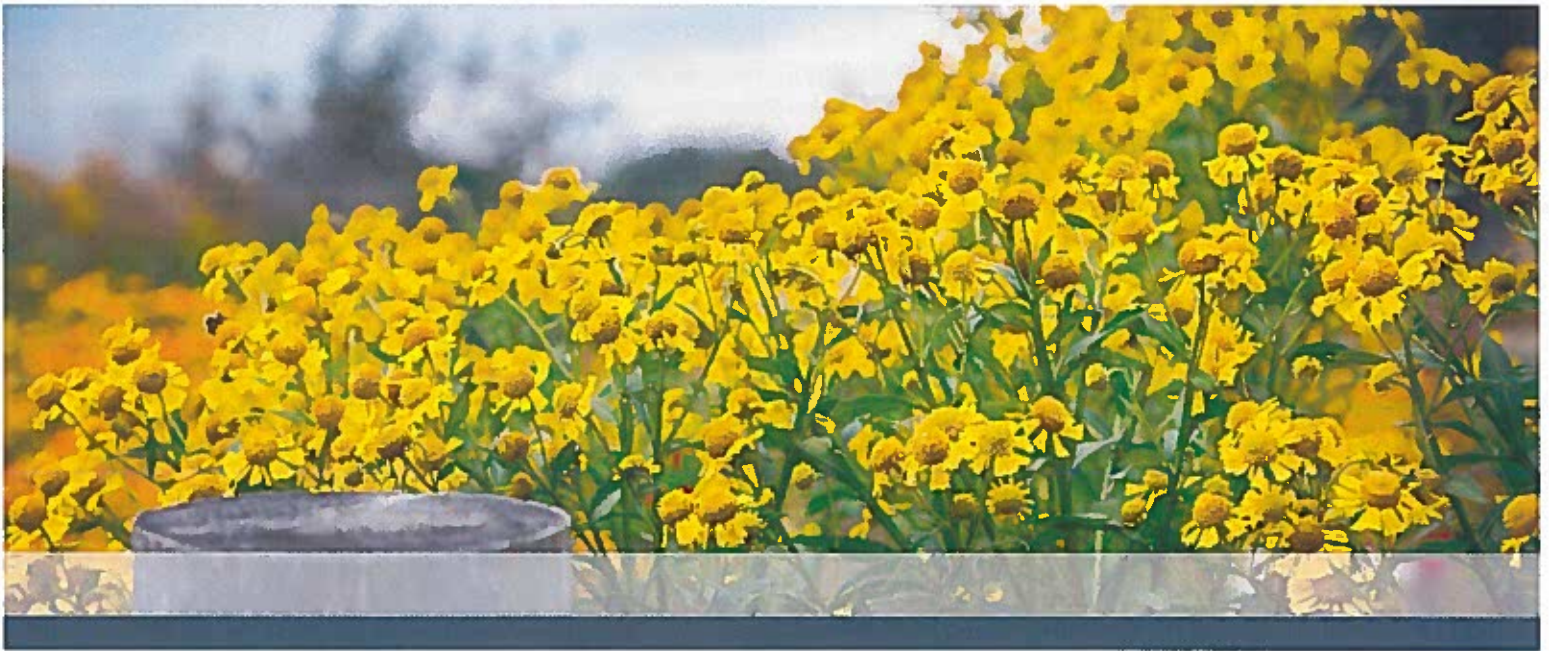
### 3.2.2. | NATURAL GAS

Enbridge Gas supplied natural gas in Dufferin County to areas where there are existing gas lines as mentioned in the residential sector. However, please note that Enbridge Gas groups apartment buildings with commercial buildings for the commercial sector. Therefore, for this inventory, these two categories of buildings were combined into this commercial sector. In 2016, natural gas consumption from commercial buildings were 8,058,549 m<sup>3</sup> (see Table 12).

**TABLE 12. NATURAL GAS CONSUMPTION AND GHG EMISSIONS FROM COMMERCIAL BUILDINGS**

SECTOR	TOTAL CONSUMPTION (M <sup>3</sup> )	CO <sub>2</sub> E (TONNES)
COMMERCIAL	8,058,549	15,306.09

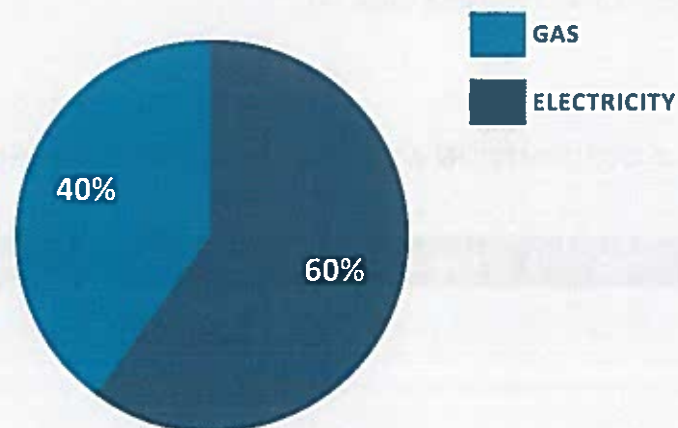




### 3.3 | INDUSTRIAL BUILDINGS

Industrial buildings make up 2% of Dufferin County's community emissions. There were 2 main energy sources that were included to calculate the greenhouse gas emissions for this section: electricity and natural gas (see Figure 5).

**FIGURE 5. DISTRIBUTION OF INDUSTRIAL EMISSIONS BY ENERGY SOURCE**



### 3.3.1. | ELECTRICITY

Hydro also supplied electricity to industrial buildings. In 2016, the demand from industrial buildings serviced by Hydro One was 30,089,963 kwh while for Orangeville Hydro it was 91,933,547 kwh for a grand total of 122,023,510 kwh (see Table 13).

**TABLE 13. ELECTRICITY CONSUMPTION AND GHG EMISSIONS FROM INDUSTRIAL BUILDINGS**

SECTOR	TOTAL CONSUMPTION (KWH)	CO <sub>2</sub> E (TONNES)
INDUSTRIAL	122,023,510	4,460

### 3.3.2. | NATURAL GAS

Enbridge Gas supplied natural gas in Dufferin County to areas where there are existing gas lines. In 2016, natural gas consumption from industrial buildings were 1,574,655 m<sup>3</sup> (see Table 14).

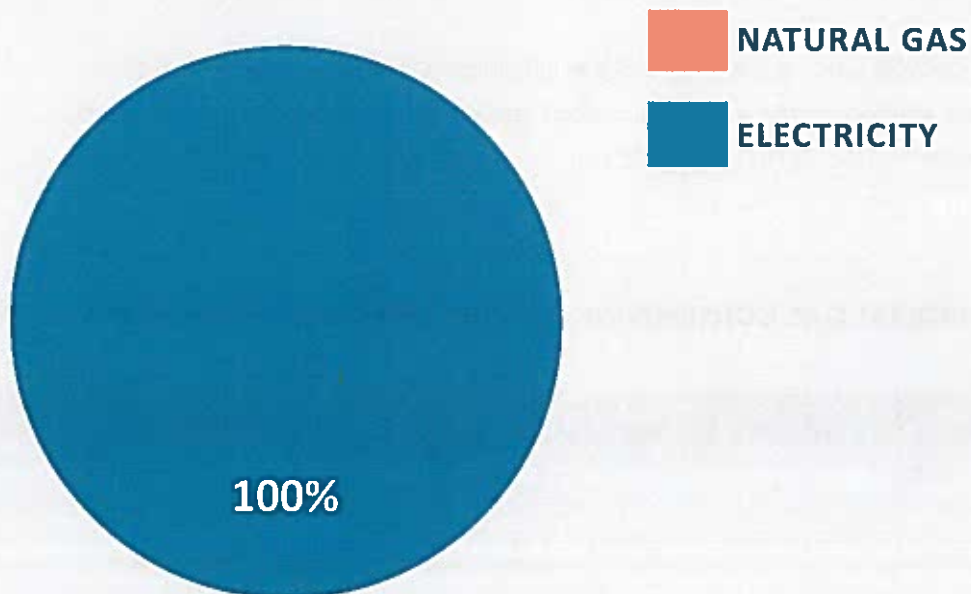
**TABLE 14. NATURAL GAS CONSUMPTION AND GHG EMISSIONS FROM INDUSTRIAL BUILDINGS**

SECTOR	TOTAL CONSUMPTION (M <sup>3</sup> )	CO <sub>2</sub> E (TONNES)
INDUSTRIAL	1,574,655	2,991

### 3.4 | OTHER BUILDINGS

Other buildings make up 5% of Dufferin County's community emissions. There were 2 main energy sources that were included to calculate the greenhouse gas emissions for this section: electricity and natural gas (see Figure 6). The buildings in this section were either large buildings that consumed more than 25% of the total consumption of a certain postal code or buildings that had incorrect postal codes that do not belong to Dufferin County. However, from Enbridge Gas' analysis, a negligent percentage have incorrect postal codes in their system.

**FIGURE 6. DISTRIBUTION OF OTHER BUILDING EMISSIONS BY ENERGY SOURCE**



### 3.4.1. | ELECTRICITY

The two main hydro companies who provided service to Dufferin County, Hydro One and Orangeville Hydro also supplied electricity to other buildings. In 2016, the demand from other buildings serviced by Hydro One was 510,127 kwh while for Orangeville Hydro it was 419,058 kwh for a grand total of 929,185 kwh (see Table 15).

**TABLE 15. ELECTRICITY CONSUMPTION AND GHG EMISSIONS FROM OTHER BUILDINGS**

SECTOR	TOTAL CONSUMPTION (KWH)	CO <sub>2</sub> E (TONNES)
OTHER	929,185	37

### 3.4.2. | NATURAL GAS

Enbridge Gas supplied natural gas in Dufferin County to areas where there are existing gas lines. In 2016, natural gas consumption from other buildings were 11,110,176 m<sup>3</sup> (see Table 16).

**TABLE 16. NATURAL GAS CONSUMPTION AND GHG EMISSIONS FROM OTHER BUILDINGS**

SECTOR	TOTAL CONSUMPTION (M <sup>3</sup> )	CO <sub>2</sub> E (TONNES)
OTHER	11,110,176	21,102

### 3.5 | TRANSPORTATION

Transportation emissions make up 49% of Dufferin County's community emissions. Transportation greenhouse gas emission estimates were based on the Transportation Tomorrow survey conducted by the University of Toronto Data Management Group. Daily vehicle kilometers travelled (VKT) were calculated based on residential surveys on distance travelled in Dufferin County. From this study, total VKT for residential use in 2016 was 772,060,045 km.

Based on 2016 vehicle registration data from the Ontario Ministry of Transportation, the number of total passenger vehicles registered were 37,093 with 22,298 light duty vehicles and 14,795 light duty trucks. Light duty vehicles (passenger cars) and light duty trucks (LDTs) (pickup, minivans and SUVs) are vehicles with a gross vehicle weight rating (GVWR) of less than or equal to 3,900 kg as defined in the PCP protocol. For the calculation of the emissions emitted by both gasoline and diesel, assumptions were made. For this sector, we are using the default fuel type for cars and LDT in the PCP Milestone Tool. 97% of cars use gasoline while 3% use diesel. The same percentage was applied for the LDT and applied to the VKT. The default fuel efficiency for cars using gasoline was 9 L/100 km while the default fuel efficiency for cars using diesel was 7.7 L/100 km. The default fuel efficiency for LDT using gasoline was 14.7 L/100 km while the default fuel efficiency for LDT using diesel was 12.5 L/100 km. The total residential transportation emissions are summarized in Table 17.

Assumptions regarding commercial emissions were made through downscaled provincial data from Statistics Canada<sup>1,2</sup>.

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1 Statistics Canada, 2020

2 Statistics Canada, 2020

Commercial diesel, unleaded (gas) and propane were assumed to be solely used for transportation fuel. The total commercial transportation emissions are summarized in Table 18 and the total transportation emissions are summarized in Table 19 and graphically in Figure 7.

**TABLE 17. RESIDENTIAL TRANSPORTATION GHG EMISSIONS IN DUFFERIN COUNTY**

	PASSENGER CARS		LIGHT DUTY TRUCKS	
	UNLEADED (GAS)	DIESEL	UNLEADED (GAS)	DIESEL
LITRES OF FUEL	40,440,505	1,070,075	44,035,217	1,158,090
CO <sub>2</sub> E PRODUCED (TONNES)	120,947	3,741	80,631	2,494

**TABLE 18. COMMERCIAL TRANSPORTATION GHG EMISSIONS IN DUFFERIN COUNTY**

	UNLEADED (GAS)	DIESEL	PROPANE
LITRES OF FUEL	559,516	725,473	2,936,658
CO <sub>2</sub> E (TONNES)	1,291	1,946	4,449

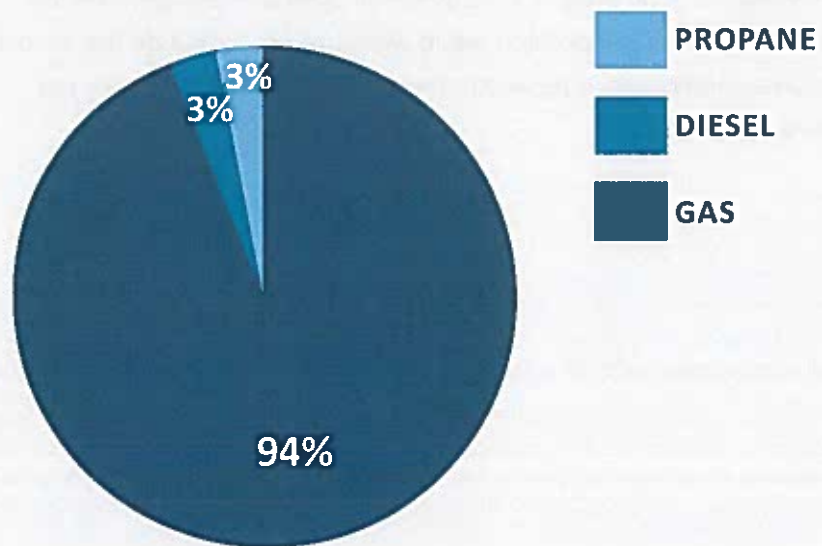
**TABLE 19. TOTAL TRANSPORTATION GHG EMISSIONS IN DUFFERIN COUNTY BY FUEL SOURCE**

FUEL	CONSUMPTION (L)	CO <sub>2</sub> E (TONNES)
UNLEADED (GAS)	85,035,238	202,870
DIESEL	2,953,638	8,180
PROPANE	2,936,658	4,449





**FIGURE 7. DISTRIBUTION OF TRANSPORTATION EMISSIONS BY ENERGY SOURCE**

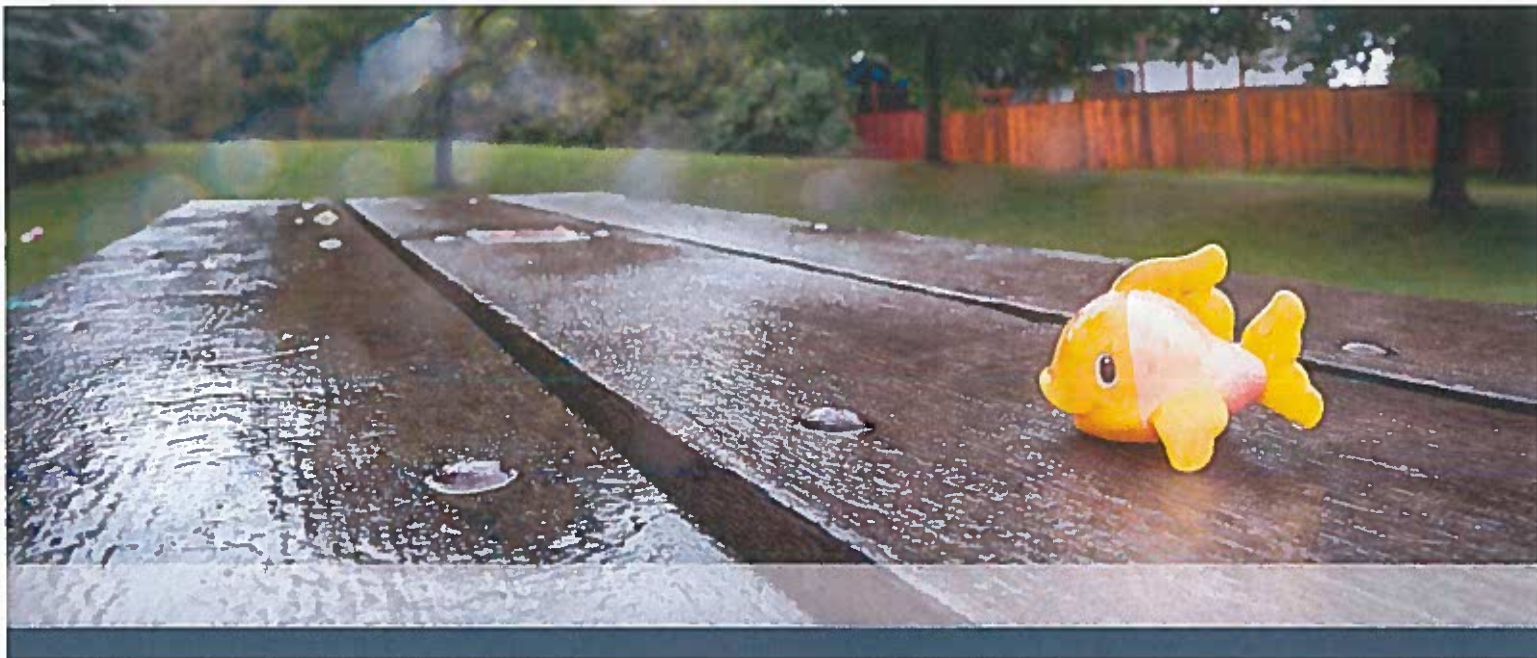


### 3.6 | SOLID WASTE

Community solid waste emissions make up 2% of Dufferin County's community emissions. Dufferin County Waste Services collected county wide waste data which includes residential, institutional, industrial, commercial and corporate solid waste. Since corporate waste is included in the community inventory, corporate solid waste is not included in the corporate inventory to avoid a double count of emissions. The waste is delivered to Pine Tree Acres in Lenox, Michigan, where the landfill gas is captured through a landfill gas system. However, due to unavailable data regarding the amount of annual landfill gas captured, the comprehensive method listed in the PCP Milestone Tool was not used and the methane commitment method was used instead. As the solid waste facility is not located within the County's geographical borders, only solid waste generation emissions were reported for this inventory.

To determine solid waste emissions for each municipality, solid waste emissions were calculated on a per capita basis. The amount of carbon dioxide equivalent emissions and methane emissions were calculated through the PCP Milestone Tool. Dufferin County conducted a waste composition study in 2015 and the composition results were used to calculate the amount of total GHG emissions (see Table 20). The total solid waste emissions are summarized in Table 21.





**TABLE 20. WASTE COMPOSITION IN DUFFERIN COUNTY IN 2015**

COMPOSITION	COMPOSITION AMOUNT (%)
GARBAGE	41
GREEN BIN ORGANICS	32
BLUE BOX RECYCLABLES	19
YARD WASTE	2
ELECTRONICS	2
HAZARDOUS WASTE	1
TEXTILES	1
SCRAP METAL	1

**TABLE 21. SOLID WASTE CONSUMPTION AND GHG EMISSIONS IN DUFFERIN COUNTY**

SECTOR	CONSUMPTION (TONNES)	CO <sub>2</sub> E (TONNES)
SOLID WASTE	7,100.58	8,179.87

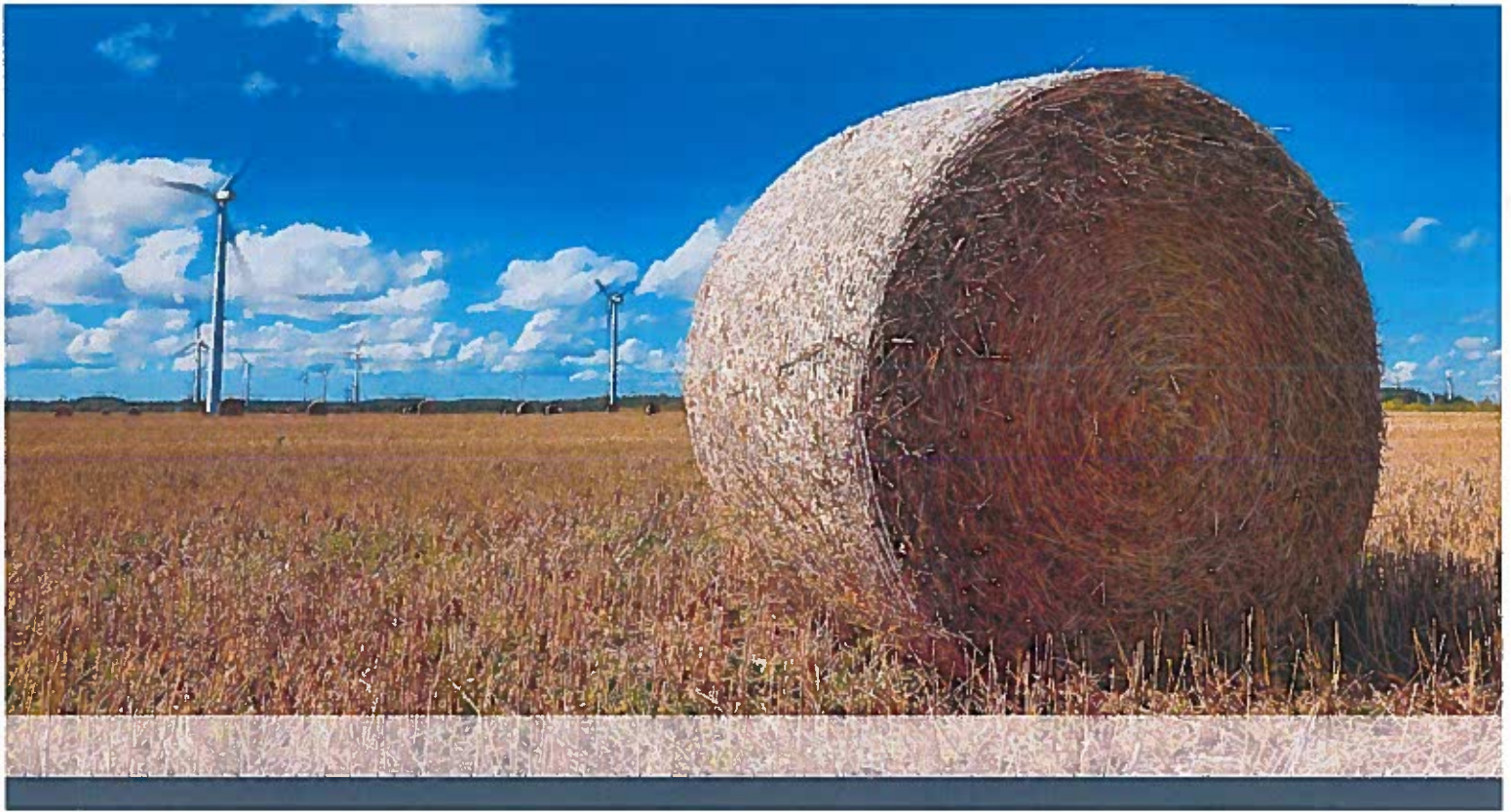
### 3.7 | AGRICULTURE, FORESTRY AND OTHER LAND USE (AFOLU)

Agriculture plays a significant role in Dufferin County's community greenhouse gas emissions as these emissions make up 16% of the community GHG inventory with 70.76 Mt CO<sub>2</sub>e produced. Livestock data were collected from the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA)'s agricultural profile. Emissions from this sector were calculated for emissions from enteric fermentation as well as manure management. Data was unavailable for other sources of emissions within the agriculture sector. Carbon dioxide equivalent emissions produced from methane were calculated through the PCP Milestone Tool. Table 22 summarizes the number of livestock and its resulting emissions through enteric fermentation and is graphically represented in Figure 8. Table 23 summarizes the number of livestock and its resulting emissions through manure management and is graphically represented in Figure 9.

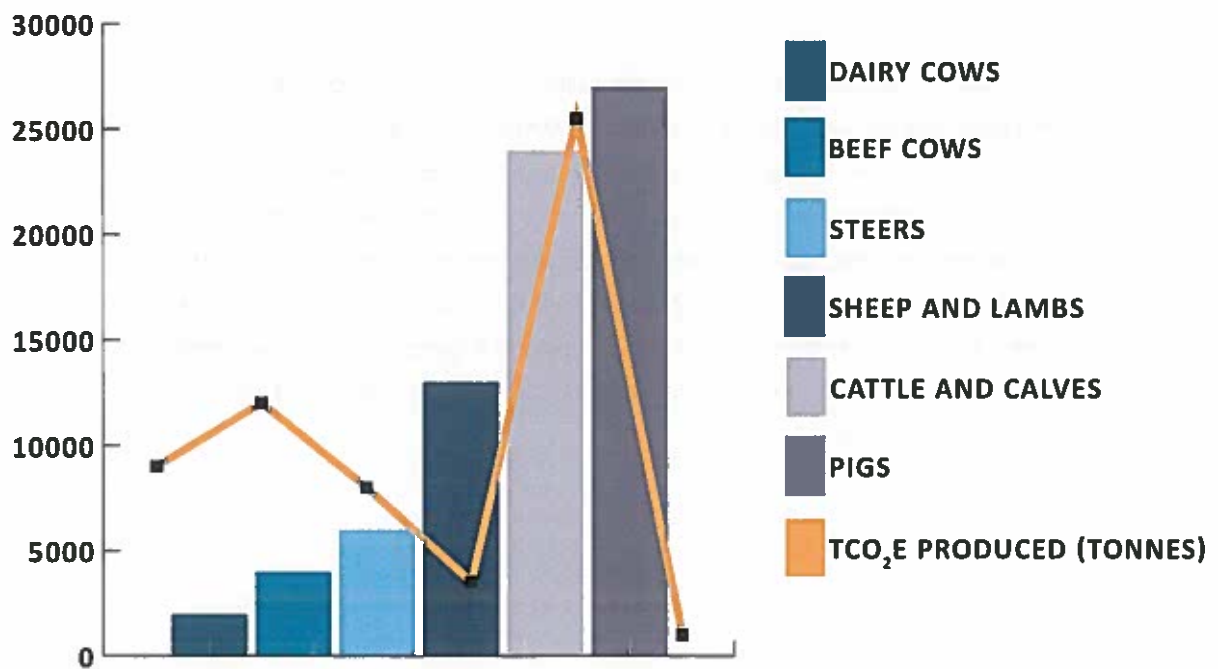
**TABLE 22. ENTERIC FERMENTATION EMISSIONS IN DUFFERIN COUNTY IN 2016**

LIVESTOCK	NUMBER OF LIVESTOCK	CH <sub>4</sub> PRODUCED (KG)	CO <sub>2</sub> E (TONNES)
<b>CATTLE AND CALVES</b>	23,704	1,038,235	25,956
<b>STEERS</b>	6,750	329,400	8,235
<b>BEEF COWS</b>	4,093	496,480.9	12,412
<b>DAIRY COWS</b>	2,568	353,100	8,828
<b>PIGS</b>	27,007	40,510.5	1,013
<b>SHEEP AND LAMBS</b>	12,429	99,432	2,486
<b>HENS AND CHICKENS</b>	248,750	N/A	N/A
<b>TURKEYS</b>	5,883	N/A	N/A





**FIGURE 8. VISUAL REPRESENTATION OF THE NUMBER OF LIVESTOCK COMPARED WITH TCO<sub>2</sub>E PRODUCED BY ENTERIC FERMENTATION**



**TABLE 23. MANURE MANAGEMENT EMISSIONS IN DUFFERIN COUNTY IN 2016**

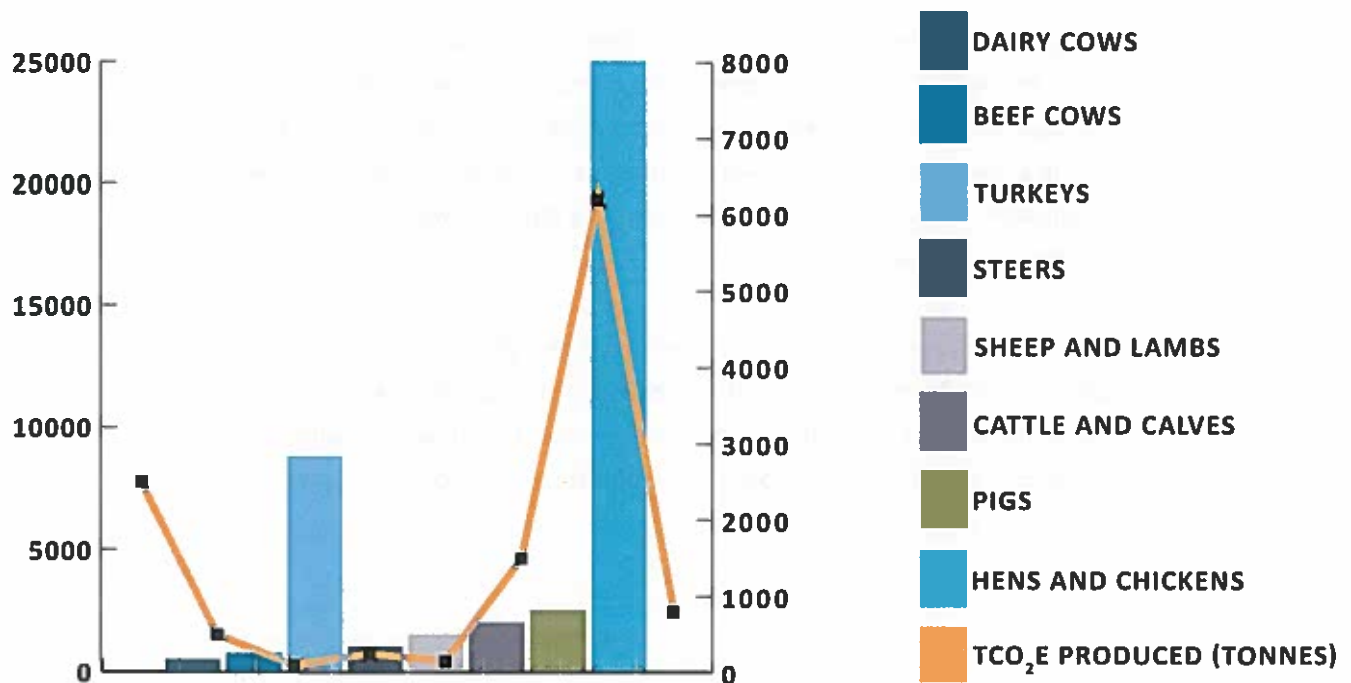
LIVESTOCK	NUMBER OF LIVESTOCK	CH <sub>4</sub> PRODUCED (KG)	CO <sub>2</sub> E (TONNES)
<b>CATTLE AND CALVES</b>	23,704	68,741.6	1,719
<b>STEERS</b>	6,750	13,500	338
<b>BEEF COWS</b>	4,093	18,418.5	460
<b>DAIRY COWS</b>	2,568	95,016	2,375
<b>PIGS</b>	27,007	243,063	6,077
<b>SHEEP AND LAMBS</b>	12,429	4,101.57	103
<b>HENS AND CHICKENS</b>	248,750	29,850	746
<b>TURKEYS</b>	5,883	588.3	15

These emissions produced may be overestimated from actual released emissions due to unavailable data from OMAFRA's Dufferin County agriculture profile. For manure management, the NRI has a separate emission coefficient for pigs of different weight, sheep, lambs, chickens and hens. In the agriculture profile dataset, the pigs were not categorized into a separate weight class as the OMAFRA's agriculture data groups them all together. Similarly, the sheep, lambs, hens and chickens were also grouped in 2 groups (sheep and lambs, hens and chickens) therefore two emission coefficients were used instead of four (refer to Table 2).





**FIGURE 9. VISUAL REPRESENTATION OF THE NUMBER OF LIVESTOCK COMPARED WITH TCO<sub>2</sub>E PRODUCED THROUGH MANURE MANAGEMENT**



# LOCAL MUNICIPALITIES



## 4.0 | LOCAL MUNICIPALITIES WITHIN DUFFERIN COUNTY

Community emissions, except for AFOLU emissions and natural gas emissions, were then separated for the respective municipalities in Dufferin County (see Appendix A). These municipalities are Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville and Shelburne.

In order to accurately separate both electricity and natural gas consumption data to the respective municipalities, only postal codes with 6 digits were used. Due to privacy concerns, some postal codes only consist of 3 or 4 digits. The corresponding data were omitted in the analysis. Therefore, the consumption data for each municipality will be slightly lower but more accurate location-wise.

The data were separated for each municipality to allow for tailored climate plans to be made and while the total consumption data from each municipality will not equal the overall county-wide consumption data, it is important to track the emissions for the overall picture for the county.





# LIMITATIONS

## 5.0 | LIMITATIONS AND AREAS FOR IMPROVEMENT

### 5.1 | OTHER SOURCES OF ENERGY FOR RESIDENTIAL USE

Due to the limitations of the data given, the estimations done in this inventory that were made regarding propane and heating oil greenhouse gas emissions, are assumptions and may not capture the full extent of what has been released in each municipality. An accurate comparison cannot be made unless real consumption data are collected from local propane suppliers, a conduction of a survey for residential consumption data, or other means of comparing rural data when doing assumptions.

### 5.2 | TRANSPORTATION

For the transportation sector, real emissions were captured and presented for residential activity. Assumptions from downscaled provincial data were made for commercial activity, but emissions from off-road transportation activity were unavailable. For future inventories, if VKT can be captured and recorded for commercial transportation or fuel sales from local fuel distributors, it will create a clearer picture regarding community emissions in the transportation sector.

## 5.3 | SOLID WASTE

For the solid waste sector, due to unavailable data regarding the annual landfill gas captured for Pine Tree Acres, the emissions may be overestimated. For future inventories, if this value is available, the emissions from the solid waste sector will be drastically reduced due to the appropriate calculation method.

## 5.4 | AGRICULTURE, FORESTRY AND OTHER LAND USE (AFOLU)

For the AFOLU sector, as stated in section 3.7, the emissions emitted reflect only emissions from enteric fermentation as well as manure management. However, these emissions are not inclusive of all emissions from this sector in Dufferin County. This inventory does not include propane or other fuel use emissions from high energy farm vehicles and equipment (i.e. grain dryers). The lack of data along with its limitations and uncertainty surrounding this area hinders Dufferin's ability to identify their emission sources and meet the County's climate targets. In order to develop informed decisions and analysis regarding climate solutions and climate adaptation, complete and real data are required. For future inventories, the inclusion of local fuel data from farm vehicles and equipment will form a deeper understanding of how the community's GHG emissions are distributed.



# APPENDIX A

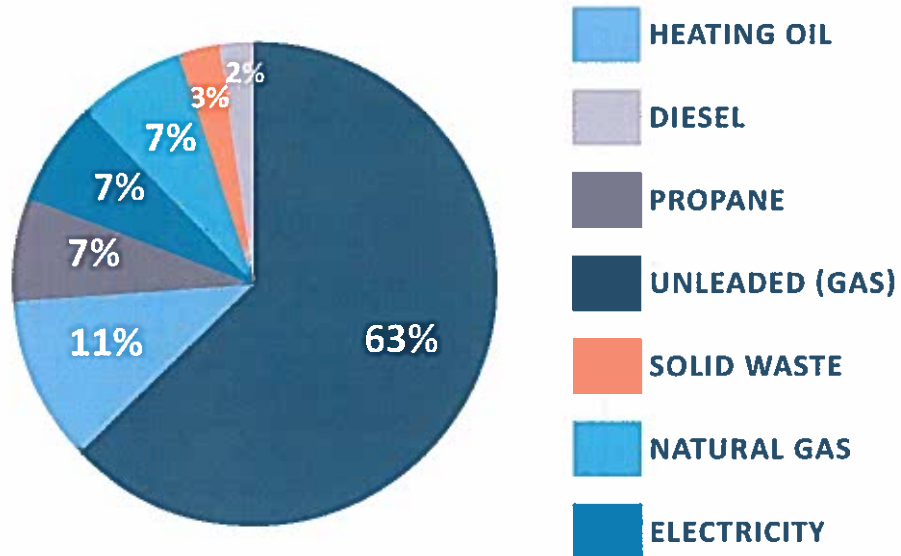
## APPENDIX A | GREENHOUSE GAS EMISSIONS FOR EACH LOCAL MUNICIPALITY

Notes on local emissions apportioning. For the 'AFOLU' and 'Other' sector, emissions were unable to be apportioned by municipality. As such, totals in this section do not perfectly match the total County emissions.

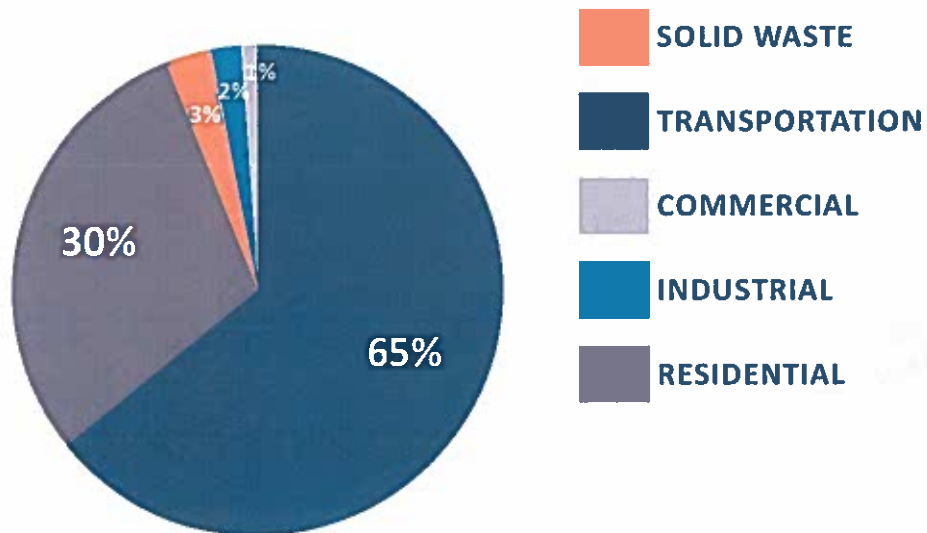


# AMARANTH

TCO<sub>2</sub>E AMARANTH BY ENERGY SOURCE

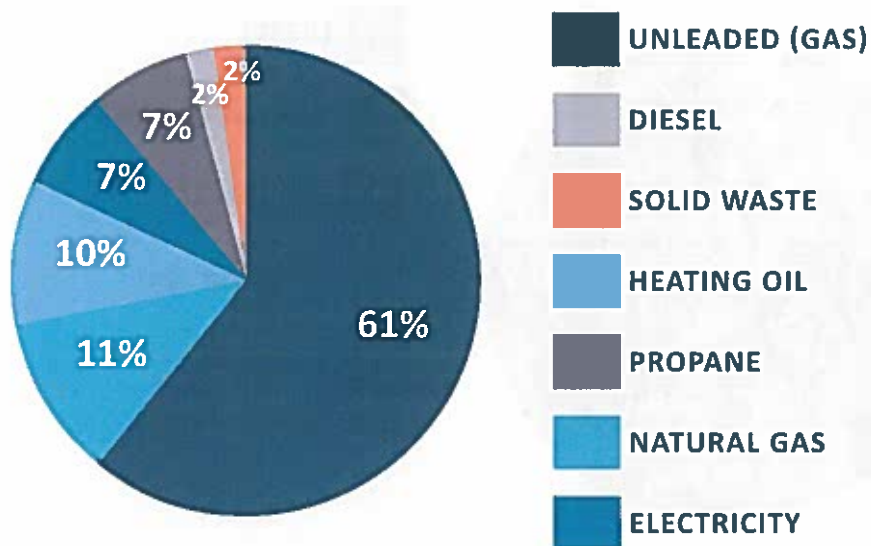


TCO<sub>2</sub>E AMARANTH BY SECTOR

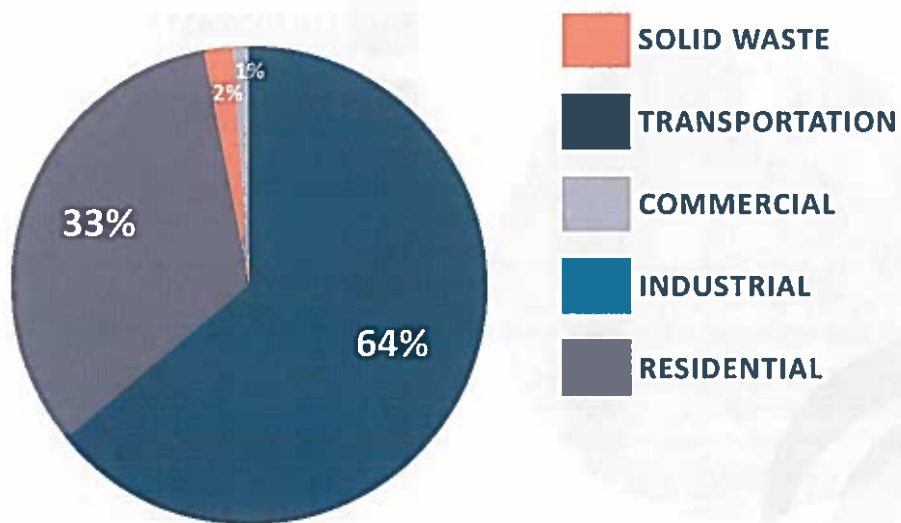


# EAST GARAFRAXA

TCO<sub>2</sub>E EAST GARAFRAXA BY ENERGY SOURCE

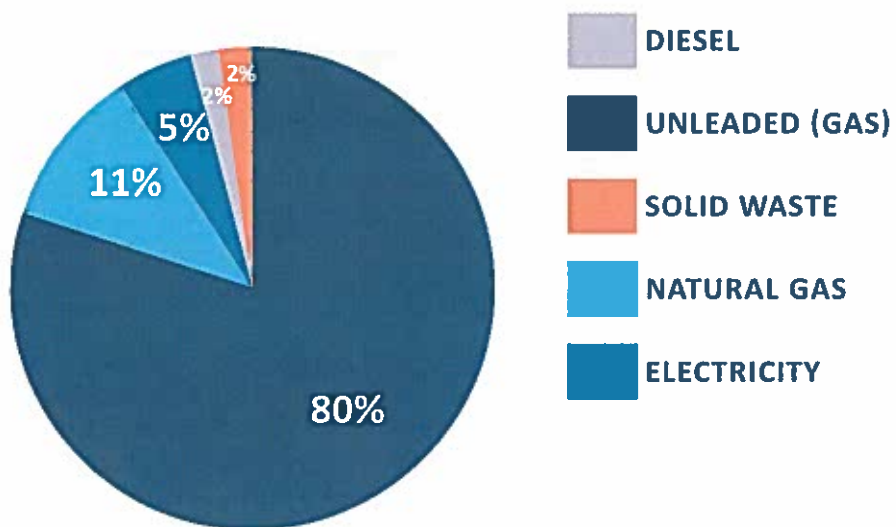


TCO<sub>2</sub>E EAST GARAFRAXA BY SECTOR

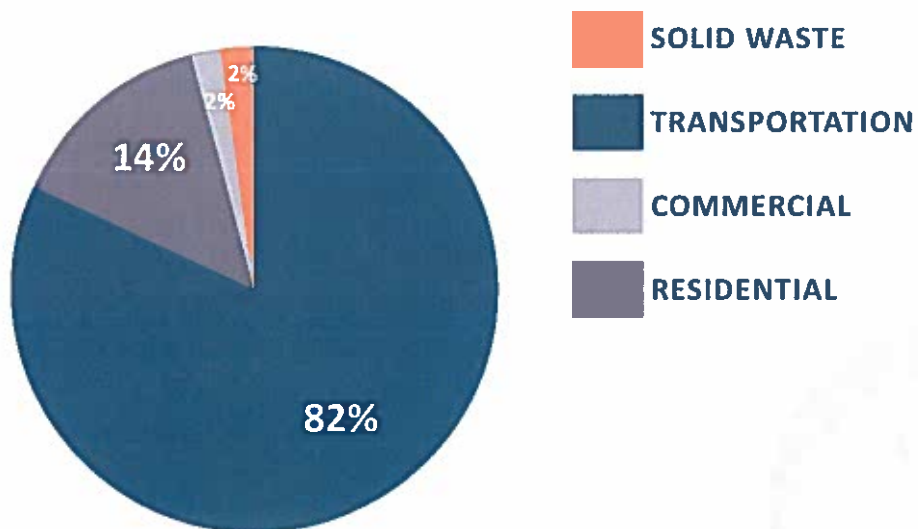


# GRAND VALLEY

TCO<sub>2</sub>E GRAND VALLEY BY ENERGY SOURCE



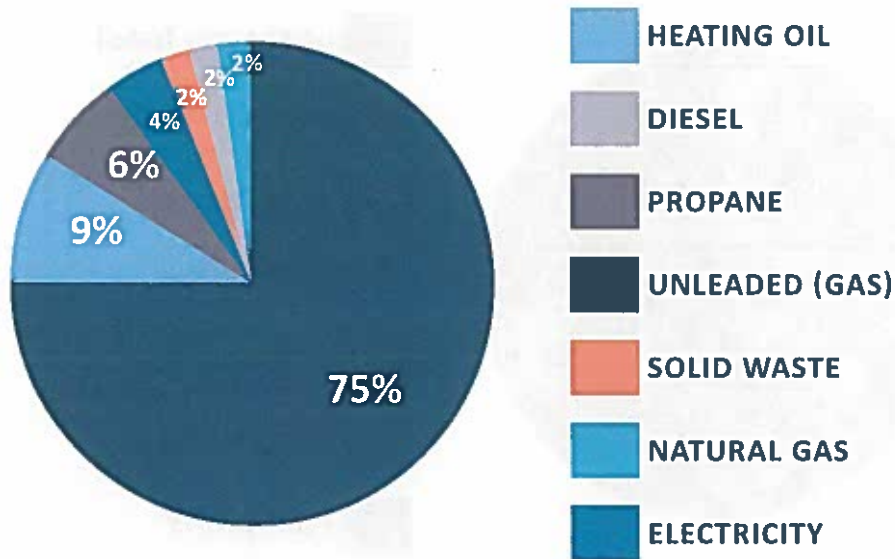
TCO<sub>2</sub>E GRAND VALLEY BY SECTOR



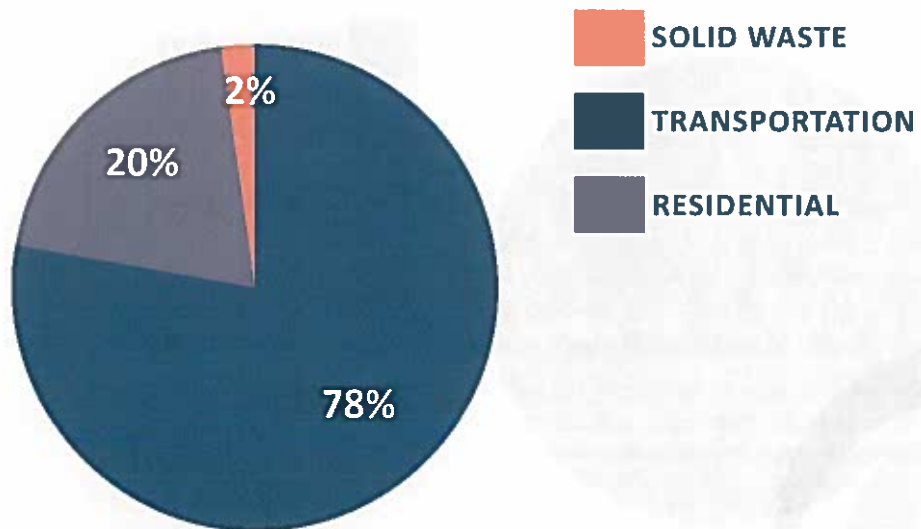


# MELANCTHON

TCO<sub>2</sub>E MELANCTHON BY ENERGY SOURCE

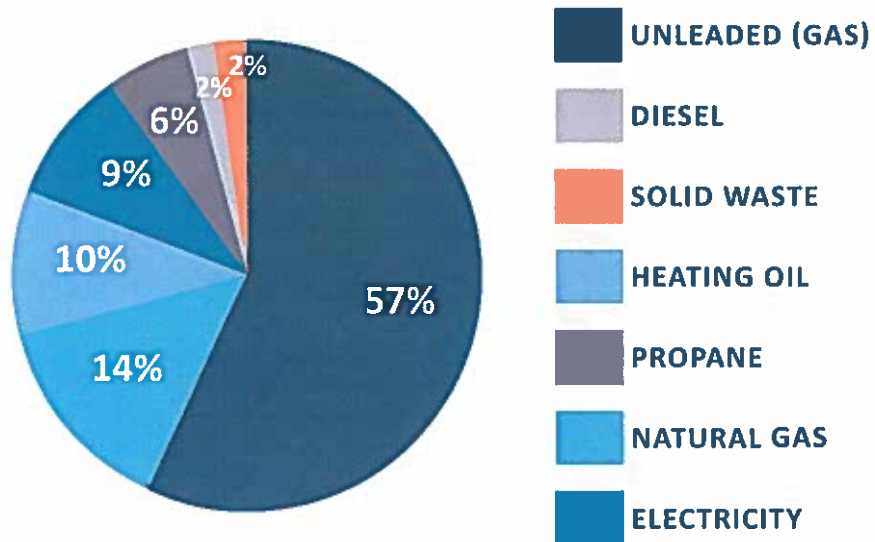


TCO<sub>2</sub>E MELANCTHON BY SECTOR

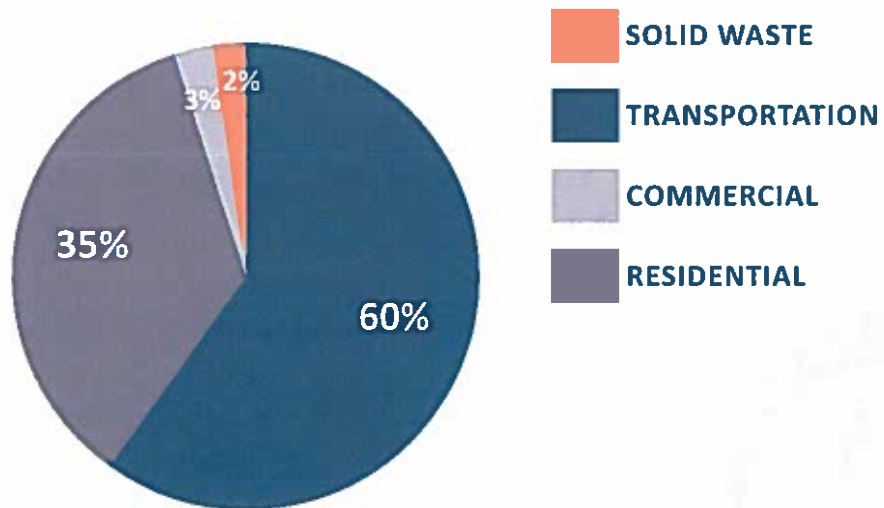


# MONO

TCO<sub>2</sub>E MONO BY ENERGY SOURCE

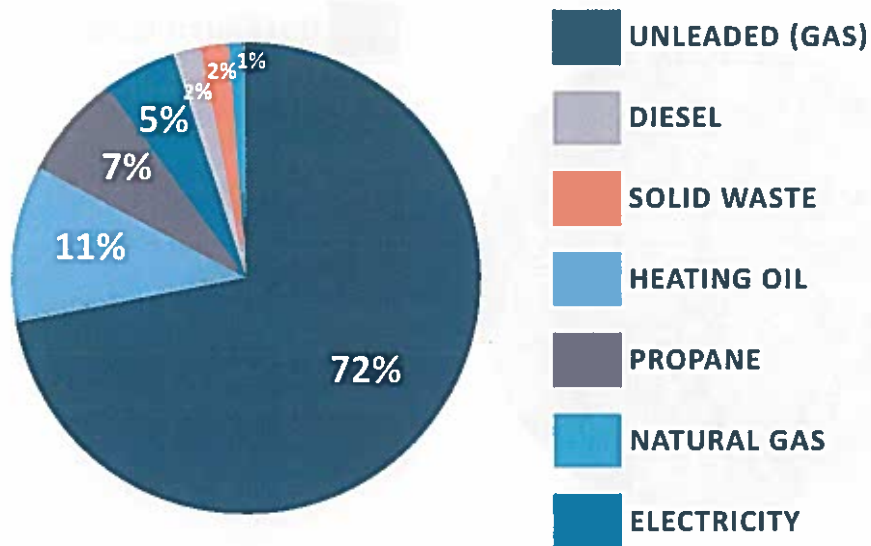


TCO<sub>2</sub>E MONO BY SECTOR

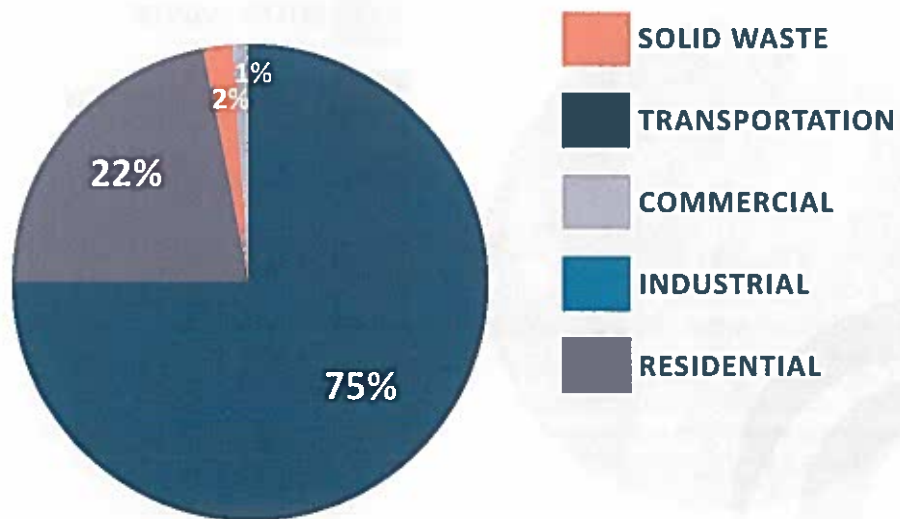


# MULMUR

TCO<sub>2</sub>E MULMUR BY ENERGY SOURCE

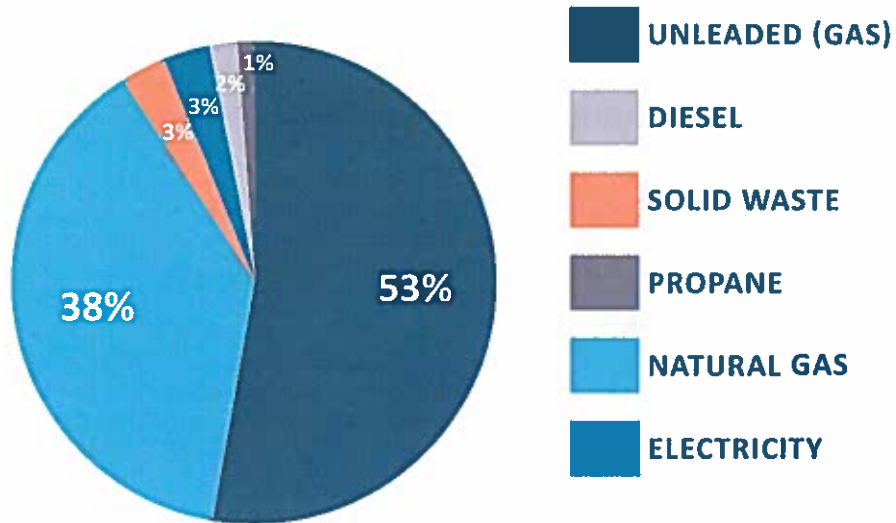


MULMUR GHG EMISSIONS BY SECTOR

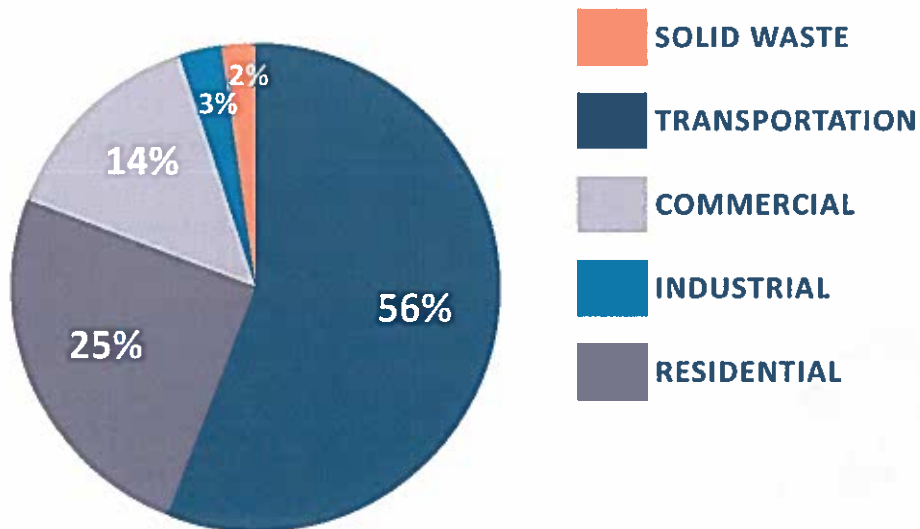


# ORANGEVILLE

TCO<sub>2</sub>E ORANGEVILLE BY ENERGY SOURCE

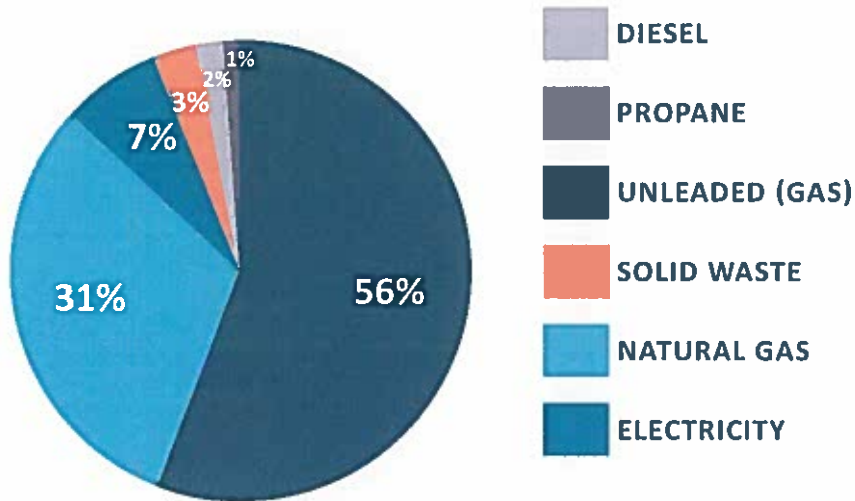


TCO<sub>2</sub>E ORANGEVILLE BY SECTOR

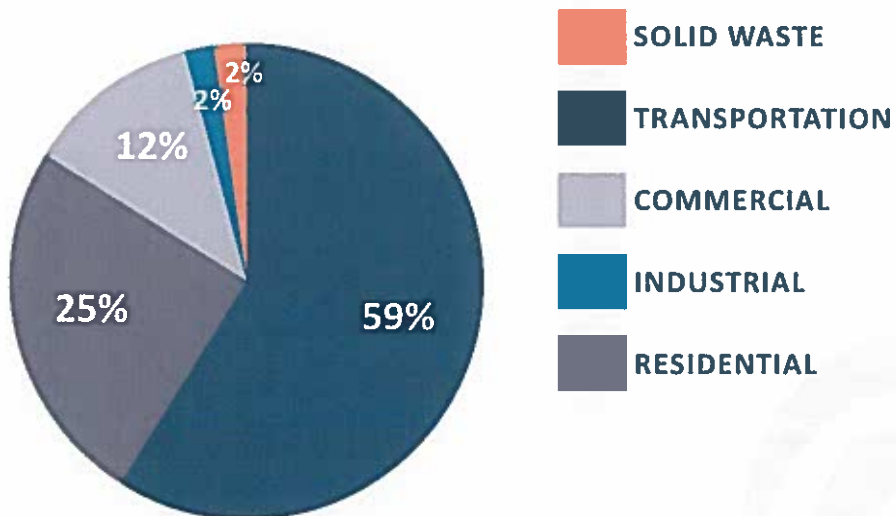


# SHELBURNE

TCO<sub>2</sub>E SHELBURNE BY ENERGY SOURCE



TCO<sub>2</sub>E SHELBURNE BY SECTOR





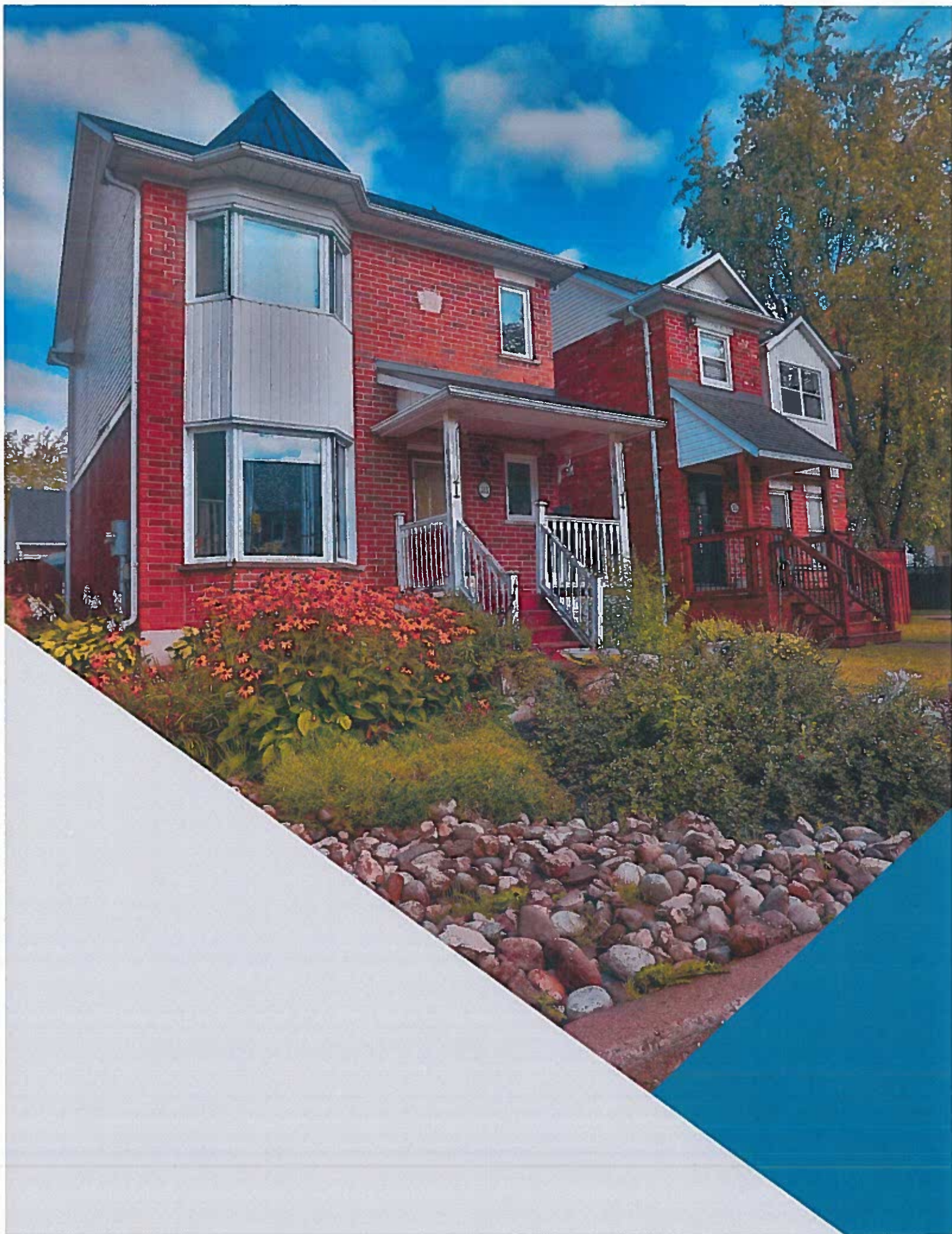




TABLE 24. SUMMARY OF LOCAL MUNICIPALITIES COMMUNITY GREENHOUSE GAS EMISSIONS IN TCO<sub>2</sub>E BY SECTOR

SECTOR	MULMUR	MONO	EAST GARAFRAXA	ORANGEVILLE	SHELBURNE	MELANCTHON	AMARANTH	GRAND VALLEY	TOTAL
RESIDENTIAL	4,486	18,386	4,840	35,874	11,247	3,856	6,216	2,574	87,479
COMMERCIAL	190	1,562	118	20,014	5,468	81	297	275	28,005
INDUSTRIAL	38	171	33	4,036	702	74	132	84	5,271
TRANSPORT	16,129	32,333	9,888	84,511	27,347	15,812	14,232	15,202	21,5454
WASTE	461	1,141	342	3,829	1,077	399	632	344	8,224
TOTAL	21,305	53,592	15,221	148,264	45,841	20,222	21,509	18,479	34,4433

TABLE 25. SUMMARY OF LOCAL MUNICIPALITIES COMMUNITY GREENHOUSE GAS EMISSIONS BY ENERGY SOURCE

ENERGY SOURCE	MULMUR	MONO	EAST GARAFRAXA	ORANGEVILLE	SHELBURNE	MELANCTHON	AMARANTH	GRAND VALLEY	TOTAL
ELECTRICITY	1,111	4,642	1,095	4,091	3,233	891	1,567	866	17,496
NATURAL GAS	88	7,623	1,613	55,833	14,187	373	1,499	2,072	83,288
GASOLINE	15,298	30,503	9,334	79,090	25,715	15,038	13,398	14,487	202,862
DIESEL	580	1,209	368	3,338	1,046	558	540	528	8,169
WASTE	461	1,141	342	3,829	1,077	399	632	344	8,224
PROPANE	1,497	3,405	995	2,083	586	1,191	1,564	187	11,507
HEATING OIL	2,271	5,073	1,475			1,775	2,314		12,908
TOTAL	21,306	53,596	15,222	148,264	45,843	20,225	21,513	18,484	344,453



**MINUTES**  
**MULMUR-MELANCTHON FIRE BOARD**  
**Tuesday February 11, 2020**  
**Fire Hall – 1:00 pm**

**Present:** Earl Hawkins, Chair – Mulmur Township  
David Besley, Vice Chair – Melancthon Township  
David Thwaites – Melancthon Township  
Ken Cufaro – Mulmur Township  
Fire Chief Scott Davison  
Deputy Chief Matt Waterfield  
Heather Boston, Treasurer  
Michelle Smibert, Secretary

- 1. Call to Order**
- 2. Declaration of Pecuniary Interest – none disclosed.**
- 3. Approval of Previous Meeting's Minutes – January 13, 2020**

The minutes from January 13, 2020 were discussed and amended as follows:

Item 5 a) was amended to read: There was discussion by Board members as the matter of the acquisition of the SCBA's had been addressed in the capital forecast adopted by the Board in October 2019 (i.e. not until 2025) and due to the fact that there were concerns that the capital reserves did not have the funds.

Item 5b) was amended to read: There was some discussion on the "working group" composition being members of the Chairs of the Fire Boards with information being provided by the Fire Chiefs.

Item 5 c) was amended to read: The Melancthon members took the position that the matter of fire billing and revenue is to be done by and for the benefit of the Fire Board.

Item 6 a) was amended to read: Member Thwaites noted his frustration with the process in that the Board was being asked to approve the accounts 'after the payments have already been made despite items being in excess of the budget.'

Item 6 b) was amended by adding the following: Given he understood all expenses/wages had been paid by mid-December.

Item 6 c) was amended to read: Mulmur

Motion by Ken Cufaro and David Besley

**THAT the Minutes dated January 13, 2020 as amended be approved.**

**CARRIED.**

*bs/commit 1*  
**JAN 14 2021**

#### **4. Fire Chief's Reports**

##### **a) Chief's Request, re request to pay for medical exams for DZ license renewal**

The Fire Chief asked that this item be deferred until a future meeting so that he can obtain the financial details.

Discussed having a joint board meeting to discuss dispatch services.

#### **5. Finance**

##### **a) Accounts Payable**

Motion by David Besley and Ken Cufaro

**THAT the accounts payable in the amount of \$ 19,724.96 (\$32,724.96 minus the Township of Clearview payment in the amount of \$13,000 for SCBA's) be approved.**

**CARRIED.**

##### **b) Financial Information Review –Budget to Actual 2019/2020, Capital Forecast**

Members reviewed the capital forecast and continuity plan. Expenses for the pick up of the new fire truck were discussed.

Moved by David Besley and Ken Cufaro

**THAT the payment of \$13,000 to the Township of Clearview for SCBA's be approved with the source of financing from capital reserves.**

**CARRIED.**

Moved by Ken Cufaro and David Thwaites

**THAT an additional \$3,000 be added to the capital cost of the new tanker to cover the delivery expenses.**

**CARRIED.**

Moved by Ken Cufaro and David Besley

**THAT the operating reserve of \$29,000 be used against the 2019 levy shortfall.**

**CARRIED.**

Moved by Ken Cufaro and David Besley

**THAT the Treasurer apply any interest from the bank account to the capital reserve account; AND THAT the capital reserve funds and the operating funds are to be kept in the same bank account.**

**CARRIED.**

Members reviewed how the operating and capital levy is calculated. Direction was given to the Treasurer to share the levy percentage calculation for each municipality with Melancthon's Treasurer.

Motion by David Thwaites and Ken Cufaro

**THAT the 2020 Budget be amended by including \$10,000 in fire call revenue as a result of motor vehicle collisions.**

**CARRIED.**

The Board discussed how fire call revenue is handled. The Treasurer noted that fire call revenue for motor vehicle collisions are collected by the Fire Board and that structural fires and fires burning outside of each municipality's Burn By-law are billed separately by each municipality. Melancthon noted that they would like to see all fire call revenue going to the Fire Board. The matter of Mulmur's contract with Fire Marque came up and it was suggested that any monies collected under this program go to the Fire Board as opposed to the municipality. This matter will be discussed again at a future meeting.

It was noted by the Fire Board that the Board should be making the decision about billing property owners for fires in contravention of the Burn By-law and not the Fire Chief. It was proposed that the Fire Chief would make a recommendation to the Board and the Board would approve billing a property owner. This matter will be discussed further at the next meeting.

#### **6. Correspondence**

- a) Letter sent to Orangeville Police Services Board. The Secretary noted that a response has not yet been received but she will follow up with the Board Chair on the status of the termination of the dispatch agreement and timing.

#### **7. Adjournment**

Motion by David Besley and David Thwaites

**THAT the meeting adjourn at 4:05 pm with the next meeting being scheduled for March 17<sup>th</sup> at 1 pm.**

.....  
Chair

.....  
Secretary



## **MINUTES**

### **MULMUR-MELANCTHON FIRE BOARD**

**Tuesday, July 14, 2020 at 7:00 p.m.**

### **ELECTRONIC**

**Present:** Earl Hawkins, Chair – Mulmur Township  
David Thwaites – Melancthon Township  
Ken Cufaro – Mulmur Township  
Fire Chief Scott Davision  
Deputy Chief Matt Waterfield  
Christine Hickey, Mulmur Staff

**Regrets:** David Besley, Vice Chair – Melancthon Township

#### **1. Call to Order**

Chair Hawkins called the meeting to order at 7:02 p.m

#### **2. Declaration of Pecuniary Interest**

Chair Hawkins stated that if any member of the Board had a disclosure of pecuniary interest, they could declare the nature thereof now or at any time during the meeting. No Declarations of Pecuniary interest were stated at this time.

#### **3. Approval of the Agenda**

**Moved by: Cufaro and Seconded by: Thwaites**

THAT the July 14, 2020 agenda for the Mulmur-Melancthon Fire Board be approved as circulated.

**CARRIED**

#### **4. Approval of Previous Meeting's Minutes – June 15, 2020**

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Minutes of the Mulmur-Melancthon Fire Board dated June 15, 2020 be approved as copied and circulated.

**CARRIED**

## **5. Dispatch Services Agreement (Update)**

Staff provided an updated that the Dispatch Services Agreement, with the requested changes was approved and signed by the Town of Tillsonburg.

## **6. Finance**

### **a) Accounts Payable – Follow-up of unapproved accounts from January 1 – May 6, 2020**

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Board approve the Xplornet invoice for February in the amount of \$127.12 recognizing that a credit was issued to partially offset this cost.

**CARRIED**

### **b) Budget to Actual Year-to-Date**

The following questions were discussed:

Clarification was requested on the reporting of Capital funds; the attached budget report shows capital differently at the beginning of the report and the end of the report. Staff confirmed that in order to ensure consistency on how the numbers are presented in the budget, the capital budget needs to be separated out. This was a change this year, the 2019 numbers appear the old way and are combined with the operating budget.

Fire call revenue is showing as Zero to date, Staff confirmed there are calls that need to be invoiced, which will bring the call revenue up to date. Generally, before pulling the reports, staff wait a minimum of 30 days to provide time for the Police reports to be completed, this generally allows for multiple reports to be run at once and reduce the charges incurred to access the system. For security purposes, the system can only be accessed from the office

The Fire Insurance amount, the actual amount is \$12,869 compared to the budgeted amount of \$10,791. Staff advised that we switched insurance providers this year due to the increase costs. A report will be brought to the next meeting on VFIS coverage, as this area saw the highest increase (family versus individual coverage). Staff have requested a detailed breakdown of the coverage for further direction from the board

There was an increase in the Bank charge amount, Staff confirmed that the increase was due to Electronic Fund Transfer (EFT) charges. With the current pandemic



payments were originally made using EFT. Based on the costs associated staff will only issue checks or pay online.

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Board receive the budget to actual year-to-date as information.  
**CARRIED**

**c) Fire Call Fee – July 2020**

**Moved by: Cufaro and Seconded by: Thwaites**

THAT the Board receive the Treasurers report, Fire Call Fees.  
**CARRIED**

The following questions were discussed:

Discussion ensued on the 5 year averaging and confirmation was provided that capital purchases are included in the 5 year average. Staff confirmed that the Number of Responses/Cost for Responses was the most accurate formula to base Fire Call Fees on.

Discussion on internet cost related to Shelburne housing our required equipment and if a Shelburne Fire Board Meeting date had been set. Staff confirmed that upon further discussion the equipment will be housed in Orangeville instead of Shelburne, and confirmation that there will be no cost for this was provided.

**7. Adjournment**

THAT we do now adjourn at 7:36 p.m. to meet again on August 18, 2020 at 4:00 p.m. or at the call of the Chair.

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**Chair**

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**Secretary**



**MINUTES  
MULMUR-MELANCTHON FIRE BOARD  
Tuesday, August 18, 2020 at 7:15 p.m.  
ELECTRONIC**

**Present:** Earl Hawkins, Chair – Mulmur Township  
Ken Cufaro – Mulmur Township  
David Thwaites – Melancthon Township  
David Besley, Vice Chair – Melancthon Township  
Fire Chief Scott Davision  
Deputy Chief Matt Waterfield  
Heather Boston, Secretary/Treasurer

**1. Call to Order**

Chair Hawkins called the meeting to order at 7:16 p.m.

**2. Declaration of Pecuniary Interest**

Chair Hawkins stated that if any member of the Board had a disclosure of pecuniary interest, they could declare the nature thereof now or at any time during the meeting.

No Declarations of Pecuniary interest were stated at this time.

**3. Approval of the Agenda**

**Moved by: Besley and Seconded by: Cufaro**

THAT the August 18, 2020 agenda for the Mulmur-Melancthon Fire Board be approved as circulated. Carried.

**4. Approval of Previous Meeting's Minutes – July 14, 2020**

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Minutes of the Mulmur-Melancthon Fire Board dated July 14, 2020 be approved as copied and circulated;  
AND THAT the Board retroactively appoints Christine Hickey as Secretary for the July 14, 2020 Board meeting. Carried.

## **5. Chief's Call Report – To August 1, 2020**

- It was noted that the times on the report should agree with the times billed

**Moved by: Besley and Seconded by: Thwaites**

THAT the Mulmur-Melancthon Fire Department Fire Call Report, to August 1, 2020 be received. Carried.

## **6. Old/New Business**

### **6.1 Volunteer Fireman's Insurance Services (VFIS) Costs Report**

**Moved by: Thwaites and Seconded by: Besley**

THAT the Board receive the Treasurers report, VFIS Costs, as information. Carried.

**Moved by: Thwaites and Seconded by: Besley**

THAT the Board request a compensation report be prepared by the CAO's from each Township for the next closed session meeting inclusive of any supporting documents. Carried.

### **6.2 Approved Policies – Review and Approval Dates**

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Board request that the CAO's of each Township bring back draft policies. Carried.

### **6.3 Dispatch Services Agreement (Update)**

- Service is working great, no issues

## **7. Health and Safety**

Firehall Lighting (Update)

**Moved by: Besley and Seconded by: Thwaites**

THAT the Board approve the replacement of the firehall lights for \$1,700 given that it fits within the budget. Carried.

- Discussed how the cost of the SCBA's was originally going to cost \$9,300 but they were able to cut down on the equipment needed and now it will only be \$7,700.

## **8. Adjournment**

**Moved by: Cufaro and Seconded by: Besley**

THAT we do now adjourn at 8:24 p.m. to meet again on September 22, 2020 at 7:00 p.m. or at the call of the Chair.

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**Chair**

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**Secretary**



**AGENDA**  
**MULMUR-MELANCTHON FIRE BOARD**  
**Tuesday, October 13, 2020 at 7:00 p.m.**  
**ELECTRONIC**

**Present:** Earl Hawkins, Chair – Mulmur Township  
Ken Cufaro – Mulmur Township  
David Thwaites – Melancthon Township  
David Besley, Vice Chair – Melancthon Township  
Fire Chief Scott Davision  
Deputy Chief Matt Waterfield  
Heather Boston, Secretary/Treasurer  
Christine Hickey

**1. Call to Order**

Chair Hawkins called the meeting to order at 7:00 p.m.

**2. Declaration of Pecuniary Interest**

Chair Hawkins stated that if any member of the Board had a disclosure of pecuniary interest, they could declare the nature thereof now or at any time during the meeting.

No Declarations of Pecuniary interest were stated at this time.

**3. Approval of the Agenda**

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the October 13, 2020 agenda for the Mulmur-Melancthon Fire Board be approved as circulated and amended.

**CARRIED**

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#### **4. Approval of Previous Meeting's Minutes – September 22, 2020**

Staff were asked to clarify on the minutes that Item 7 was tabled, and the motion was not passed.

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Minutes of the Mulmur-Melanthon Fire Board dated September 22, 2020 be approved as copied and circulated.

**CARRIED**

#### **5. Finance**

##### **a) Staff Report – COVID-19 Related Expenses**

**Moved by: Cufaro and Seconded by: Thwaites**

THAT the Board receive the COVID-19 Related Expenses Staff Report.

**CARRIED**

##### **b) Staff Report – Reduction in Banking Fees**

**Moved by: Cufaro and Seconded by: Besley**

THAT the Board receive the Staff Report regarding reduction in banking fees.

**CARRIED**

#### **6. Closed Session**

Closed session pursuant to the Municipal Act, 2001 S.O. 2001, Chapter 25, Section 239: Personal matters about an identifiable individual, including municipal or local board employees and approving the previous closed meeting minutes.

Fire Chief Scott Davison and Deputy Fire Chief Mat Waterfield temporarily left the meeting.

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Mulmur-Melancthon Fire Board move into Closed Session pursuant to Section 239 (2) (b) of the Municipal Act 2001, as amended at 7:12 p.m. for the following reasons: - personal matters about an identifiable individual, including municipal or local board employees; and approval of past closed meeting minutes and approval of September 22, 2020 Closed Session Minutes.

**CARRIED**

**Moved by: Cufaro and Seconded by: Besley**

THAT the Mulmur-Melancthon Fire Board adjourn the Closed Session at 9:10 p.m. and return to the regular meeting.

**CARRIED**

**Moved by: Thwaites and Seconded by: Besley**

THAT Staff were directed accordingly as per close session matters.

**CARRIED**

## **7. Old/New Business**

### **a) Review Policies**

#### **Capital Asset Policy**

#### **Use of Hall Equipment Policy**

The Capital Asset Policy has been provided to the auditors for review. Once the review is completed the policy will be brought back to the committee for final review.

**Moved by: Thwaites and Seconded by: Cufaro**

THAT the Board approve the Use of Hall Equipment Policy as presented.

#### **Added item**

### **b) Boundary Adjustment**

Discussion ensued on the motion brought forward from the Rosemount Fire Board to expand their boundary lines both to the North and the West. At this time the Rosemount Fire Board is only looking into the matter.

**8. Adjournment**

**Moved by: Thwaites and Seconded by: Besley**

THAT we do now adjourn at 9:45 p.m. to meet again on November 17, 2020 at 7:00 p.m. or at the call of the Chair.

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**Chair**

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**Secretary**



## **Grand River Conservation Authority**

*Summary of the General Membership Meeting – December 18, 2020*

*This meeting was held virtually and streamed live for the public on  
GRCA's Board Webcast Page*

*To GRCA/GRCF Boards 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-12-20-92 - Financial Summary
- GM-12-20-91 - Application to Intake 6 of the National Disaster Mitigation Program
- GM-12-20-C08 - Property Disposition - City of Kitchener (closed agenda)

### **Information Items**

*The Board received the following reports as information:*

- GM-12-20-94 - Chief Administrative Officer's Report - Update on Bill 229: Protect, Support and Recover from COVID-19 (Budget Measures)
- GM-12-20-93 - Report of the Audit Committee
- GM-12-20-86 - Per Diems and Honorariums for 2021
- GM-12-20-89 - Cash and Investment Status
- GM-12-20-87 - Residential Wind-down Program: Status Update
- GM-12-20-88 - Grand River Watershed Flood Warning System
- GM-11-20-84 - Assessment of Reservoirs to Reduce Flood Damage in the Grand River Watershed
- GM-12-20-90 - Current Watershed Conditions

### **Correspondence**

*The Board received the following correspondence:*

- Items Regarding Schedule 6, Bill 229: Protect, Support and Recover from COVID-19 (Budget Measures): Association of Municipalities of Ontario, Township of Centre Wellington, City of Brantford, City of Waterloo, Melancthon Township, Township of North Dumfries, Nottawasaga Valley Conservation Authority, Township of Wilmot, and Township of Guelph/Eramosa

### **Source Protection Authority**

*The General Membership of the GRCA also acts as the Source Protection Authority Board*

### **Action Items**

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

- SPA-12-20-01 - Lake Erie Region Source Protection Committee Amended Rules of Procedure

*For full information, please refer to the December 18 General Membership & Source Protection Agenda Packages. 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 January 22, 2020.*

*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'.*

*Bo/comm#5  
JAN 14 2021*

*Minutes for Shelburne Public Library Board Meeting  
Tuesday, November 17, 2020*

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

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

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The participants met on-line through the Zoom platform due to the COVID-19 Pandemic.

The Chair, Geoff Dunlop, called the meeting to order at 7:00 P.M. and stated some guidelines for the meeting.

- a) Participants were to mute themselves when not speaking. Rose/Geoff to stay unmuted to recognize members.
- b) Participants were to raise their hands to ask questions or comment and wait to be recognized.
- c) Participants were to raise their hands to vote on motions.

**Motion 59-20      P. Clark, J. Hodder**

In accordance with a previous motion approved by the SPL Board that members can participate in a virtual meeting;

Be it resolved that the Board now hold a virtual meeting for all board members not able to be physically present due to COVID-19 restrictions.

**Carried**

**Motion 60-20      S. Martin, P. Barclay**

Be it resolved that we approve the Agenda of the November 17, 2020, meeting.

**Carried**

**Motion 61-20      M. Mercer, M. Archer**

Be it resolved that we approve the minutes of the board meeting dated October 20, 2020.

**Carried**

**Motion 62-20      M. Archer, M. Mercer**

Be it resolved that we approve the Accounts Payable Register for October, 2020, with invoices and payments in the amount of \$31,726.94.

**Carried**

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

- **Statistics**

The statistics for active circulation are not available, as the Library has been closed since March 15, 2020. However, Rose presented a verbal report outlining Statistics relating to Curbside Pickup for October, 2020. We circulated approximately 1995 items, and additionally, over 970 more items through Overdrive and Libby (e-books and audio books).

*BD/Comm# 6*  
**JAN 14 2021**



- **Verbal/anecdotal Social Media Outreach**

Rose also presented anecdotal information about the Social Media Outreach for the library including statistics for E-Resource use which included the fact that Press Reader is very popular with over 185 issues opened. Although this is an expensive resource, we are finding it is well used.

Other statistics: Library News sent –8839

Facebook - total engagement –current month -591

Instagram – posts 51, Followers 252

Video watches - 380

- **Programming**

- **Children's Programming**

Our children's programming continues with Story time and crafts on Friday morning. Families pick up a bag containing the craft materials for the month at curbside along with their books. We also post new Lego Challenges for children every Wednesday and encourage interaction through social media. On Thursday nights, we have Sleepy Story time and on Mondays, the Community Readers program is geared to children.

- **Teen Programming**

For the Teens, we have a weekly Make and Take Video and craft supplies to make the craft. The "Craft Supply" bags are also distributed monthly and include all the supplies needed to make the craft. Rose said to encourage everyone to watch these as the Crafts are fun and engaging.

- **Adult Programming**

Jade and Rose are featured in a Video clip every Tuesday. They outline some new aspect of the library resources and talk about two books they have read during the week. There is also an adult reading Challenge on Beanstack and we are just winding that down for this time period and will announce a winner shortly. We will be starting new challenges for the winter months.

- **Community Readers**

The Community Readers initiative is drawing great response. These story-time readings by local individuals are posted on the Library YouTube channel. So far, some of the people reading are Rose, Bella Carter, Steve Anderson—Deputy Mayor, Geoff Dunlop—Chair SPL, Gord Gallagher, Ed Crewson, Alethia O'Hara Stephenson, Alex McLellan, Amir Mojallali, Althea Casamento, Noni Thomas, Andrew & Juli-Anne James, and several others are lined up for future sessions. We create and edit all the videos in house and are quite pleased with the outreach of these to our community.

As seen in the statistics presented, we have an extensive email list (approximately 2000) of our adult Newsletter and Rose consistently has the Newspaper article in the Shelburne Free Press... thanks to their support.

**Motion: 63-20                      G. Little, S. Hall**  
that the SPL receive the report as presented by the CEO.

**Carried**

## **Business**

- **2021 Draft Budget**

Gordon Gallaugh, Treasurer, of the Shelburne Public Library, was present at the meeting and went through the budget, line by line, and answered questions posed by the Board.

**Motion: 64-20      P. Barclay, S. Martin**

To approve the 2021 Budget as present, with a total municipal contribution \$359,017.00 with a total budget of \$413,550.00.

**Carried**

The Budget will be sent to the Municipal Treasurers together with a separate document informing them of some of COVID-related budget implications.

- **In Camera session -- Not required**

- **Stage 3 Opening/Protocols**

Discussion ensued again about the logistics of opening the library for in-library browsing. With the number of active case rising, this does not seem to be the time to do that. However, certainly in the New Year, giving a short time for "holiday cases" to peak, it is certainly a strong consideration that we do so.

**Motion 65-20      J. Hodder, P. Clark**

Be it resolved that SPL continue to provide programming and support to its patrons to provide online service, programming, resources, support and communication, at the discretion of the CEO;

Be it further resolved that the SPL Board approve the recommendation to continue and maintain current staffing as modified by the CEO;

Be it further resolved that these recommendations be reviewed at the next scheduled Board meeting on December 15, 2020.

**Carried**

**Motion 66-20      S. Hall, P. Clark**

That we now adjourn at 8:05 p.m., to meet again December 15, 2020, at 7 pm., or at call of the Chair.

**Carried**

Ministry of the Attorney General

Ministère du Procureur général

Office of the Deputy Attorney General

Cabinet du Sous-procureur général

McMurtry-Scott Building  
720 Bay Street, 11<sup>th</sup> Floor  
Toronto ON M7A 2S9  
Tel.: 416 326-2640

Édifice McMurtry-Scott  
720, rue Bay, 11<sup>e</sup> étage  
Toronto ON M7A 2S9  
Tél.: 416 326-2640



December 8, 2020

Municipal Chief Administrative Officers:

**Re: Expanding the Use of Certified Evidence in *Provincial Offences Act* Courts**

Bill 177, the Stronger, Fairer Ontario Act (Budget Measures), 2017, introduced amendments to the Provincial Offences Act (POA) aimed at modernizing and streamlining POA court processes.

I am pleased to advise that, effective December 14, 2020, amendments to s. 48.1, which provides for the use of certified evidence in POA proceedings, will come into force through an Order in Council. Certified evidence includes written statements in a document that are certified or sworn to be true by the person signing the document.

Currently, the POA permits a certified statement in a certificate of offence or in a certificate of parking infraction, as well as other prescribed types of certified evidence, to be admitted in evidence as proof of the facts certified in it. However, these certified statements may not be relied upon as evidence for offences such as speeding and any offence under the Highway Traffic Act (HTA) that carries demerit points.

Beginning December 14, s. 48.1 of the POA will apply to all proceedings commenced under Part I and Part II of the POA where a set fine has been specified for the offence or that are otherwise prescribed by regulation, and so now will include speeding and other HTA offences that attract demerit points. The Ministry is not proposing to prescribe any other types of certified evidence or offences by regulation at this time.

Certified statements, when relied upon by the prosecution, would reduce the need for the person who certifies the contents of the document to be true, including enforcement officers, to appear in court and give oral testimony. Expanding the availability of certified evidence is a key part of the Ministry's efforts to streamline POA court processes and enable more efficient use of court and enforcement resources.

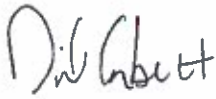
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IAN 14 2021

Thank you for your continued co-operation as we work together to identify new and innovative ways of making the POA justice system more efficient, responsive, and accessible. I look forward to continuing our collaboration to implement the remaining Bill 177 reforms to further streamline and modernize POA processes.

If you have any questions, or if you would like more information on this initiative, please contact Wendy Chen, Acting Manager of the Ministry's POA Unit, at [JUS.G.MAG.POASupport@ontario.ca](mailto:JUS.G.MAG.POASupport@ontario.ca) or (437) 244-8733.

Yours truly,

A handwritten signature in dark ink, appearing to read "David Corbett". The signature is fluid and cursive, with the first name "David" and last name "Corbett" clearly distinguishable.

David Corbett  
Deputy Attorney General

## Denise Holmes

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**From:** Acevedo-Martinez, Santiago (MAG) <Santiago.Acevedo-Martinez@ontario.ca>  
**Sent:** Monday, December 14, 2020 12:00 PM  
**To:** Denise Holmes  
**Cc:** Jeff Wilker; Erroll Treslan  
**Subject:** LPAT PL200065 - Withdrawal Acknowledgement Letter  
**Attachments:** Withdrawal Acknowledgement Letter.pdf

Good afternoon,

Please see attached correspondence from the Tribunal.

Regards,

**Santiago Acevedo-Martinez**

Case Coordinator, Planner  
Local Planning Appeal Tribunal  
Ontario Land Tribunals  
655 Bay Street, 15<sup>th</sup> Floor Toronto, ON M5G 1E5  
New: (437) 248-4681  
[santiago.acevedo-martinez@ontario.ca](mailto:santiago.acevedo-martinez@ontario.ca)

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We are committed to providing accessible services as set out in the Accessibility for Ontarians with Disabilities Act, 2005. If you have any accessibility needs, please contact our Accessibility Coordinator at [OLT@ontario.ca](mailto:OLT@ontario.ca) as soon as possible. If you require documents in formats other than conventional print, or if you have specific accommodation needs, please let us know so we can make arrangements in advance.

The information contained in this e-mail is not intended as a substitute for legal or other advice and in providing this response, Ontario Land Tribunals assumes no responsibility for any errors or omissions and shall not be liable for any reliance placed on the information in this e-mail. This email and its contents are private and confidential, for the sole use of the addressees. If you believe that you received this email in error please notify the original sender immediately.



**Ontario Land Tribunals**

**Local Planning Appeal Tribunal**

655 Bay Street, Suite 1500  
Toronto ON M5G 1E5  
Telephone: (416) 212-6349  
Toll Free: 1-866-448-2248  
Website: [www.olt.gov.on.ca](http://www.olt.gov.on.ca)

**Tribunaux de l'aménagement du territoire Ontario**

**Tribunal d'appel de l'aménagement local**

655 rue Bay, suite 1500  
Toronto ON M5G 1E5  
Téléphone: (416) 212-6349  
Sans Frais: 1-866-448-2248  
Site Web: [www.olt.gov.on.ca](http://www.olt.gov.on.ca)



**December 14, 2020**

**Via Email: [dholmes@melancthontownship.ca](mailto:dholmes@melancthontownship.ca)**

The Clerk  
Township of Melancthon  
Dufferin County  
157101 Highway 10  
Melancthon, ON  
L9V 2E6

Subject:	Case Number:	PL200065
	File Number:	PL200065
	Municipality:	Township of Melancthon
	By-Law Number:	BL 54-2019
	Property Location:	Lot 20, Concession 4
	Applicants:	Robin Tripp & Brenda Serbin
	Appellant:	Brenda Serbin

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Subsection 34(23.1) of the *Planning Act* provides;

(23.1) If all appeals to the Tribunal under subsection (19) are withdrawn and the time for appealing has expired, the Tribunal shall notify the clerk of the municipality and the decision of the council is final and binding.

I am writing to advise that the appeal by Brenda Serbin was withdrawn by letter dated November 24, 2020.

There are no outstanding appeals in this matter, and our file is closed.

Yours truly,

Becky Fong  
Registrar

c.c.  
Jeffrey Wilker - [jwilker@thomsonrogers.com](mailto:jwilker@thomsonrogers.com)  
Erroll Treslan - [etreslan@owensoundlawyers.com](mailto:etreslan@owensoundlawyers.com)



December 14, 2020

Sent via email to all Ontario Municipal Clerks

Dear Municipal Clerks,

At its meeting held on December 10, 2020, Dufferin County Council approved the following recommendation from the General Government Services Committee:

WHEREAS previous assessment methodologies for aggregate resource properties valued areas that were used for aggregate resources or gravel pits at industrial land rates on a per acre basis of the total site and such properties were formally classified and taxed as industrial lands;

AND WHEREAS Dufferin County Council supports a fair and equitable assessment system for all aggregate resource properties;

AND WHEREAS the Municipal Property Assessment Corporation determined, with the participation only of the Ontario Stone, Sand and Gravel Association, revised criteria for assessing aggregate resource properties;

AND WHEREAS Dufferin County Council has concerns that the revised criteria does not fairly assess the current value of the aggregate resource properties;

NOW THEREFORE BE IT RESOLVED THAT Dufferin County Council does not consider the revised criteria for assessment of aggregate resource properties as a fair method of valuation for these properties;

AND THAT Dufferin County Council believes there is a need to review the current assessment scheme for aggregate resource properties to address the inequity of property values;

AND THAT Dufferin County Council hereby calls upon the Province to work with the Municipal Property Assessment Corporation to address the assessment issue so that aggregate resource properties are assessed for their industrial value;



AND THAT Dufferin County Council direct the Clerk to provide a copy of this motion to the Ministers of Finance; Municipal Affairs and Housing; and Natural Resources and Forestry; and to AMO, ROMA, and all Ontario municipalities and local MPP(s).

Regards,

Michelle Dunne  
Deputy Clerk

Cc    Minister of Finance  
      Minister of Municipal Affairs and Housing  
      Minister of Natural Resources and Forestry  
      AMO  
      ROMA  
      Kyle Seebach, MP  
      Sylvia Jones, MPP



## **PRESS RELEASE**

County of Dufferin  
55 Zina Street  
Orangeville, ON L9W 1E5

*For Immediate Release: December 11, 2020*

### **Dufferin County Elects 144<sup>th</sup> Warden**

*Dufferin* – On Thursday, December 10, 2020, the 144<sup>th</sup> Warden of the County of Dufferin was selected. Melancthon Mayor, Darren White, was elected as the 2020/2021 Head of Council (Warden). This is White's fourth term as County Warden having previously held the position in 2017, 2019 and 2020.

Council also elected the four chairs to lead the standing committees of County Council. Council has adopted to move to four standing Committee to address the County's needs.

Mono Mayor Laura Ryan will to oversee the Health and Human Services Committee (formerly titled Community Services/Dufferin Oaks/Museum Committee).

The General Government Services Committee will be lead again by Deputy Mayor of Mono John Creelman.

Orangeville Mayor Sandy Brown was selected as Chair of the Infrastructure and Environment Committee.

Janet Horner, Mayor of Mulmur, will Chair the newly formed Community Development and Tourism Committee.

The remaining members of Dufferin County Council for 2018-2022 are: Councillor Steve Anderson, Deputy Mayor of Shelburne; Councillor Bob Currie, Mayor of Amaranth; Councillor Guy Gardhouse, Mayor of East Garafraxa; Councillor Chris Gerrits, Deputy Mayor of Amaranth; Councillor Earl Hawkins, Deputy Mayor of Mulmur; Councillor Andy Macintosh, Deputy Mayor of Orangeville; Councillor Wade Mills, Mayor of Shelburne; Councillor Philip Rentsch, Deputy Mayor of Grand Valley and Councillor Steve Soloman, Mayor of Grand Valley.

INFO # 4  
JAN 14 2021

County Council meetings are currently held by video conference and live streamed as well as record on YouTube ([www.youtube.com/DufferinOne](http://www.youtube.com/DufferinOne)). Meetings are held the second Thursday of each month at 2:00 p.m.

-30-

**For more information, please contact:**

Michelle Dunne, Deputy Clerk  
mdunne@dufferincounty.ca  
519.941.2816 x2504



**COVID-19 Vaccine Distribution  
Task Force**

General (Ret'd) Rick Hillier  
Chair

25 Grosvenor Street  
11<sup>th</sup> Floor  
Toronto ON M7A 1Y6



December 12, 2020

I have been asked by the Premier of Ontario to assist during the COVID-19 crisis to distribute vaccines in an efficient and equitable manner.

This communication is meant to include each of you and your teams in this process. But to do that - you need to be comfortable with the way the Task Force is working and also understand the plan.

That's why this first Situation Report is a little long - it is meant to establish the baseline that we are operating from now, three days before we expect the first vaccines to arrive.

I appreciate that each of you will have a valuable role in this noble effort in which we are engaged. I thank you for your efforts in advance and trust that our continuing flow of information will assist you in the planning and eventual execution of your responsibilities.

Many of you directly involved have received more detailed guidance from specific departments within the Ontario Government. This email is not intended to interfere with that guidance but to ensure that you understand the intent of the senior leadership of the Task Force.

Again, my thanks to each one of you as we reach the fantastic milestone of being ready to deliver vaccines to everyone who wants one in our great province. Good luck to you all - and best wishes for you and your community in these difficult times.

With kind regards,

General (Ret'd) Rick Hillier  
Chair of the COVID-19 Vaccine Distribution Task Force

**COVID-19 Vaccine Distribution Task Force**

# **Ontario's Vaccine Distribution Implementation Plan**

December 11, 2020

Ontario 




## BACKGROUND

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- On **December 7, 2020**, the province announced the **key populations** that will be first to receive the COVID-19 vaccine, namely:
  - **Residents, employees and staff**, and **essential caregivers** of congregate living settings that provide care for seniors
  - **Health care workers** (including all those who work in health care settings and those in direct contact with patients)
  - **Adults in First Nations, Métis, and Inuit populations** where infection can have disproportionate consequences, including those living in remote or isolated areas
  - **Adult recipients** of chronic home health care
- On December 9, 2020, **Health Canada granted authorization** with conditions for the use of the Pfizer-BioNTech COVID-19 Vaccine in individuals 16 years of age and older, after an independent and thorough scientific review for safety, effectiveness and quality.
- Health Canada will continue to monitor the safety and efficacy of the vaccine.
- The province has committed to distributing COVID-19 vaccines to priority populations in the **highest risk areas** as soon as shipments are received from federal government suppliers, expected in the coming days.

# ONTARIO'S COVID-19 VACCINATION PROGRAM

## PHASES

	VACCINE QUANTITY	POPULATION TO BE VACCINATED	DISTRIBUTION SITES
 <b>1</b>	<p>Initial doses will vaccinate over <b>2,500</b> people, with additional shipments arriving over the coming weeks</p> <p><b>90,000</b> doses of Pfizer-BioNTech and estimated <b>35,000-85,000</b> doses of Moderna vaccines (pending approval) are expected in the coming weeks</p> <p>An <b>estimated</b> total of <b>over 2M</b> doses is expected in this phase</p>	<p>Residents, essential caregivers, and staff of congregate care settings for seniors</p> <p>Health care workers</p> <p>Adults in First Nations, Métis, and Inuit populations</p> <p>Adult recipients of chronic home health care</p>	<p>Initially, <b>two pilot sites</b>, followed by selected hospital sites in Grey-Lockdown and Red-Control zones, expanding to approximately <b>21</b> hospitals across the province</p> <p><b>LTC Homes</b> and <b>Retirement Homes</b> as soon as feasible.</p>
 <b>2</b>	<p><b>Increasing stock</b> of vaccines available.</p>	<p><b>Expanded</b> for health care workers, long-term care homes, retirement homes, home care patients with chronic conditions and additional First Nation communities and urban Indigenous populations, including Métis and Inuit adults.</p>	<p><b>Expanded</b> vaccination sites</p>
 <b>3</b>	<p>Vaccines available for <b>every Ontarian</b> who wants to be immunized.</p>	<p><b>All eligible Ontarians</b></p>	<p><b>Widely available</b> across Ontario</p>

# DISTRIBUTION, LOGISTICS AND ADMINISTRATION

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## Phased Distribution Plan

### *Phase 1 - key milestones*

- **Pilot – week of December 14, 2020:**
  - Pfizer-BioNTech doses to vaccinate **over 2,500** health care workers
  - **Two** pilot hospital sites, **University Health Network** and **The Ottawa Hospital**
  - **Recipients:** health care workers from long-term care, hospitals
  
- **Additional Pfizer-BioNTech doses expected**
  - Expected to receive **90,000 doses** in December 2020 – January 2021
  - **14** selected hospital sites in Grey-Lockdown and Red-Control zones
  - **Recipients:** health care workers in long-term care homes, retirement homes, hospitals, additional congregate settings caring for seniors



## DISTRIBUTION, LOGISTICS AND ADMINISTRATION (cont'd)

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- **Moderna vaccine doses expected** (pending Health Canada approval):
  - Expected to receive **35,000 – 85,000** doses in December-January (planning estimates)
  - **Expanded vaccinations** to long-term care homes in Grey-Lockdown areas
  - **Recipients:** residents in long-term care homes, retirement homes, hospitals, additional congregate settings caring for seniors
- **Early 2021:**
  - **Expansion of up to 21** hospital sites providing the Pfizer-BioNTech vaccine
    - **Recipients:** health care workers, and once forward movement authorized by Pfizer, long-term care home and retirement home residents
  - **Expansion of the number of locations** to administer the Moderna vaccine
    - **Recipients:** long-term care homes, retirement homes, public health units, other congregate care settings, remote Indigenous communities



Chartered  
Professional  
Accountants

December 1, 2020

The Corporation of the Township of Melancthon  
157101 Highway 10  
Shelburne, Ontario  
L9V 2E6

**Attention: Ms. Denise Holmes, CAO/Clerk**

Dear Ms. Holmes:

Thank you for re-appointing RLB LLP as auditors of The Corporation of the Township of Melancthon the year ended December 31, 2020. The purpose of this letter is to confirm our mutual understanding of the terms of our engagement to audit the consolidated financial statements of The Corporation of the Township of Melancthon. Our statutory function as auditor of The Corporation of the Township of Melancthon is to report to the Members of Council, Inhabitants and Ratepayers by expressing an opinion on The Corporation of the Township of Melancthon's annual consolidated financial statements. Therefore, our audit will be conducted with the objective of our expressing an opinion on these consolidated financial statements.

**Our Objective, Scope and Limitations of the Audit**

We will audit the consolidated statement of financial position at December 31, 2020 and the related consolidated statements of change in net financial assets, operations and cash flows, and a summary of significant accounting policies and other explanatory information for the year then ended prepared in accordance with Canadian public sector accounting standards. Upon completion of our audit, we will provide The Corporation of the Township of Melancthon with our audit report on those consolidated financial statements in accordance with Canadian public sector accounting standards.

We will be responsible for performing the audit of The Corporation of the Township of Melancthon in accordance with Canadian generally accepted auditing standards. These standards require that we comply with ethical requirements, plan and perform the audit to attain reasonable assurance about whether the consolidated financial statements are free of material misstatement, whether due to fraud or error.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management and, where appropriate, those charged with governance, as well as evaluating the overall presentation of the consolidated financial statements.

It is important to recognize that an auditor cannot obtain absolute assurance that material misstatements in the consolidated financial statements will be detected because of:

- a) Factors such as use of judgment, and the use of testing of the data underlying the consolidated financial statements;
- b) Inherent limitations of internal control; and
- c) The fact that much of the audit evidence available to the auditor is persuasive rather than conclusive in nature.

Furthermore, because of the nature of fraud, including attempts at concealment through collusion and forgery, an audit that is designed and executed in accordance with Canadian generally accepted auditing standards may not detect a material fraud. Further, while effective internal control reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error and illegal acts, if present, will be detected when conducting an audit in accordance with Canadian generally accepted auditing standards.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an unavoidable risk that some material misstatements may not be detected (particularly intentional misstatements concealed through collusion), even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

In making our risk assessments, we consider internal control relevant to the entity's preparation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the consolidated financial statements that we have identified during the audit.

Unless unanticipated difficulties are encountered, our report will be substantially in the form as set out in Appendix A.

The form and content of our report may require amendment in light of our audit findings.

Any specific restrictions on the use or intended users of the auditor's report, and statement(s) (if appropriate) about the specific restriction(s), will be set out in the auditor's report.

If our opinion on the consolidated financial statements is other than unqualified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form, or have not formed, an opinion, we may decline to express an opinion as a result of this engagement.

### **Our Responsibilities**

We will perform the audit in accordance with Canadian generally accepted auditing standards. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the consolidated financial statements are free from material misstatement. Accordingly, we will plan and perform our audit to provide reasonable, but not absolute, assurance of detecting fraud and errors that have a material effect on the consolidated financial statements taken as a whole, including illegal acts whose consequences have a material effect on the consolidated financial statements.

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Accordingly, except for information that is in, or enters, the public domain, we will not provide any third party with confidential information concerning the affairs of The Corporation of the Township of Melancthon without The Corporation of the Township of Melancthon's prior consent, unless required to do so by legal authority, or the Rules of Professional Conduct/Code of Ethics of the Chartered Professional Accountants of Ontario.

The objective of our audit is to obtain reasonable assurance that the consolidated financial statements are free of material misstatement. However, if we identify any of the following matters, they will be communicated to the appropriate level of management (and the audit committee or equivalent):

- a) Misstatements, resulting from error, other than trivial errors;
- b) Fraud or any information obtained that indicates that a fraud may exist;
- c) Any evidence obtained that indicates that an illegal or possibly illegal act, other than one considered inconsequential, has occurred;
- d) Significant deficiencies in the design or implementation of internal controls to prevent and detect fraud or error; and
- e) Related-party transactions identified by us that are not in the normal course of operations and that involve significant judgments made by management and, where appropriate, those charged with governance concerning measurement or disclosure.

The matters communicated will be those that we identify during the course of our audit. Audits do not usually identify all matters that may be of interest to management and those charged with governance in discharging their responsibilities. The type and significance of the matter to be communicated will determine the level of management to which the communication is directed.

### **Use and Distribution of our Report**

The examination of the consolidated financial statements and the issuance of our audit opinion are solely for the use of The Corporation of the Township of Melancthon and those to whom our report is specifically addressed by us. We make no representations of any kind to any third party in respect of these consolidated financial statements and we accept no responsibility for their use by any third party. The audit will not be planned or conducted in contemplation of reliance by any third party or with respect to any specific transaction. Therefore, items of possible interest to a third party will not be specifically addressed and matters may exist that would be assessed differently by a third party, possibly in connection with a specific transaction.

## **Responsibility of Management and Those Charged with Governance for the Consolidated Financial Statements**

Our audit will be conducted on the basis that management and, where appropriate, those charged with governance, acknowledge and understand that they have responsibility for:

### **Consolidated Financial Statements**

- a) The preparation and fair presentation of The Corporation of the Township of Melancthon's consolidated financial statements in accordance with Canadian public sector accounting standards.

### **Completeness of Information**

- a) Providing us with and making available complete financial records and related data, and copies of all minutes of meetings of Members of Council, Inhabitants and Ratepayers and committees of directors and other matters;
- b) Providing us with information relating to any known or probable instances of non-compliance with legislative or regulatory requirements, including financial reporting requirements;
- c) Providing us with information relating to any illegal or possibly illegal acts, and all facts related thereto;
- d) Providing us with information regarding all related parties and related-party transactions;
- e) Any additional information that we may request from management and, where appropriate, those charged with governance for the purpose of this audit; and
- f) Providing us with unrestricted access to persons within the entity from whom we determine it necessary to obtain audit evidence.

### **Adoption of Standards for Public Sector Organizations**

The Corporation of the Township of Melancthon has adopted Canadian public sector accounting standards on January 2, 2020. Adopting Canadian public sector accounting standards requires retroactive restatement of the opening balances at January 1, 2019 and the consolidated financial statements for the year ended Wednesday, January 1, 2020 and providing additional financial statement disclosures relating to the transition.

It is the responsibility of management and, where appropriate, those charged with governance to review the requirements of Canadian public sector accounting standards to:

- a) Identify the material differences that impact on The Corporation of the Township of Melancthon, including adjustments and disclosures between the pre-changeover accounting standards and Canadian public sector accounting standards; and,
- b) Appropriately calculate and account for each of the transition adjustments required and provide us with supporting documentation.

### **Fraud and Error**

- a) Internal control that management and, where appropriate, those charged with governance determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error;
- b) An assessment of the risk that the consolidated financial statements may be materially misstated as a result of fraud;
- c) Providing us with information relating to fraud or suspected fraud affecting the entity involving:
  - i) management and, where appropriate, those charged with governance,
  - ii) employees who have significant roles in internal control, or
  - iii) others, where the fraud could have a non-trivial effect on the consolidated financial statements;
- d) Providing us with information relating to any allegations of fraud or suspected fraud affecting the entity's consolidated financial statements communicated by employees, former employees, analysts, regulators or others; and
- e) Communicating its belief that the effects of any uncorrected consolidated financial statement misstatements aggregated during the audit are immaterial, both individually and in the aggregate, to the consolidated financial statements taken as a whole.

### **Recognition, Measurement and Disclosure**

- a) Providing us with its assessment of the reasonableness of significant assumptions underlying fair value measurements and disclosures in the consolidated financial statements;
- b) Providing us with any plans or intentions that may affect the carrying value or classification of assets or liabilities;
- c) Providing us with information relating to the measurement and disclosure of transactions with related parties;
- d) Providing us with an assessment of all areas of measurement uncertainty known to management and, where appropriate, those charged with governance that are required to be disclosed in accordance with Measurement Uncertainty, CPA Canada Handbook – Accounting, Section 1508;
- e) Providing us with information relating to claims and possible claims, whether or not they have been discussed with The Corporation of the Township of Melancthon's legal counsel;
- f) Providing us with information relating to other liabilities and contingent gains or losses, including those associated with guarantees, whether written or oral, under which The Corporation of the Township of Melancthon is contingently liable;
- g) Providing us with information on whether The Corporation of the Township of Melancthon has satisfactory title to assets, liens or encumbrances on existing assets, or assets that are pledged as collateral;
- h) Providing us with information relating to compliance with aspects of contractual agreements that may affect the consolidated financial statements;
- i) Providing us with information concerning subsequent events; and
- j) Providing us with written representations on specific matters communicated to us during the engagement.



**Written Confirmation of Significant Representations**

- a) Providing us with written confirmation of significant representations provided to us during the engagement on matters that are:
- i) Directly related to items that are material, either individually or in the aggregate, to the consolidated financial statements,
  - ii) Not directly related to items that are material to the consolidated financial statements but are significant, either individually or in the aggregate, to the engagement, and
  - iii) Relevant to your judgments or estimates that are material, either individually or in the aggregate, to the consolidated financial statements.

We ask that our name be used only with our consent and that any information to which we have attached a communication be issued with that communication unless otherwise agreed to by us.

**Reproduction of Audit Report**

If reproduction or publication of our audit report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review before the publication or posting process begins.

Management and, where appropriate, those charged with governance are responsible for the accurate reproduction of the consolidated financial statements, the auditor's report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either the full or summarized consolidated financial statements that we have audited.

We are not required to read the information contained in your website, or to consider the consistency of other information in the electronic site with the original document.

**Use of Information**

It is acknowledged that we will have access to all personal information in your custody that we require to complete our engagement. Our services are provided on the basis that:

- a) You represent to us that management and, where appropriate, those charged with governance has obtained any required consents for collection, use and disclosure to us of personal information required under applicable privacy legislation; and
- b) We will hold all personal information confidential in compliance with our Firm's Privacy Statement.

**Use of Electronic Communications**

Unless we are advised to the contrary, the services may be conducted and obligations performed by the electronic transmission of information, documents and data, including confidential and sensitive information by Internet e-mail. If the communication relates to a matter of significance and there are concerns about possible effects of electronic transmission, a hard copy of such transmission should be requested of us.

**Terms and Conditions Supporting the Fee**

Our fees will be determined on the basis of the time spent at our standard billing rates, plus any out-of-pocket disbursements incurred. Each billing is due for payment when received. Our fee estimates take into account that the corporation will provide clerical assistance to the extent practicable, including the preparation of various schedules in advance of the year end audit. If, for any reason, The Corporation of the Township of Melancthon is unable to provide such schedules, information and help, RLB LLP and The Corporation of the Township of Melancthon will mutually revise the fee to reflect additional services, if any, required of us to achieve these objectives.

Interest will be charged on overdue balances at the rate of 1.17%, compounded monthly. Overdue balances are defined as those balances which remain outstanding 60 days from the date of the invoice.

In providing our services, we will consult with The Corporation of the Township of Melancthon about matters of accounting, financial reporting or other significant business issues. Accordingly, our fee reflects the time necessary for a reasonable amount of such consultation. However, should a matter require research, consultation or audit work beyond that amount, RLB LLP and The Corporation of the Township of Melancthon will agree to an appropriate revision in services and fee.

**Limitation of Liability**

The liability of RLB LLP to The Corporation of the Township of Melancthon for a claim related to professional services provided pursuant to this agreement in either contract or tort is limited to the extent that such liability is covered by errors and omissions insurance in effect from time to time including the deductible therein, which is available to indemnify the chartered professional accountant at the time the claim is made.

In any action, claim, loss or damage arising out of the engagement, The Corporation of the Township of Melancthon agrees and understands that RLB LLP's liability will be several, and not joint and several, and The Corporation of the Township of Melancthon may only claim payment from RLB LLP's proportionate share of the total liability based on degree of fault.

In no event shall RLB LLP be liable to The Corporation of the Township of Melancthon whether the claim be in tort, contract or otherwise, for an amount in excess of the professional fees paid by The Corporation of the Township of Melancthon for the engagement to RLB LLP during the twelve month period commencing from the date of this letter.

**Indemnification for Misrepresentation**

The Corporation of the Township of Melancthon hereby agrees to release and indemnify RLB LLP and its partners and employees, and hold them harmless from all claims, liabilities, losses, and costs arising in circumstances where there has been a knowing misrepresentation by a member of The Corporation of the Township of Melancthon's management, regardless of whether such person was acting in The Corporation of the Township of Melancthon's interest. This release and indemnification will survive termination of this engagement letter.

**Working Papers**

All working papers and files, other materials, reports and work created, developed or performed by RLB LLP during the course of the audit are the property of RLB LLP, constitute confidential information and will be retained by us in accordance with our Firm's policies and procedures.

**File Inspections**

In accordance with professional regulations (and by our Firm's policy), our client files may periodically be reviewed by practice inspectors, [including the Canadian Public Accountability Board (CPAB)] and by other file quality reviewers to ensure that we are adhering to professional and our Firm's standards. File reviewers are required to maintain the confidentiality of client information.

**Costs of Responding to Government or Legal Processes**

In the event we are requested or authorized by The Corporation of the Township of Melancthon or required by government regulation, subpoena, or other legal process to produce our working papers or our personnel as witnesses with respect to our engagement for The Corporation of the Township of Melancthon, The Corporation of the Township of Melancthon will, so long as we are not a party to the proceeding in which the information is sought, reimburse us for our professional time and expenses, as well as the fees and expenses of our counsel, incurred in responding to such a request.

**Governing Law**

This engagement letter is subject to and governed by the laws of the Province of Ontario, Canada. The Province of Ontario, Canada will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this engagement letter and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum, or to claim that those courts do not have jurisdiction.

**Timely Performance**

RLB LLP will use all reasonable efforts to complete within any agreed upon time frame the performance of the services described in this engagement letter. However, RLB LLP shall not be liable for failures or delays in performance that arise from causes beyond its control, including the untimely performance by The Corporation of the Township of Melancthon of its obligations.

**Termination**

Management and, where appropriate, those charged with governance acknowledges and understands that failure to fulfill its obligations as set out in this engagement letter will result, upon written notice, in the termination of the engagement. Either party may terminate this agreement for any reason upon providing written notice to the other party [not less than 30 calendar days before the effective date of termination]. If early termination takes place, The Corporation of the Township of Melancthon shall be responsible for all time and expenses incurred up to the termination date.

If we are unable to complete the engagement or are unable to form an opinion on the consolidated financial statements, we may withdraw from the engagement before issuing the audit report, or we may issue a denial of opinion on the consolidated financial statements. If this occurs, we will communicate the reasons and provide details.

### Other Matters

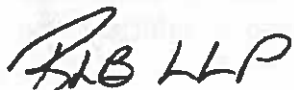
The foregoing comments deal only with our engagement as your corporation's auditor. In the fields of taxation, management accounting and other financial matters, we would be pleased to be of further service.

Normally, our work in the area of HST and other commodity taxes is limited to that appropriate to ensure the consolidated financial statements are not materially misstated. Accordingly, the audit process may not detect situations where you are incorrectly collecting HST or incorrectly claiming input tax credits, unless material. As you are aware, failure to properly account for the HST could result in you or your corporation becoming liable for tax, interest or penalties. These situations may also arise for provincial sales taxes, custom duties and excise taxes. Accordingly, only upon your written request, will we undertake a special engagement to perform detailed work in the area of HST and other commodity taxes, as allowed by the Rules of Professional Conduct/Code of Ethics.

Our engagement cannot be relied on to uncover errors or irregularities in the underlying information incorporated in the income tax returns, should any exist. However, we will inform you of any such matters that come to our attention.

We look forward to being of service to you. The arrangements outlined in this letter will be reviewed with you annually but will continue in effect from year to year unless changed by either party in writing. If these arrangements are in accordance with your understandings, please sign the letter in the space provided and return one copy to us. If you have any questions about these or other matters relating to any of our professional services, we would be pleased to discuss them further with you.

Yours truly,

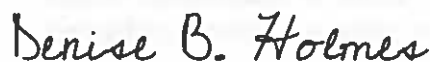


M. D. P. Short, MBA, CPA, CA, C. Dir, is responsible for the engagement and its performance, and for the report that is issued on behalf of RLB LLP, and who, where required, has the appropriate authority, from a professional, legal or regulatory body.

I agree with your understanding of the terms of your engagement as auditors of The Corporation of the Township of Melancthon as set out in this letter.

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

Per:



Denise Holmes

12/15/2020

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

## APPENDIX A

### INDEPENDENT AUDITOR'S REPORT

To the Members of Council, Inhabitants and Ratepayers of: The Corporation of the Township of Melancthon

#### **Opinion**

We have audited the accompanying consolidated financial statements of The Corporation of the Township of Melancthon, which comprise the statement of financial position as at December 31, 2020 and the statements of change in net financial assets, operations and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of The Corporation of the Township of Melancthon as at December 31, 2020 and the results of its operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

#### **Basis of Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of The Corporation of the Township of Melancthon in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### **Responsibility of Management and Those Charged with Governance for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the corporation's ability to continue as a going concern, disclosing, as applicable, matters related to a going concern and using the going concern basis of accounting unless management either intends to liquidate the corporation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the corporation's financial reporting process.

### **Auditor's Responsibility for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the corporation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the corporation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the corporation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.



- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Guelph, Ontario

Chartered Professional Accountants  
Licensed Public Accountants



**THE CORPORATION OF THE  
TOWNSHIP OF MATACHEWAN**

December 14, 2020

Honourable Steve Clark  
Office of the Minister  
Minister of Municipal Affairs and Housing  
777 Bay Street, 17<sup>th</sup> Floor  
Toronto, ON M7A 2J3

Dear Honourable Clark:

There have been numerous announcements of available grants for municipalities. We acknowledge and are very appreciative of the opportunity to apply for these grants. For small municipalities with few employees, the turn around time for applications is very short and restrictive.

We would like to request that the application deadline on any further grants have a longer turn around time.

A copy of Resolution 2020-257 is attached. Your consideration and support of this resolution would be greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Barbara Knauth", is written over a circular stamp.

Barbara Knauth  
Deputy Clerk Treasurer

Cc: Association of Municipalities of Ontario (A.M.O.)  
Federation of Northern Ontario Municipalities (F.O.N.O.M.)  
All Municipalities in Ontario

P.O. Box 177, Matachewan, ON P0K 1M0  
deputyclerktreasurer@matachewan.ca  
www.matachewan.com

Phone: 705-565-2274  
Fax: 705-565-2584

INFO #7  
JAN 14 2021



THE CORPORATION OF THE TOWNSHIP OF MATACHEWAN  
P.O. Box 177, Matachewan, Ontario P0K 1M0

DATE: November 25, 2020

RESOLUTION #: 2020-267

Moved by:

*N. A. Gold*

Seconded by:

*Guy Dubé*

WHEREAS we have been getting numerous announcements of available grants; and

WHEREAS we are very appreciative of the opportunity to apply for these grants; however, the turn around time for applications is very short and restrictive for small municipalities with few employees;

NOW THEREFORE we, the Corporation of the Township of Matachewan, send a letter to the Hon. Steve Clarke, Minister of Municipal Affairs and Housing acknowledging the appreciation of the grants but requesting that the application deadline on any further grants have a longer turn around time; and

FURTHER THAT a copy of this resolution be forwarded to A.M.O., F.O.N.O.M. and all municipalities in Ontario.

	COUNCILLOR	YEA	NAY	PID
CARRIED	<input checked="" type="checkbox"/> Ms. A. Commando-Dubé Mayor			
AMENDED	<input type="checkbox"/> Mr. N. Costello Mayor			
DEFEATED	<input type="checkbox"/> Mr. G. Dubé Councillor			
TABLED	<input type="checkbox"/> Ms. S. Ruck Councillor			
	<input type="checkbox"/> Mr. A. Durand Councillor			

Certified to be a true  
copy of the original.

*[Signature]*

*Anne Commando-Dubé*

Anne Commando-Dubé  
Mayor

*Janet Gore*

Janet Gore  
Clerk



## NVCA Board Meeting Highlights December 11, 2020

Next Meeting: January 22, 2020, location to be determined

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

The December 11, 2020 Board meeting was held electronically through WebEx, and streamed on YouTube for public viewing due to COVID-19 restrictions.

Our next scheduled board meeting will be held on January 22, 2020.

### Presentation on Stewardship

The Manager of Stewardship Services provided an overview of NVCA's stewardship program.

This program aims to strategically improve water quality and enhance habitats in the Nottawasaga Valley Watershed while integrating opportunities to enhance recreation, economic returns and flood control to local communities.

The stewardship team works with a wide variety of partners, from schools, community volunteers, corporate sponsors, municipal partners and representatives from all government levels to complete projects

Typically, for every dollar of municipal levy that is received, \$4 - \$6 is generated through other funding sources, including grants, sponsorships and donations.

The stewardship program is separated into two subprograms: the Healthy Waters Grant Incentive Program and the River Restoration Program.

The Healthy Waters Grant Incentive Program offer grants to landowners across the Nottawasaga Valley Watershed on a first come first served basis. These projects help reduce flooding, improve water quality, fish and wildlife habitat and much more. Projects include

manure runoff reduction, nutrient management planning, well decommissioning and cover crops. In a typical year, over 3000 volunteers help complete these projects. During COVID-19, stewardship staff and small groups of volunteers were able to complete projects with appropriate safety measures in place.

Projects under the River Restoration Program are selected based on hard science. These projects typically improve water quality and habitat in more than one municipality, and include collateral benefits such as flood control, safety, and optimizing human health.

Some ongoing projects include removing the Petun Dam at NVCA's Petun Conservation Area, removing a head water pond at the Beeton Creek Ice Dam, and also extending high quality water and coldwater fish habitat from the Niagara Escarpment in to the Simcoe Lowlands in Adjala-Tosorontio.

### Municipal resolutions in response to Bill 229

As of December 5, 2020, the following municipalities passed resolutions in support of removing Schedule 6 from Bill 229, Protect, Support and Recover from COVID-19 Act (Budget Measures), 2020.

- Municipality of Grey Highlands
- Township of Essa
- Town of Mono
- Town of Shelburne
- Town of Innisfil
- Town of Collingwood
- Town of the Blue Mountains

Resolutions passed after December 5, 2020 by other member municipalities were not included in this highlight document.

### **NVCA 2020 Budget Approved**

The Board of Directors voted to approve NVCA's 2020 budget at \$4,949,422 million in revenue as compared to the 2020 approved budget of \$5,004,264. This includes a \$35,768.23 increase to the municipal levy (shared among all 18 member municipalities), with the remainder coming from grants, fees for services, and other sources. Funds from municipal levy represent 50% of NVCA's revenues.

### **Provincial government passes Bill 229**

On December 8, 2020, legislative changes regarding the *Conservation Authorities Act* were made with the passing of Bill 229. At this time, conservation authorities are still waiting for the associated regulation changes that work in concert with the new legislation.

One important change that was made with the passing of the Bill 229 returns the duties of members to the original wording as seen in the Section 14.1 of the *Conservation Authorities Act*: "Every member of an authority shall act honestly and in good faith with a view of furthering the objects of the authority."

Below are some of the changes NVCA will expect with the changes to the *Conservation Authorities Act*.

- NVCA is mandated to perform three core-work items: flood and erosion, drinking source water and lands management. Conservation authorities can still do other items identified in integrated watershed management, but must have approval from municipal partners if levy will be used for this work.

Changes to Memorandums of Understanding (MOU) between NVCA and municipalities will have to be in place for the 2022 budgeting cycle. NVCA staff will work on the processes to update the MOUs and work agreements with municipal staff during 2021.

- The minister can appoint a member from the agricultural sector to sit on the board. This board member will have limited voting rights.
- If an applicant does not agree with a permit decision or a decision on a permit has not been made within 120 days, the applicant can appeal to the minister or LPAT.
- NVCA cannot refuse to issue a permit for an application under a Minister's Zoning Order (MZO), however conditions can be added to the permit.
- Fines for non-compliance work is increased under the MZO section.
- Conservation authorities will have the ability to issue stop work orders. Regulations regarding warrantless access to properties have also been updated.
- NVCA can appeal planning decisions related to natural hazards.

Other anticipated changes to NVCA will be listed in a future staff report.

### **Upcoming events**

**Self guided Christmas Bird Count for Kids**  
Saturday, December 26, 2020, All Day, Tiffin Conservation Area (free parking)

**NVCA Annual General Meeting**  
Friday, January 22, 2021 9:00 AM – 12:00 PM  
Virtual meeting

**Denise Holmes**

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**From:** MCSCS Feedback <MCSCS.Feedback@ontario.ca>  
**Sent:** Thursday, December 24, 2020 1:37 PM  
**To:** MCSCS Feedback  
**Subject:** Letter from the Honourable Sylvia Jones, Solicitor General/Lettre de l'honorable Sylvia Jones, Solliciteure Générale  
**Attachments:** 132-2020-5553\_SG Outgoing\_EN.pdf; 132-2020-5553\_SG Outgoing\_FR.pdf

***Please see the attached letter and enclosures from the Honorable Sylvia Jones, Solicitor General  
Thank you.***

Confidentiality Warning: This e-mail contains information intended only for the use of the individual named above. If you have received this email in error, we would appreciate it if you could advise us through the Ministry of the Solicitor General's website at [http://www.mcscs.jus.gov.on.ca/english/contact\\_us/contact\\_us.asp](http://www.mcscs.jus.gov.on.ca/english/contact_us/contact_us.asp) and destroy all copies of this message.

***If you have any accommodation needs or require communication supports or alternate formats, please let us know.***

---

***Veillez consulter la lettre ci-jointe et les pièces jointes de l'honorable Sylvia Jones, solliciteure générale  
Merci.***

Avis de confidentialité: Ce courriel contient des renseignements destinés à être utilisés uniquement par la personne dont le nom apparaît plus haut. Si vous avez reçu ce courriel par erreur, nous serions reconnaissants de nous le faire savoir par le site Web du ministère de la solliciteure générale à l'adresse [http://www.mcscs.jus.gov.on.ca/french/contact\\_us/contact\\_us\\_fr.asp](http://www.mcscs.jus.gov.on.ca/french/contact_us/contact_us_fr.asp) et de détruire toutes les copies de ce courriel.

***Si vous avez des besoins en matière d'adaptation, ou si vous nécessitez des aides à la communication ou des médias substitués, veuillez nous le faire savoir.***



**Solicitor General**

Office of the Solicitor General

25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
Tel: 416 325-0408  
MCSCS.Feedback@Ontario.ca

**Solliciteur général**

Bureau du solliciteur général

25, rue Grosvenor, 18<sup>e</sup> étage  
Toronto ON M7A 1Y6  
Tél. : 416 325-0408  
MCSCS.Feedback@Ontario.ca



132-2020-5553

By email

December 24, 2020

Dear Head of Council/Chief Administrative Officer/Municipal Clerk:

As you know, on January 1, 2019, amendments to the *Police Services Act* (PSA) came into force which mandate every municipality in Ontario to prepare and adopt a community safety and well-being (CSWB) plan, working in partnership with police services/boards and various other sectors, including health/mental health, education, community/social services, and children/youth services. As previously communicated, municipalities originally had two years from the in-force date to prepare and adopt their first CSWB plan (i.e., by January 1, 2021).

The government recognizes that the pandemic has created unprecedented challenges for communities across Ontario. Over the past several months, we have heard from municipal partners that resources have been redirected to the pandemic response and, as a result, some have experienced delays in their CSWB planning and engagement processes.

In an effort to support municipal, policing and community partners during the emergency, on April 14, 2020, the government passed the *Coronavirus (COVID-19) Support and Protection Act, 2020*, which amended the PSA to allow the Solicitor General to prescribe a new deadline for the completion and adoption of CSWB plans post January 1, 2021. This amendment came into force immediately upon Royal Assent.

**I would like to inform you that the new deadline for municipalities to prepare and adopt a CSWB plan is now July 1, 2021.** This extension provides municipalities with an additional six months to complete their plans.

This change will ensure municipalities, police services and local service providers can continue to dedicate the necessary capacity and resources to respond to COVID-19, while also providing adequate time to effectively undertake consultations, work collaboratively with multi-sectoral partners, and meet the legislative requirements to develop meaningful and effective CSWB plans.

Community partners continue to underscore the importance and need for this type of holistic planning that addresses crime and complex social issues on a long-term, sustainable basis and improves the safety and well-being of Ontario communities.

Head of Council/Chief Administrative Officer/Municipal Clerk  
Page 2

Despite the unforeseen challenges that the pandemic has created, it is encouraging to see municipalities across the province persevere and make significant progress on their CSWB plans through innovative and forward-thinking approaches.

I greatly appreciate your on-going support as we move forward on this modernized approach to CSWB together. Through collaboration, we will continue to build safer and stronger communities in Ontario.

Lastly, if municipalities have any questions about CSWB planning, please direct them to ministry staff, Tiana Biordi, Community Safety Analyst, at [Tiana.Biordi@ontario.ca](mailto:Tiana.Biordi@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'Sylvia Jones', with a stylized, cursive script.

Sylvia Jones  
Solicitor General

---

December 10, 2020

**Re: Value of AMO Membership and MEPCO Support in 2021**

AMO is your organization.

In 2020, we worked hard to make an incredibly difficult year a little easier for you. We developed and shared critically important information, facts and webinars that helped you keep your communities safe and well informed. We worked in collaboration with the Province to effect countless policy decisions needed for municipalities to manage in an unprecedented pandemic. This work resulted in swift changes such as virtual council meetings allowing you to get on with the job of governing, managing and protecting your communities. We advocated for you for federal and provincial financial assistance with the added costs of human services, operations and transit, resulting in more than \$4 billion in financial relief. We did our job so you could do yours. That's what AMO does year-in and year-out, and never more so than in 2020.

Your membership makes all the difference; we simply couldn't do it without your support.

2020 was a tough year for conference organizers, but we did our best to ensure we were not letting you down. With incredible support from our host, the City of Ottawa, the Province and TVO, we delivered a ground-breaking virtual conference to your doorstep. The reviews were strong, and the lessons were valuable. For reasons all too apparent, the AMO Conference will be virtual again in 2021, hosted virtually by the City of London. Thank you for supporting AMO through your conference attendance in 2020 and please join us again in 2021.

AMO is a highly influential policy and advocacy organization, but it's also much more. Through our Local Authority Services (LAS) – AMO's Business Services organization, there are many programs and services designed to support municipalities. In 2020, AMO delivered approximately \$650 million of federal gas tax funding to Ontario municipalities, including payment of the full year allocation in June to get federal infrastructure funding to you sooner during the pandemic. Since the first gas tax agreement was signed in 2005, AMO has delivered nearly \$9 billion in federal funding to municipalities in Ontario, based on a formula and terms that put you in control of local capital investment.

We also advance municipal employer interests in OMERS as your sponsor representative through the Municipal Employer Pension Centre of Ontario (MEPCO). Through MEPCO, we ensure that your voice influences the governance and the administration of the \$100 billion OMERS plan. We know that OMERS is important to you and to your employees. Making sure it's affordable, sustainable and meaningful,

is MEPCO's top priority. Now, in the face of global markets rocked by a pandemic, the governance and administration of the OMERS fund is more important than ever. Your ongoing support of MEPCO is essential to our success.

You have my commitment that we will continue our hard work on your behalf in 2021. To do that, we need your membership in AMO and MEPCO. The related membership invoices have been mailed to your treasury department for payment. Municipal governments are the frontline of governments. Let us work together in 2021 to ensure the collective voice of municipal government in Ontario is heard loud and clear. Best wishes to you, your friends and family, and your community for a happy, safe and festive holiday season.

Sincerely,



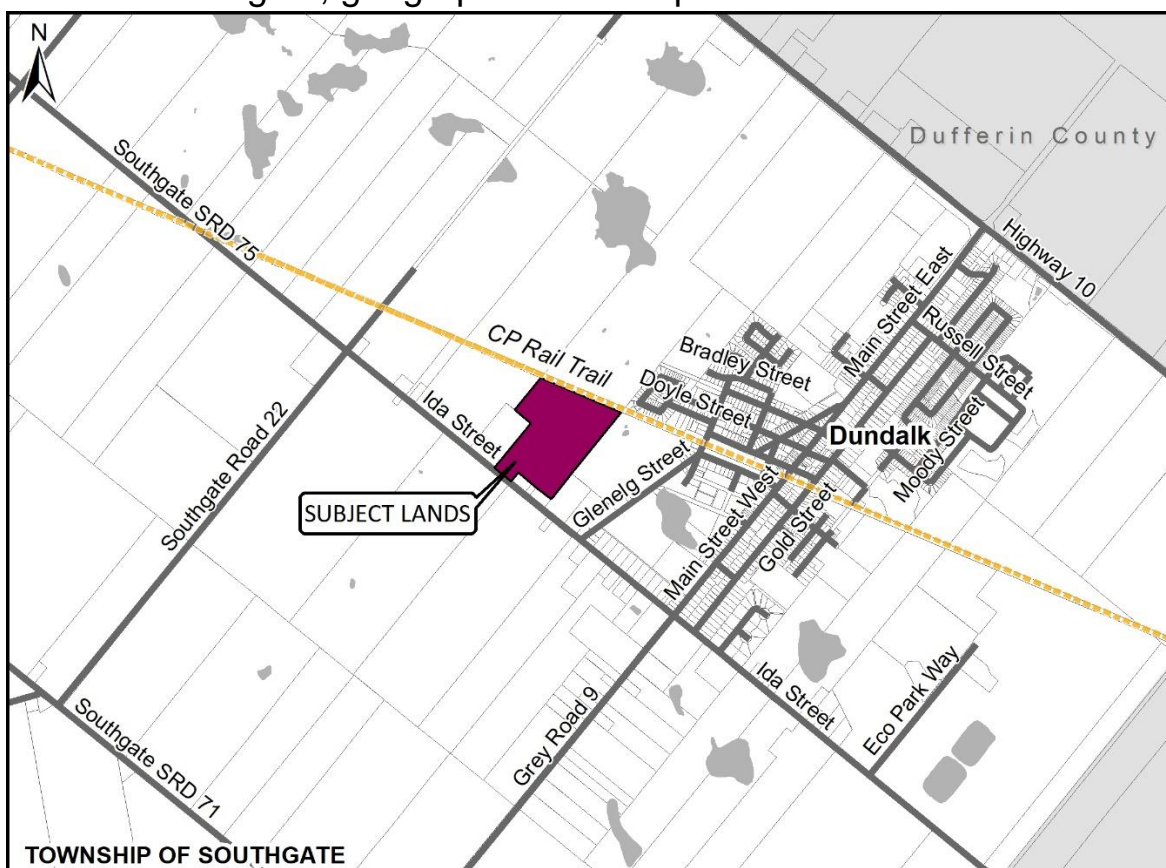
Graydon Smith  
AMO President  
Mayor of the Town of Bracebridge

## NOTICE OF PUBLIC MEETING - WE WANT TO HEAR FROM YOU

**January 27<sup>th</sup>, 2021 at 1pm via Electronic Meeting**

**WHAT:** The County and Township are seeking input on development applications within 120 metres of your property that would redesignate the subject lands in order to create a total of 155 residential units (83 single detached units, 66 townhouses, 6 partial lots).

**SITE:** Part of Lots 225 and 226, Concession 2 SWTSR, Township of Southgate, geographic Township of Proton



### Electronic Access Information for Public Meeting:

Please join the meeting from your computer, tablet or smartphone

<https://global.gotomeeting.com/join/442563645>

You can also dial in using your phone.

Canada: +1 (647) 497-9373 **Access Code:** 442-563-645 #

**NOTE:** If you wish to speak at the meeting, please register in advance by contacting the Acting Clerk, Lindsey Green using the contact information below:

[lgreen@southgate.ca](mailto:lgreen@southgate.ca) or 519-923-2110 ext. 230

The meeting will be recorded and uploaded to the Township YouTube Channel:

<https://www.youtube.com/user/SouthgateTownship> and linked on the County website.

### How can I contribute my opinion?

Any person or agency may attend the Public Meeting and/or make verbal or written comments regarding this proposal.

### How do I submit comments?

Submit written comments or sign-up to be notified of a decision by mailing or contacting:

**Randy Scherzer (Grey County Planner)**

**Clint Stredwick (Township Planner)**



County of Grey Planning Department  
595 9<sup>th</sup> Avenue East  
Owen Sound, ON, N4K 3E3

Township of Southgate  
185667 Grey Road 9,  
Dundalk, ON, N0C 1B0



[randy.scherzer@grey.ca](mailto:randy.scherzer@grey.ca)

[cstredwick@southgate.ca](mailto:cstredwick@southgate.ca)



519-372-0219 ext. 1237

519-923-2110 ext. 235

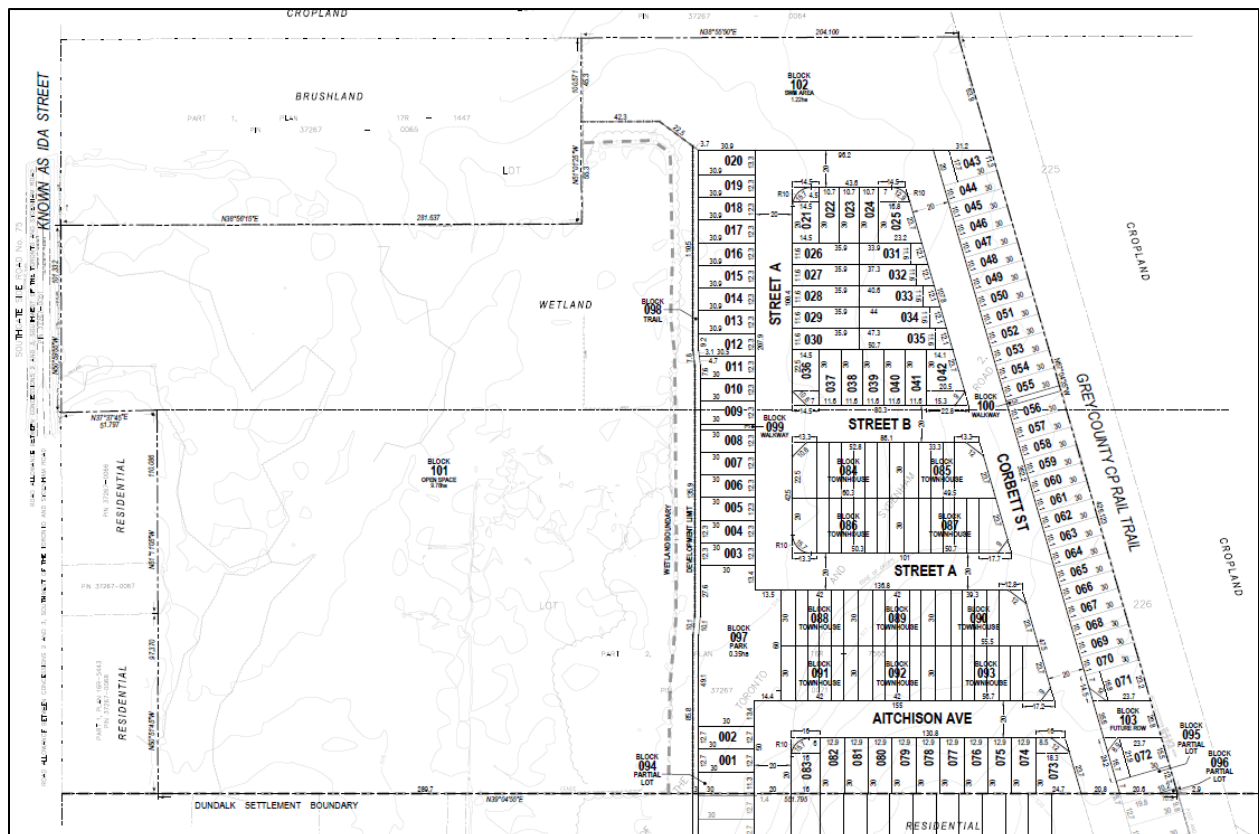
## Request for information

For information on the plan of subdivision application visit <https://www.grey.ca/planning-development/planning-applications/opa-6-and-southgate-meadows-phase-2-subdivision>

For all supporting studies, reports for the proposed zoning by-law application visit <https://www.southgate.ca/en/municipal-services/planning-applications-public-notice.aspx#C21-20-Southgate-Meadows-Inc-Glenelg-Phase-2>

## What is being proposed through the applications?

The County has received a county official plan amendment application (County OPA 6) and a plan of subdivision application known as the Southgate Meadows Glenelg Phase 2 (County file number 42T-2020-09) that proposes to create a total of 155 residential units comprising of 83 single detached units, 66 townhouse units and 6 partial lots on the subject lands. The site is proposed to gain access through the draft approved plan of subdivision – Southgate Meadows Phase 1 (42T-2018-12) from Corbett Street and Aitchison Avenue. Further internal roads are proposed to be constructed to provide access to the proposed lots. The proposed lots would be serviced by municipal water and sewer services.



The effect of the proposed County Official Plan Amendment would be to redesignate the subject lands from Rural and Hazard Lands to Primary Settlement Area and Hazard Lands to permit the proposed development. A comprehensive review report has been submitted to justify the proposed expansion to the settlement area of Dundalk.



The effect of the proposed Southgate Official Plan Amendment would be to redesignate the subject lands from the Rural and Hazard Lands designations to the Neighbourhood Area and Hazard Lands designations to permit the proposed development.

The effect of the zoning by-law amendment application (C21-20) is to rezone the subject lands from Restricted Rural (A2) zone and Environmental Protection (EP) zones to the Residential Type 1 with exceptions zone (R1-378-h), Residential Type 3 with exceptions zone (R3-379-h), Open Space zone (OS) and Environmental Protection zone (EP).

### **What can I expect at the Virtual Public Meeting?**

The public meeting is an opportunity for members of the public to learn more about the proposed development. For those that connect, you will have the opportunity to hear a brief presentation about the development, ask questions, and/or make statements (if pre-registered with the Township Clerk) either in favour of, or in opposition to the development. No decisions are made at this meeting, it is simply an opportunity to learn and provide feedback.

### **Why is this Public Meeting being held and what are your rights?**

Within Ontario the planning and development process is an open and transparent process, where opinions from all individuals and groups are welcomed. By law a municipality must hold a public meeting, and this meeting is just one of your chances to learn about the development proposal and offer your opinions. Under the legislation governing this development process, which is sections 34 and 51 of the *Planning Act*, you have the following rights:

1. Any persons may attend the public meeting and/or make written or verbal representation either in support of or in opposition to the proposed County official plan amendment, Township official plan amendment, zoning by-law amendment or plan of subdivision.
2. If a *\*person* or public body would otherwise have an ability to appeal the decisions of the Township of Southgate or the County of Grey to the Local Planning Appeal Tribunal but the person or public body does not make oral submissions at a public meeting or make written submissions to Township of Southgate before the zoning by-law amendment is approved or refused, or to the County of Grey before the County official plan amendment, Township official plan amendment or plan of subdivision is approved or refused, the person or public body is not entitled to appeal the decisions.
3. If a *\*person* or public body does not make oral submissions at a public meeting or make written submissions to the Township of Southgate before the zoning by-law amendment is approved or refused, or to the County of Grey before the County official plan amendment, Township official plan amendment, or plan of subdivision is approved or refused, 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.
4. If you wish to be notified of the decision by the Township of Southgate in respect to the approval or refusal of the zoning by-law amendment, or the County of Grey in respect to the approval or refusal of the County official plan amendment, Township official plan amendment, or plan of subdivision, you must make a written request to the Town or the County, at the addresses noted on the previous page. Please note application C21-20 for the zoning by-law amendment when directing comments to the Township and County OPA 6 for the County official plan amendment, Township Official Plan Amendment, or plan of subdivision application 42T-2020-09 when directing comments to the County.
5. If you have any questions please do not hesitate to contact County or Township staff, who would be happy to answer any questions on the matter.

\*Notwithstanding the above, only a 'person' listed in subsection 51(48.3) of the Planning Act may appeal the decision of the County of Grey to the Local Planning Appeal Tribunal (LPAT) as it relates to the proposed plan of subdivision. Below is the prescribed list of 'persons' eligible to appeal a decision of the County of Grey related to the proposed plan of subdivision as per subsection 51(48.3) of the Planning



Act. These are recent changes that have been made to the Planning Act by the province. A link to the revised Planning Act can be found here - <https://www.ontario.ca/laws/statute/90p13>. For more information about these recent changes, please visit the LPAT website or contact LPAT - <https://elto.gov.on.ca/tribunals/lpat/about-lpat/>.

The prescribed list of 'persons' eligible to appeal a decision of the County on the proposed plan of subdivision as per subsection 51(48.3) of the Planning Act is as follows:

1. A corporation operating an electric utility in the local municipality or planning area to which the plan of subdivision would apply.
2. Ontario Power Generation Inc.
3. Hydro One Inc.
4. A company operating a natural gas utility in the local municipality or planning area to which the plan of subdivision would apply.
5. A company operating an oil or natural gas pipeline in the local municipality or planning area to which the plan of subdivision would apply.
6. A person required to prepare a risk and safety management plan in respect of an operation under Ontario Regulation 211/01 (Propane Storage and Handling) made under the Technical Standards and Safety Act, 2000, if any part of the distance established as the hazard distance applicable to the operation and referenced in the risk and safety management plan is within the area to which the plan of subdivision would apply.
7. A company operating a railway line any part of which is located within 300 metres of any part of the area to which the plan of subdivision would apply.
8. A company operating as a telecommunication infrastructure provider in the area to which the plan of subdivision would apply.

Dated at the City of Owen Sound this 17<sup>th</sup> day of **December, 2020**.

**A note about information you may submit to the Township or the County:** Under the authority of the Municipal Act, 2001 and in accordance with Ontario's Municipal Freedom of Information and Protection of Privacy Act (MFIPPA), all information provided for, or at a Public Meeting, Public Consultation, or other Public Process are considered part of the public record, including resident deputations. This information may be posted on the Township or County websites, and/or made available to the public upon request.

Ministry of Agriculture,  
Food and Rural Affairs

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

Office of the Minister

Bureau du ministre

77 Grenville Street, 11th Floor  
Toronto, Ontario M7A 1B3  
Tel: 416-326-3074  
[www.ontario.ca/OMAFRA](http://www.ontario.ca/OMAFRA)

77, rue Grenville, 11<sup>e</sup> étage  
Toronto (Ontario) M7A 1B3  
Tél. : 416 326-3074  
[www.ontario.ca/MAAARO](http://www.ontario.ca/MAAARO)



December 15, 2020

Denise Holmes  
CAO/Clerk  
Township of Melancthon  
[dholmes@melancthontownship.ca](mailto:dholmes@melancthontownship.ca)

Dear Ms. Holmes:

I am pleased to announce the next application intake for the Rural Economic Development (RED) program opened on December 11, 2020 and will be available until February 1, 2021. You can find all program information, including how to apply, on my ministry's website at [ontario.ca/REDprogram](http://ontario.ca/REDprogram).

In July 2019, we announced the revitalized RED program. Our updates put the focus on outcome-based projects that will have tangible benefits for Ontario's rural and Indigenous communities. The updates to the RED program better align with our government's priorities to remove barriers to investment, open doors to rural economic development and create good jobs across the province.

The program has two project categories:

- The **Strategic Economic Infrastructure** stream provides up to 30 per cent in cost-shared funding for minor capital projects that advance economic development and investment opportunities.
- The **Economic Diversification and Competitiveness** stream provides up to 50 per cent in cost-shared funding for projects that remove barriers to business and job growth, attract investment, attract or retain a skilled workforce, strengthen sector and regional partnerships and diversify regional economies.

Our government is committed to supporting economic growth in rural communities and ensuring Ontario is open for business.

.../2



Foodland  
ONTARIO  
ONTARIO  
Terre nourricière

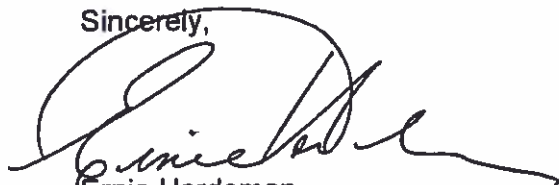
Good things grow in Ontario  
À bonne terre, bons produits

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

INFO# 12  
JAN 14 2021

I encourage you to take advantage of this funding opportunity and submit an application for your economic development project. Together, we can ensure Ontario's communities thrive.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ernie Hardeman', with a large, stylized initial 'E'.

Ernie Hardeman

Minister of Agriculture, Food and Rural Affairs

**COVID-19 Reminders**

- Practise physical distancing – stay 2 metres away from others in public
- Wash your hands – with soap and water thoroughly and often
- Get the facts - [www.ontario.ca/page/covid-19-stop-spread](http://www.ontario.ca/page/covid-19-stop-spread)

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister  
777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre  
777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



MIN-234-2020-5724

December 16, 2020

Mayor Darren White  
Township of Melancthon  
dwhite@melancthontownship.ca

Dear Mayor White:

From the outset of COVID-19, our government knew that the pandemic was going to put a significant strain on Ontario's municipalities. That is why we are committed to working with all levels of government to ensure municipalities can continue to deliver the critical services Ontarians rely on.

In our negotiations with the federal government, what started as a \$14 billion national proposal was negotiated into the \$19 billion Safe Restart Agreement – securing up to \$4 billion for Ontario's municipalities and transit systems.

In August, our government committed \$695 million in an initial round of allocations under the \$1.39 billion municipal operating stream. Earlier today, I announced that the Ontario government is investing an additional \$695 million under the historic Safe Restart Agreement's municipal operating stream to help our municipal partners manage the financial impacts of COVID-19 and start 2021 in a more secure financial position.

I am pleased to advise that your municipality's allocation is \$18,000. This amount is being provided to help your municipality with 2021 COVID-related operating pressures.

Allocations for 2021 funding for all 444 municipalities are based on the number of households in the municipality and the proportion of COVID-19 cases occurring in the municipality's public health unit. Funding under the municipal operating stream is in addition to funding being provided under the Safe Restart Agreement for municipal transit systems, Social Services Relief Fund and public health.

We know municipalities will continue to feel the impacts of COVID-19 into 2021. Our government is providing this additional support as you develop your 2021 budgets. With this funding, your municipality can continue to deliver the high-quality local services your

residents and business rely on every day and have the confidence you need to proceed with budgeting for planned capital projects in 2021.

We have heard that you require flexible funding and we are delivering. Funding under the municipal operating stream of the Safe Restart Agreement can be used to support your municipality's highest priority COVID-related operating needs. The province expects that any amount of funding not required by your municipality in 2020 will be used to address 2021 pandemic-related operating needs.

As previously communicated, your municipality will be expected to report back to the province in March 2021 with information about your COVID-related operating pressures and use of both funding allocations. This report template will be available via the Transfer Payment Ontario system by late January 2021. Municipalities will also be expected to report back on 2021 operating pressures due to the pandemic at a later date.

I am requesting that your municipal treasurer sign the acknowledgement below and return the signed copy to the ministry by December 24, 2020 by email to [Municipal.Programs@ontario.ca](mailto:Municipal.Programs@ontario.ca). Please note that we must receive this acknowledgement before making a payment to your municipality. We expect to begin making payments to municipalities in December 2020 and complete all payments by the end of January 2021.

Municipalities are welcome to contact their municipal advisor or e-mail [Municipal.Programs@ontario.ca](mailto:Municipal.Programs@ontario.ca) with any questions.

Thank you once again for your commitment to serving your residents during these challenging times. Our government will continue to stand with our municipal partners because we know that strong communities are the foundation of a strong Ontario – your success is Ontario's success.

Sincerely,



Steve Clark  
Minister of Municipal Affairs and Housing

c. Municipal Treasurer and Chief Administrative Officer

By signing below, I acknowledge that the allocation of \$18,000 is provided to Township of Melancthon for the purpose of assisting with COVID-19 operating costs and pressures and that the province expects that any funds not required for this purpose in 2020 will be used to support COVID-19 operating costs and pressures in 2021.

I further acknowledge that Township of Melancthon is expected to report back to the province on 2020 and 2021 COVID-19 operating costs and pressures and the use of this funding.

Name:

Title:

Signature:

Date:

## Denise Holmes

**From:** Karisa Downey <kdowney@dufferincounty.ca>  
**Sent:** Wednesday, December 9, 2020 2:41 PM  
**Subject:** FW: November rural numbers for the Economic Region

Hello everyone,

Please see below an update on employment statistics for the rural areas of Wellington, Dufferin and Simcoe. Overall, a positive story for the region, which is great to see.

If you have any questions, please let me know.

Thank you,  
Karisa

I wanted to connect with you because I did the rural numbers for the economic region to the best of my ability to give us a picture and a place to start from as we keep moving forward (Wellington County minus Guelph-Eramosa and Puslinch as they are Guelph CMA, Dufferin County, Simcoe County). The full ER includes the 3 CMAs for comparison sake.

We saw that the rural region never really fell as much as the cities did and now I am seeing numbers that look pre-pandemic. Something happened in November rurally. I put it into the chart below showing February before the pandemic, June which tended to be the low point, October and November.

Unemployment rate is 5.0% which is double what it was pre-pandemic but it was really low pre-pandemic and indicative of a shortage. You were in full employment mode where people were hard to find. It is heading that way again. Bright side, participation levels are exceeding pre-pandemic levels. So more people are employed or are actively looking for work. Across the rural area of the Economic Region, there are 12,400 people unemployed and looking for work.

	Rural				Economic Region			
	Feb	Jun	Oct	Nov	Feb	Jun	Oct	Nov
Population (x 1000)	393.3	396.3	398.4	399.1	1170.7	1177.2	1182.9	1184.5
Labour Force (x 1000)	242.8	232.6	244.5	249.8	798.2	758.6	788.2	787.9
Employment Number (x 1000)	236.1	206.7	228.2	237.3	762.8	667.6	717.9	726.7
Unemployment Number (x 1000)	6.8	25.9	16.1	12.4	35.4	91.0	70.2	61.2
Unemployment Rate (%)	2.8	11.1	6.5	5.0	4.4	12.0	8.9	7.8
Participation Rate (%)	61.7	58.7	61.4	62.6	68.2	64.4	66.6	66.5

Source Rural ER: Estimations done by WPBWWD based upon data in Statistics Canada Tables 14-10-0293-01 and 14-10-0294-01

I am going to keep tracking it as we are in second wave although your area has been lucky to stay Orange and I am curious about how the holiday and post-holiday season goes. Please feel free to share with other economic development.



Charlene

Charlene Hofbauer  
Executive Director  
Workforce Planning Board of Waterloo Wellington Dufferin  
218 Boida Avenue, Unit 5  
Ayr, ON N0B 1E0  
Phone: 519-622-7122  
Cell: 519-751-5197 (Tuesday and Wednesdays)

Our staff have transitioned to a hybrid model of working - 3 days in the office and 2 at home. I am in the office on Mondays, Thursdays and Fridays.

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

## MEMO / NOTE DE SERVICE



To/Destinataire	Mayor and Members of Council	File/N° de fichier:
From/Expéditeur	Anthony Di Monte, General Manager of Emergency and Protective Services and Dr. Vera Etches, Medical Officer of Health	
Subject/Objet	COVID-19 Vaccine Distribution Update	Date: January 4, 2021

The purpose of this memo is to provide Members of Council with an update on the current planning assumptions respecting the distribution and administration of COVID-19 vaccines in our community, as directed by the Province. The City of Ottawa and Ottawa Public Health (OPH) are taking a proactive planning approach, outlined below, to ensure readiness as additional vaccines are approved by Health Canada and more doses are received from the Province.

As you read through this document, please keep in mind that there are new developments emerging daily about vaccines and the federal and provincial distribution plans. The information below reflects a moment in time in an ongoing and evolving project. Please rest assured that staff are continually monitoring for updates and aligning our planning efforts in response to new developments.

### **Jurisdictional Framework**

The federal government has taken the lead on the approval and procurement of COVID-19 vaccines in Canada. The federal government has stood up its National Operations Centre through the Public Health Agency of Canada (PHAC), led by Major-General Dany Fortin.

The provincial government receives COVID-19 vaccines from the federal government and is responsible for identifying priority population groups, as it distributes vaccines across Ontario. The Province is also responsible for vaccine tracking and healthcare records management and has established the provincial COVID-19 Vaccine Distribution Task Force, led by General (retired) Rick Hillier. The Provincial Emergency Operations Centre (PEOC) and the Ministry of Health's Emergency Operations Centre have also been stood up.

OPH will eventually receive vaccines from the Province to administer in accordance with the provincially mandated prioritization groups. The City has established a COVID-19 Vaccine Distribution Task Force with partners from OPH and The Ottawa Hospital and has also stood up the municipality's Emergency Operations Centre in support of these efforts.

### **Vaccine Approvals**

Health Canada approved the Pfizer-BioNTech COVID-19 vaccine on December 9, 2020, and the Moderna COVID-19 vaccine on December 23, 2020. There are other potential vaccines expected to follow, including vaccine candidates from Janssen, AstraZeneca and

Novavax, among others. The Public Health Agency of Canada has announced that the federal government has negotiated agreements with seven vaccine manufacturers that would provide access to COVID-19 vaccines to everyone living in Canada by September 2021.

Both the Pfizer-BioNTech and Moderna vaccines require two doses. Currently, the Pfizer-BioNTech vaccine is approved for people aged 16 and older and the Moderna vaccine is approved for people aged 18 and older. Reports have indicated that the vaccines are close to being equivalent in efficacy. Based on the data from the vaccine trials, the Pfizer-BioNTech and Moderna vaccines are 95 and 94.1 percent effective respectively, at preventing symptomatic COVID-19 infection, following two doses of the vaccine.

There are different cold storage requirements for both vaccines. The Moderna COVID-19 vaccine must be stored at minus 20 degrees Celsius whereas the Pfizer vaccine must be stored at minus 70 degrees Celsius. For this reason, the Pfizer-BioNTech vaccine requires ultra-cold freezers that public health units, doctor's offices and most pharmacies do not have. As of today, only some hospitals are equipped to store and administer the Pfizer-BioNTech vaccine, whereas the Moderna vaccine may be administered by a wider range of health care providers with the acquisition of special freezers that can meet temperature storage requirements.

#### **Vaccine Distribution**

Overall, Canada has secured access to 20 million Pfizer-BioNTech doses and 40 million Moderna doses, with options to purchase more if needed. The total amount of vaccine that will be distributed to the City of Ottawa and precise delivery dates are not yet known. These decisions are made by the Province.

Various tactics will be used to distribute and administer vaccines across Ottawa based on the quantity and type of vaccines received throughout 2021. The main tactics that will be used include: hospital clinics, mobile vaccination teams, community clinics, pharmacies, primary health care providers like family doctors and by other health care professionals such as nurses working in congregate living settings, including long-term care homes and shelters.

#### **Provincial Timeline**

The table below outlines the three phases that the Province has announced for the rollout of vaccines in Ontario. The Province has also announced that public health units should be prepared to convert flu clinics under Phase 2 of the rollout. These timelines are subject to change based on the supply/availability of vaccines.

Phases	Phase 1: Starting Dec. 15, 2020	Phase 2: Starting Winter 2021	Phase 3 When supply allows
Population Groups	Limited doses of the vaccine available for health care workers in hospitals, long-term care homes and retirement homes, other congregate care settings and remote Indigenous communities	Increasing stock of vaccines, available to all health care workers, residents in long-term care homes, retirement homes, home care patients with chronic conditions and additional Indigenous communities	Vaccines available widely across Ontario for anyone who wants to be immunized

### **Phase 1 and Pilot Phase**

Canada expects to receive a combined total of six million doses of the Pfizer-BioNTech and Moderna COVID-19 vaccines for distribution in the first quarter of 2021 - enough for three million Canadians to be vaccinated with the recommended two-doses. The Ontario government previously announced that it expects to receive approximately two million doses by the end of March, which would amount to roughly one million people fully vaccinated.

If these vaccines were to be distributed on a per capita basis, Ottawa would see up to 160,000 doses by the end of March, enough to fully vaccinate 80,000 residents within the priority groups. However, given that there are areas in the province that have been more severely impacted by COVID-19, the large geographic size and remote areas of the province, and other factors, it is reasonable to assume that the number of doses received in Ottawa could fall below this optimistic projection.

*The three main tactics that will be used in Phase 1 include hospital clinics, mobile vaccination teams and nursing staff working in congregate living settings for seniors.*

On December 15, 2020, the Ontario government selected The Ottawa Hospital (Civic campus) and the University Health Network in Toronto to receive and administer a small amount of the Pfizer-BioNTech vaccine as part of a provincial pilot. The City and OPH have supported The Ottawa Hospital with their pilot clinic, and as of December 31, 2020, they have received 12,675 of the Pfizer-BioNTech vaccine. Currently, the Civic clinic has the capacity to inoculate up to 1,200 people per day.

The Province recently announced that 17 more hospitals in Ontario would be opening similar clinics (all outside of Ottawa) with more hospitals to follow. Each hospital will be responsible for the storage and administration of the vaccines they receive. Given the cold chain requirements of the Pfizer-BioNTech vaccine, and that it cannot currently be moved from the site where it is received, health care workers from long-term care and retirement homes, as well as essential caregivers, are receiving the vaccine at the Civic campus of The Ottawa Hospital. Additional essential health care workers, such as emergency room and intensive care unit staff, those working on COVID-19 wards, paramedics and others can also receive the vaccine at the hospital clinic.

With Health Canada's approval of the Moderna vaccine, the ability to immunize seniors living in specified congregate settings will exist once supply is received from the Province. Ottawa is not expected to receive the initial doses of Moderna, which will go to harder-hit areas of the province and remote northern communities. In the meantime, staff are working with long-term care and retirement homes to understand their needs and capacity to immunize their residents with the nurses working in those facilities, as applicable. There are 28 long-term care homes and 90 retirement homes in the City of Ottawa.

In addition to the availability of nurses working in congregate living settings that are delegated the authority to administer vaccines, OPH is designing mobile vaccination teams that can be deployed to long-term care and retirement homes to administer vaccines on-site. OPH is developing this model based on existing best practices that have been established as part of regular vaccination clinics, such as for influenza and meningitis (i.e., process, supplies, delivery practices, etc.). Other City services will support OPH with

coordinating logistics and building resource capacity by identifying immunizers from other organizations and services like the Ottawa Paramedic Service and local hospitals, as well as providing non-clinical staff support.

Notwithstanding that the Province has indicated that the conversion of existing flu clinics will not be required until Phase 2 of the rollout, the City and OPH will be prepared to launch its four community clinics as soon as mid-January for the population groups targeted in Phase 1. These clinics have been identified as a contingency measure should more vaccine become available (or arrives sooner) than expected. The four clinic sites are identified as follows:

1. Horticulture Building, 1525 Princess Patricia Way
2. Eva James Memorial Centre, 65 Stonehaven Drive
3. Orléans Client Service Centre, 255 Centrum Boulevard
4. Nepean Sportsplex, 1701 Woodroffe Avenue

OPH will leverage its existing flu and meningitis vaccine clinic model to establish these COVID-19 community vaccine clinics with specific provisions set out by the Province, for such things as space requirements (15,000 square/feet), layouts/flow of the clinic, technology (e.g. registration system), etc. These four clinics have the capacity to administer 1,200 vaccines per day at each site, and to ensure enhanced access, they will operate 7-days a week from 8:00 am to 8:00 pm. The total capacity for these four clinics would be 134,400 vaccines per month.

If 160,000 vaccines are received in Q1 2021, the operation of hospital clinics, mobile vaccination teams, nurses working in congregate living settings and the potential to launch community clinics as a contingency will ensure that the City has the capacity required as part of Phase 1 of the Province's rollout plan.

## **Phase 2**

For the second quarter of 2021, Ontario expects to receive a combined total of approximately 15 million doses. This is enough for an additional 7.5 million Ontarians to be fully vaccinated. On a per capita basis, an allocation model which has not been confirmed by the Province, Ottawa would receive approximately 1.2 million doses in Q2 2021. The Q1 2021 projections estimate that approximately 80,000 residents would be vaccinated, and another 600,000 residents would be vaccinated in Q2 2021. This means that up to 680,000 Ottawa residents, who are eligible, could be immunized by the beginning of July, based on current Provincial estimates and the availability of vaccine supply - two variables that are highly susceptible to change.

*The four main tactics that will be used in Phase 2 include an expansion on hospital clinics, mobile vaccination teams, launching community clinics and pharmacies.*

Distribution of vaccines to pharmacies across Ontario will be contingent on the Province. Pharmacies have existing infrastructure and capacity to immunize residents and are well distributed across the city to make a significant contribution to support vaccination efforts.

For Phase 2 of the vaccination rollout, the City will continue to deploy mobile vaccination teams to complete the Phase 1 population group that includes long-term care and

retirement homes, other congregate care settings and Indigenous communities. In addition, the City will be prepared to expand on the four community clinics noted as a contingency in Phase 1 above, with three additional community clinics for a total of seven mass immunization clinics. These locations have not yet been determined and staff are assessing various options that align with the guidance provided by the Province.

These new sites will require an additional 90 immunizers and 60 non-clinical support staff to operate. There will likely be other resources needed to support these sites to meet logistical needs as well. To staff these sites, the City is reviewing various options, such as redeployments and new recruitments. These options will also consider existing redeployments that are already in place with OPH for testing and contact tracing. Existing hospital clinics established under Phase 1 would also continue and potentially be expanded to other local area hospitals, as dictated by the Province.

If Ottawa receives 1.2 million vaccines in Q2 2021, immunization through pharmacies, mass immunization community clinics, hospital clinics, mobile vaccination teams and nurses in congregate settings will ensure that the City has the capacity required as part of Phase 2 of the Province's rollout plan.

### **Phase 3**

If Ottawa receives the estimated doses from now until July 2021, by Phase 3 we could potentially return to a steady state with regular vaccination delivery mechanisms, such as through flu clinics, pharmacies, and primary health care providers.

### **Key Considerations**

The Province has noted that this will be the "largest vaccine rollout in a generation". The vaccine logistics and distribution processes are complex, and the City is collaborating with public health experts and industry partners, such as the hospitals, to ensure vaccines are administered in a way that is timely, efficient and safe.

There are many logistical challenges to consider, including but not limited to:

- Staff scheduling
- Client booking
- Transportation
- Supply Management (e.g. clinical supplies, personal protective equipment, etc.)
- Clinic technology and data management
- Vaccine storage, handling and distribution
- Traffic and parking
- Security

The above-noted considerations will be factored into the different phases through the rollout of the vaccines.

The City's Vaccine Distribution Task Force was created on November 16, 2020 and began working with key stakeholders, like OPH and TOH. The Task Force quickly established its governance structure and has regularly met on a weekly basis. Various members on the Task Force have joined provincial roundtable discussions, while others are working closely with area hospital CEOs, Ontario Health and other public health units.



The Vaccine Distribution Task Force has proactively secured facilities to help convert OPH flu clinics into COVID-19 community clinics and has retrofitted sites to meet requirements set out by the Province relating to cold storage, security and inventory management, among others. As a result of the City's declaration of a state of emergency, staff were also able to quickly procure three additional freezers as a public safety contingency to proactively prepare to maintain its Moderna vaccine supply at total cost of less than \$20,000.

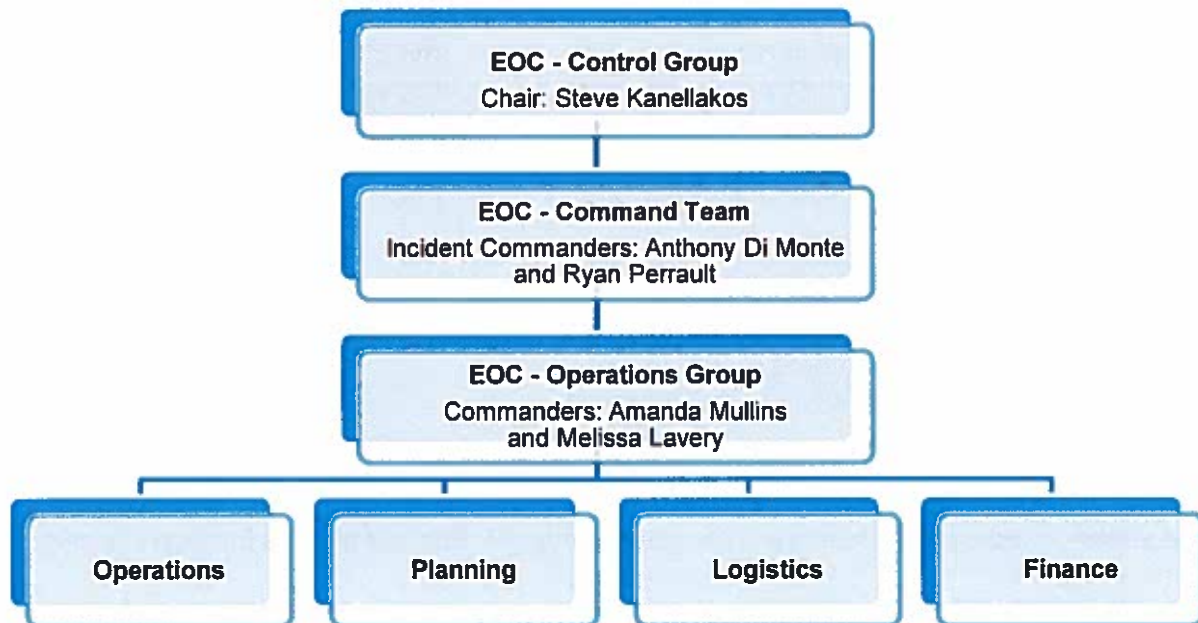
In addition, a robust communications and community engagement strategy is being rolled out to promote the safety and efficacy of the vaccine, along with ensuring alignment across the many partner organizations.

Part of this work will also include a comprehensive community outreach plan for populations that are marginalized, racialized and higher-risk across Ottawa and consider the mobilization of community clinics in areas that are most impacted by COVID-19.

### **Emergency Management**

To ensure Ottawa is well prepared for what will be another historic year, the City's Emergency Operations Centre (EOC) is also evolving as part of our Incident Management System (IMS) model, which is a best practice for emergency management across North America. As such, the COVID-19 Vaccine Distribution Task Force is evolving into an Incident Command Team with key IMS functions that will be expanded in our Emergency Operations Centre.

#### *2021 EOC Organizational Structure*



The EOC Control Group is made up of the Senior Leadership Team along with other key leaders from across the city (Medical Officer of Health, Police Chief, Fire Chief, Paramedic Chief, etc.). This group will remain as is and continues to focus on developing strategies and setting corporate policy direction for the emergency response. The Command Team



has a focus on city-wide continuity of operations and consequence management, while the Operations Group manages the day-to-day operational needs of the services. Together, these three groups will ensure a well-coordinated city-wide response.

Since the onset of the pandemic, the City has had to respond quickly to new and changing information that continues to come at an unprecedented pace. Despite this challenge, we have adapted quickly to meet the needs of our residents and to support our staff during the COVID-19 response. We will continue to do so as we work to ensure our readiness to administer vaccines to communities across Ottawa to help bring an end to this pandemic.

Respectfully,

Anthony Di Monte  
GM, Emergency and Protective Services

Vera Etches  
Medical Officer of Health

Cc: Senior Leadership Team  
Extended Senior Leadership Team

## Denise Holmes

---

**From:** Info @ SBA <info@sbaengineering.com>  
**Sent:** Friday, January 8, 2021 9:48 AM  
**To:** Denise Holmes  
**Subject:** Town of Shelburne, Water and Wastewater Servicing Master Plan, Notice of Commencement (M20043)  
**Attachments:** M20043\_Shelburne WWSMP NoC\_Stakholder Attach\_FINAL\_7Jan21.pdf

Dear Denise Holmes,

The Town of Shelburne is updating its 2003 Water and Wastewater Servicing Master Plan (WWSMP) to ensure that its current and future water and wastewater infrastructure needs are met. Under the Municipal Class Environmental Assessment (MCEA) process, the Town will evaluate alternative means of providing safe, cost-effective, sustainable and reliable water and wastewater services.

Public input and comments are an important part of the MCEA process and are welcome at anytime. When the study is further advanced, the Town will hold at least one Public Information Centre (PIC) to present findings and receive comments. You will be notified by email in advance of the PIC once it has been scheduled.

Please let me know if you would like to be kept informed or consulted as part of the Class EA. Also, attached is a copy of the Notice of Commencement. The Notice of Commencement appeared on January 7, 2021 in the Shelburne Free Press and Orangeville Banner to formally initiate the Class EA.

Regards,

**Ian Callum, M.Sc., PMP**  
Senior Environmental Project Manager

**S. Burnett & Associates Limited**  
210 Broadway, Unit 203  
Orangeville, ON L9W 5G4

T: 519.941.2949 ext. 240  
C : 519-215-6893  
F: 519.941.2036  
W: [www.sbaengineering.com](http://www.sbaengineering.com)





## Notice of Study Commencement

### Town of Shelburne, Water and Wastewater Master Servicing Plan

#### THE STUDY

The Town of Shelburne is updating its 2003 Water and Wastewater Servicing Master Plan (WWSMP) to ensure that its current and future water and wastewater infrastructure needs are met. The resulting report will outline the Town's plan for providing safe, cost-effective, sustainable and reliable water and wastewater services.

#### THE PROCESS

The WWSMP update will be conducted in accordance with the requirements of Phases 1 and 2 of the Municipal Class Environmental Assessment (MCEA), which is an approved process under the Environmental Assessment Act.

#### PUBLIC CONSULTATION

Public input and comments are an important part of the MCEA process and are welcome at anytime. When the study is further advanced, the Town will hold at least one (1) Public Information Centre (PIC) to present findings and receive comments. A notice will appear in this newspaper in advance of the PIC.

Upon completion of the MCEA, a Project File will be made available for public review and comment. Another notification will be published at that time, indicating where the report can be viewed.

#### CONTACT INFORMATION

Further information may be obtained from the Town's Engineer:

**Ian Callum, M.Sc., PMP**  
**S. Burnett & Associates Limited**  
210 Broadway, Unit 203  
Orangeville, ON L9W 5G4  
[ian.callum@sbaengineering.com](mailto:ian.callum@sbaengineering.com)  
T: 519-941-2949  
F: 519-941-2036



Information will be collected in accordance with the Freedom of Information and Protection of Privacy Act. Except for personal information, all comments will become part of the public record.

**Denise Holmes**

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**From:** HOMB Exec Office (MTO) <HOMBExecOffice@ontario.ca>  
**Sent:** Tuesday, January 5, 2021 5:57 PM  
**Subject:** Regulatory Amendments effective January 1, 2021 relating to Off-road Vehicles on Municipal Highways  
**Attachments:** Municipal Stakeholders Letter.pdf; Municipal Guidance Document.pdf

Hello Municipal Stakeholder

Please see the attached letter and enclosed guidance document regarding recent changes made on January 1, 2021 to Ontario Regulation 316/03 under the *Highway Traffic Act* and Ontario Regulation 863 under the *Off-Road Vehicle Act* related to off-road vehicles. The changes only affect highways under the jurisdiction of municipalities listed in Ontario Regulation 8/03 made under the *Highway Traffic Act*.

Sincerely,

Sheri Graham  
Manager, Provincial Traffic Office  
Highway Operations Management Branch  
Ministry of Transportation

***On behalf of:***

Jasan Boparai  
Director  
Highway Operations Management Branch  
Ministry of Transportation

January 4, 2021

Dear Municipal Stakeholder,

I am pleased to announce that effective **January 1, 2021**, the province has expanded the on-road opportunities for off-road vehicle riders in some parts of Ontario. Off-road vehicle riders are expected to experience enhanced trail access resulting from the increased on-road connections to Ontario's off-road vehicle trail network. The changes apply only to municipalities listed in Ontario Regulation 8/03 and amend the way permitted off-road vehicles are allowed on-road access to municipal highways.

In municipalities listed in Ontario Regulation 8/03, permitted off-road vehicles will be allowed by default on municipal highways unless the municipality has an existing by-law that restricts their use or creates a new by-law to prohibit or restrict the use of some or all off-road vehicles. These new provisions replace the previous requirement that municipalities had to enact a by-law to permit off-road vehicles to operate on municipal highways. The updated regulations can be found at Ontario Regulation 316/03, and Ontario Regulation 863.

It is important to note that the on-road access rules for off-road vehicles in municipalities that are not listed in Ontario Regulation 8/03 will continue to be subject to the existing regulatory framework under Ontario Regulation 316/03 and these municipalities are not affected by this change.

The equipment configuration and performance requirements for off-road vehicles as set out in Section 10 of Ontario Regulation 316/03 also remain unchanged. The *Highway Traffic Act* prohibition of drivers of any motor vehicles causing the vehicle to make unnecessary noise, for example through modification, also applies and violations are subject to fines.

In order to support municipalities with these changes, the ministry has provided a Municipal Guidance Document (attached) to help municipalities decide whether they need to take action to revoke, update or pass new by-laws related to on-road access by off-road vehicles on the highways under their jurisdiction.

I ask you to kindly forward this notice and the attached Municipal Guidance Document to municipal staff responsible for traffic safety and those responsible for enforcing off-road vehicle laws in your area. Although changes have been previously announced on the Ontario Newsroom site and there will be a communication in the backgrounder issued by the Premier's Office, municipalities should ensure that the public and off-road vehicle riders are made aware of the rules in their area.

If there are any questions regarding off-road vehicles licencing, operation or equipment requirements referenced in the attached guidance material, please contact Angela Litrenta, Manager, Road Safety Program Development Office at (416) 235-5130 or [Angela.Litrenta@ontario.ca](mailto:Angela.Litrenta@ontario.ca).

If there are any questions regarding amendments to Ontario Regulation 316/03, and Ontario Regulation 863, please contact Ron Turcotte, Head, Safety Information Management Section, Provincial Traffic Office at (289)-407-9880 or [Ron.Turcotte@ontario.ca](mailto:Ron.Turcotte@ontario.ca).

Thank you for your assistance in communicating this change.

Sincerely,



Digitally signed by Jasan Boparai

Jasan Boparai  
Director







Attachment – Municipal Guidance document

## Off-road Vehicles Allowed On-road

Effective July 1, 2020, MTO made changes to add off-road motorcycles (ORM) and extreme terrain vehicles (XTV) to the existing list of ORVs permitted on-road. These two new ORV types are in addition to the currently permitted 4-wheeled ORV types.

**MUNICIPAL BY-LAWS:** Effective July 1, 2020, the two new ORV types added to the list of ORVs permitted on-road can be allowed on municipal highways in accordance with the HTA and Ontario Regulation 316/03.

ORV is a general term used to capture several different vehicles designed for off-road use, however, only certain off-road vehicles that meet the requirements in Ontario Regulation 316/03 are permitted on-road:

Provincial Requirements	All-Terrain Vehicles	<p>"A "single-rider" all-terrain vehicle (ATV) is designed to travel on four tires, having a seat designed to be straddled by the operator, handlebars for steering control and it must be designed by the manufacturer to carry a driver only and no passengers.</p>	
		<p>A two-up ATV is designed and intended for use by an operator or an operator and a passenger. It is equipped with straddle-style seating and designed to carry only one passenger.</p>	
	Side-by-Sides	<p>A recreational off-highway vehicle (ROV) has two abreast seats, typically built with a hood, and uses a steering wheel instead of a motorcycle steering handlebar.</p>	
		<p>A utility terrain vehicle (UTV) has similar characteristics to an ROV but typically also features a box bed. UTVs are generally designed for utility rather than for recreational purposes.</p>	
	New Off-Road Vehicle Types	<p>Extreme Terrain Vehicles (XTVs), commonly referred to as Argos are 6+ wheeled off-road vehicles capable of riding in multiple terrains, including through water. These vehicles sometimes come with tracks, however, tracked versions are not being permitted on road and are restricted to off-road use only.</p>	
		<p>Off-Road Motorcycles (ORMs) are 2 wheeled off-road vehicles that come in varying configurations such as, but not limited to: Recreational ORM, Trail ORMs or Competition ORM.</p>	



Effective January 1, 2021, the Ministry of Transportation (MTO) is changing the way the province manages how off-road vehicles (ORVs) are allowed on-road in some municipalities.

The use of ORVs on highways is controlled under Section 191.8 of the [Highway Traffic Act \(HTA\)](#), [Ontario Regulation 316/03](#) made under the HTA, and municipal by-laws passed in accordance with the legislation and regulations. Currently, ORVs that meet the requirements in Ontario Regulation 316/03 are allowed on some provincial highways and municipal highways where a municipality has passed a by-law allowing the use of such ORVs on highways under their jurisdiction.

#### WHAT'S NEW?

Effective January 1, 2021, all ORVs that meet the requirements in Ontario Regulation 316/03 for ORVs permitted on-road, will be allowed by default on municipal highways under the jurisdiction of municipalities listed in [Ontario Regulation 8/03](#) unless the municipality has a by-law prohibiting or restricting the use of some or all such ORVs.

Municipalities that are not listed in Ontario Regulation 8/03 will continue to be subject to the existing regulatory framework and are not affected by this change. In these municipalities, ORVs will continue to be allowed only if the municipality has passed a by-law to allow permitted ORVs on municipal highways under their jurisdiction.

# Provincial Requirements

## Municipal Considerations

Municipalities listed in Ontario Regulation 8/03 will continue to have the authority and make decisions about ORVs through by-law to:

► Prohibit ORVs on some or all highways



► Permit only specific ORVs on road



► Prohibit ORVs at specific hours of the day



► Impose additional lower speed limits



Local municipalities listed in Ontario Regulation 8/03 that wish to prohibit ORVs; or restrict the permitted types of ORVs; or restrict the time of day or the season when permitted types of ORVs are allowed on-road; or establish lower speed limits for these vehicles; may need to pass a new by-law.

Where a local municipality affected by the change has an existing by-law providing a blanket permission for ORVs on all municipal highways, the by-law would not be in conflict with the new regulations. If an existing by-law only permits some ORVs or restricts ORVs to only some highways, the municipality may have to revoke the by-law and pass a new by-law as outlined above if the municipality wishes to continue such restrictions.

There is no change to the enforcement of laws related to the use of ORVs. Any issues with the day-to-day operations of police services and the actions of police officers related to ORVs should be raised with the local chief of police or their designated representatives. All set fines can be found on the [Ontario Court of Justice website](#).

This document is provided primarily as a guide. For additional information please refer to the [Highway Traffic Act](#), associated regulations and visit [Ontario.ca/ATV](#) for information and tips related to the operation of ORVs in Ontario.

## Highway Traffic Act Code de la route

### ONTARIO REGULATION 8/03

#### LOCAL MUNICIPALITIES WHERE 80 KILOMETRES PER HOUR SPEED LIMIT APPLIES

**Consolidation Period:** From January 17, 2003 to the e-Laws currency date.

No amendments.

***This Regulation is made in English only.***

#### Application of 80 km/hr speed limit

1. The local municipalities listed in the Table are prescribed for the purpose of clause 128 (1) (b) of the Act. O. Reg. 8/03, s. 1.
2. Omitted (provides for coming into force of provisions of this Regulation). O. Reg. 8/03, s. 2.

TABLE

Addington Highlands
Adelaide-Metcalfe
Adjala-Tosorontio
Admaston/Bromley
Alberton
Alfred and Plantagenet
Algonquin Highlands
Alnwick-Haldimand
Amaranth
Armour
Armstrong
Arran-Elderslie
Ashfield-Colborne-Wawanosh
Asphodel-Norwood
Assignack
Athens
Atikokan
Augusta
Baldwin
Barrie Island
Bathurst Burgess Sherbrooke
Bayham

Beckwith
Billings
Black River-Matheson
Blandford-Blenheim
Bonfield
Bonnechere Valley
Brethour
Brock
Brockton
Brooke-Alvinston
Brudenell, Lynoch and Raglan
Burpee and Mills
Callander
Calvin
Carling
Carlow/Mayo
Casey
Cavan-Millbrook-North Monaghan
Central Elgin
Central Frontenac
Central Huron
Central Manitoulin
Centre Hastings
Centre Wellington
Chamberlain
Champlain
Chapleau
Chapple
Chatsworth
Chisholm
Clearview
Cockburn Island
Coleman
Conmee
Cramahe
Dawn-Euphemia
Dawson
Dorion
Douro-Dummer
Drummond-North Elmsley
Dubreuilville
Dutton-Dunwich
Dymond

Dysart et al
Ear Falls
East Ferris
East Garafraxa
East Hawkesbury
East Luther Grand Valley
East Zorra-Tavistock
Edwardsburgh/Cardinal
Elizabethtown-Kitley
Emo
Enniskillen
Essa
Evanturel
Faraday
Fauquier-Strickland
Front of Yonge
Frontenac Islands
Galway-Cavendish and Harvey
Gauthier
Georgian Bay
Georgian Bluffs
Gillies
Gordon
Greater Madawaska
Grey Highlands
Guelph/Eramosa
Hamilton
Harley
Harris
Hastings Highlands
Havelock-Belmont-Methuen
Head, Clara and Maria
Highlands East
Hilliard
Hilton
Hornepayne
Horton
Howick
Hudson
Huron Shores
Huron-Kinloss
Ignace
James

Jocelyn
Johnson
Joly
Kerns
Killaloe, Hagarty and Richards
Kincardine
King
La Vallee
Laird
Lake of Bays
Lake of The Woods
Lanark Highlands
Larder Lake
Laurentian Valley
Leeds and the Thousand Islands
Limerick
Loyalist
Lucan Biddulph
Macdonald Meredith et al
Machar
Machin
Madawaska Valley
Madoc
Magnetawan
Malahide
Manitouwadge
Mapleton
Marmora and Lake
Matachewan
Mattawan
Mattice-Val Cote
McDougall
McGarry
McKellar
McMurrich-Monteith
McNab-Braeside
Melancthon
Michipicoten
Middlesex Centre
Minden Hills
Montague
Moonbeam
Morley

Morris-Turnberry
Mulmur
Muskoka Lakes
Nairn and Hyman
Neebing
Nipigon
Nipissing
North Algona-Wilberforce
North Dumfries
North Dundas
North Frontenac
North Glengarry
North Grenville
North Huron
North Kawartha
North Middlesex
North Stormont
Northern Bruce Peninsula
Norwich
O'Connor
Oliver Paipoonge
Opasatika
Oro-Medonte
Otonabee-South Monaghan
Papineau-Cameron
Pelee
Perry
Perth East
Perth South
Pickle Lake
Plummer Additional
Prince
Puslinch
Ramara
Red Rock
Rideau Lakes
Russell
Ryerson
Sables-Spanish Rivers
Schreiber
Scugog
Seguin
Severn

Shedden
Shuniah
Sioux Narrows-Nestor Falls
Smith-Ennismore-Lakefield
South Algonquin
South Bruce
South Dundas
South Frontenac
South Glengarry
South Stormont
Southgate
Southwest Middlesex
South-West Oxford
Southwold
Springwater
St. Clair
St. Joseph
Stirling-Rawdon
Stone Mills
Strathroy-Caradoc
Strong
Tarbutt and Tarbutt Additional
Tay
Tehkummah
Terrace Bay
Thames Centre
The Archipelago
The Nation
The North Shore
Tiny
Tudor and Cashel
Tweed
Tyendinaga
Uxbridge
Val Rita-Harty
Wainfleet
Warwick
Wellesley
Wellington North
West Elgin
West Grey
West Lincoln
West Perth



White River
Whitestone
Whitewater Region
Wilmot
Wollaston
Woolwich
Zorra

O. Reg. 8/03, Table.

## Off-Road Vehicles Act

### R.R.O. 1990, REGULATION 863

#### GENERAL

**Consolidation Period:** From December 11, 2020 to the e-Laws currency date.

Last amendment: 739/20.

Legislative History: [ + ]

***This is the English version of a bilingual regulation.***

**1. In this Regulation,**

“dune buggy” means a self-propelled vehicle with four or more wheels that has been manufactured or modified for off-road use but does not include an amphibious vehicle with six or more wheels; (“autodune”)

“motorcycle association” means a motorcycle club or association that has or is affiliated with a motorcycle club or association that has a published constitution and a membership roster of more than twenty-four persons; (“association de motocyclistes”)

“road-building machine” has the same meaning as in the *Highway Traffic Act*; (“machine à construire des routes”)

“self-propelled implement of husbandry” means a self-propelled vehicle manufactured, designed, redesigned, converted or reconstructed for a specific use in farming and used for farming purposes; (“matériel agricole automoteur”)

“wheelchair” means a chair mounted on wheels propelled or driven otherwise than by muscular power and used for the carriage of a person who has a physical defect or disability. (“fauteuil roulant”) R.R.O. 1990, Reg. 863, s. 1; O. Reg. 406/16, s. 1.

**2. (1) The following are designated as classes of vehicles that are exempt from the provisions of the Act and this Regulation:**

1. Golf carts.
2. Road-building machines.
3. Self-propelled implements of husbandry.
4. Wheelchairs.
5. Off-road vehicles driven or exhibited at a closed course competition or rally sponsored by a motorcycle association. R.R.O. 1990, Reg. 863, s. 2 (1).

**(2) Motorcycles, as defined in the *Highway Traffic Act*, that are,**

- (a) lent to a motorcycle driver training school by a manufacturer or dealer for the purpose of driver training;
- (b) used in an area designated for driver training by the school; and
- (c) driven by persons enrolled in the driver training course or by course instructors for instruction purposes,

are designated as a class of off-road vehicle to which section 3 of the Act does not apply. R.R.O. 1990, Reg. 863, s. 2 (2).

3. For the purposes of the definition of "off-road vehicle" in section 1 of the Act, the following classes of vehicles are prescribed:

1. Dune buggies.

1.1 Vehicles designed for use on all terrains, commonly known as all-terrain vehicles, that have steering handlebars and a seat that is designed to be straddled by the driver.

1.2 Vehicles designed for utility applications or uses on all terrains that have four or more wheels and a seat that is not designed to be straddled by the driver.

2. Suzukis, Model Numbers LT125D, LT50E, LT125E, LT185E, LT250EF and LT250EFF.

3. Hondas, Model Numbers FL250 series and TRX200.

4. Yamahas, Model Number YFM 200N. R.R.O. 1990, Reg. 863, s. 3; O. Reg. 317/03, s. 1.

4. (1) The areas set out in Schedule 1 are designated as areas within which subsection 2 (2) of the Act does not apply. O. Reg. 317/03, s. 2.

(2) Where a highway is referred to in Schedule 1 by a number or name, the reference is to that part of the King's Highway that is known thereby. R.R.O. 1990, Reg. 863, s. 4 (2).

**Note: On January 1, 2021, section 4 of the Regulation is revoked and the following substituted: (See: O. Reg. 739/20, s. 1)**

4. A highway listed in Schedule A to Ontario Regulation 316/03 (Operation of Off-Road Vehicles on Highways) made under the *Highway Traffic Act* is designated as an area within which subsection 2 (2) of the *Off-Road Vehicles Act* does not apply. O. Reg. 739/20, s. 1.

5. The areas set out in Schedule 2 are designated as areas within which subsections 3 (1) and (2) of the Act do not apply. R.R.O. 1990, Reg. 863, s. 5.

6. (1) Off-road vehicles owned by persons not residing in Ontario are designated as a class of vehicle. R.R.O. 1990, Reg. 863, s. 6 (1).

(2) Vehicles of a class designated under subsection (1) are exempt from the provisions of section 3 of the Act if they are registered in another jurisdiction and have number plates furnished by the other jurisdiction attached. R.R.O. 1990, Reg. 863, s. 6 (2).

7. The number plate for an off-road vehicle,

(a) with three or less wheels, shall be securely mounted on the front of the vehicle in a conspicuous position; or

(b) with more than three wheels, shall be securely mounted in a conspicuous position on the rear of the vehicle. R.R.O. 1990, Reg. 863, s. 7.

8. (1) For the purposes of subsection 8 (3) of the Act, the permit holder of an off-road vehicle is required to have in his or her possession,

(a) the vehicle portion of the permit issued for the vehicle bearing the date of purchase and the signature of the vendor of the used vehicle; and

(b) the plate portion of the permit that corresponds with the number plate affixed to the vehicle. R.R.O. 1990, Reg. 863, s. 8 (1).

(2) For the purposes of subsection 8 (4) of the Act, a person driving an off-road vehicle is required to carry the documents referred to in subsection (1) or true copies thereof, and to surrender them for inspection upon the demand of a peace officer. R.R.O. 1990, Reg. 863, s. 8 (2).

9. A permit for an off-road vehicle may be terminated by surrendering it to the Ministry. R.R.O. 1990, Reg. 863, s. 9.

10. (1) Dealer and Service permits and number plates may be issued to manufacturers of or dealers in off-road vehicles or to persons engaged in the business of repairing, customizing, modifying or transporting off-road vehicles. R.R.O. 1990, Reg. 863, s. 10 (1).

(2) A Dealer and Service number plate may be used only,

(a) on a vehicle in the possession of the person to whom the corresponding permit was issued; and

(b) for purposes related to the sale, repair, customization or modification of the vehicle on which it is used or, in the case of a person engaged in the business of transporting vehicles, for purposes of transporting the vehicles. R.R.O. 1990, Reg. 863, s. 10 (2).

(3) The Dealer and Service number plate for an off-road vehicle,

(a) with three or less wheels, shall be securely mounted in a conspicuous position on the front of the vehicle; or

(b) with more than three wheels, shall be securely mounted in a conspicuous position on the rear of the vehicle. R.R.O. 1990, Reg. 863, s. 10 (3).

(4) Subsection 8 (3) of the Act does not apply to a person referred to in subsection (1) with respect to a vehicle in the person's possession for purposes related to the sale, repair, customization or modification of the vehicle or, in the case of a person engaged in the business of transporting vehicles, for purposes of transporting the vehicle. R.R.O. 1990, Reg. 863, s. 10 (4).

11. The requirements for a helmet for the purpose of section 19 of the *Off-Road Vehicles Act* are those set out for motorcycles in Regulation 610 of the Revised Regulations of Ontario, 1990 made under the *Highway Traffic Act*. O. Reg. 317/03, s. 3.

## GENERAL FEES

12. (1) The following fees shall be paid to the Ministry:

1. For a permit for an off-road vehicle, \$10.

2. For a permit and number plate for an off-road vehicle, \$38.

**Note: On July 1, 2021, paragraph 2 of subsection 12 (1) of the Regulation is revoked and the following substituted: (See: O. Reg. 314/20, s. 1 (1))**

2. For a permit and number plate for an off-road vehicle,

i. for the one-year period starting July 1, 2021, \$38.50,

ii. for the one-year period starting July 1, 2022, \$39, and

iii. on and after July 1, 2023, \$39.50.

3. For an application for a duplicate permit for an off-road vehicle, in case of loss or destruction, \$10.

4. For the replacement of a permit and number plate, in case of loss or destruction, \$20.

**Note: On July 1, 2021, paragraph 4 of subsection 12 (1) of the Regulation is revoked and the following substituted: (See: O. Reg. 314/20, s. 1 (2))**

4. For the replacement of a permit and number plate, in case of loss or destruction,

i. for the one-year period starting July 1, 2021, \$20.25,

ii. for the one-year period starting July 1, 2022, \$20.50, and

iii. on and after July 1, 2023, \$20.75.

5. For a Dealer and Service Permit and number plate, \$55.

6. For a copy of any writing, paper or document, other than an accident report, related to an off-road vehicle filed in the Ministry or any statement containing information from the records, \$6.

7. For a copy of an accident report, \$12.

8. For certification of a copy of any writing, paper or document related to an off-road vehicle filed in the Ministry or any statement containing information from the records, \$6.
  9. For administrative costs for processing a cheque that is not honoured, \$10.
  10. For each search of off-road vehicle records by vehicle identification number, plate number or name or identification number of registered owner or permit holder, \$12. O. Reg. 406/93, s. 1; O. Reg. 577/94, s. 1; O. Reg. 170/12, s. 1.
- (2) The fees set out in subsection (1) do not apply to an off-road vehicle owned by the Government of the Province of Ontario. R.R.O. 1990, Reg. 863, s. 12 (2).

#### SCHEDULE 1

1. All of the King's Highway known as Nos. 69, 400, 401, 402, 403, 404, 405, 409, 410, 412, 416, 417, 418 and 427.
  - 1.1 All of the King's Highway known as Highway 407 East.
  - 1.2 All of the private toll highway known as Highway 407.
2. That part of the King's Highway known as No. 406 lying between a point at its intersection with the King's Highway known as the Queen Elizabeth Way in the City of St. Catharines and a point at its intersection with the roadway known as Holland Road in the Town of Thorold.
3. That part of the King's Highway known as No. 420 in the City of Niagara Falls lying between a point at its intersection with the King's Highway known as the Queen Elizabeth Way and a point at its intersection with the roadway known as Stanley Avenue.
4. All of the King's Highway known as the Queen Elizabeth Way.
5. All of the King's Highway known as No. 2A in the City of Scarborough.
6. That part of the King's Highway known as No. 2 in the Town of Ancaster lying between a point at its intersection with the King's Highway known as No. 403 and a point at its intersection with the King's Highway known as No. 2/53.
7. That part of the King's Highway known as No. 2/53 in the Town of Ancaster lying between a point at its intersection with the King's Highway known as No. 2 and a point at its intersection with the western boundary of The Regional Municipality of Hamilton-Wentworth.
8. That part of the King's Highway known as No. 5 lying between a point at its intersection with the King's Highway known as No. 403 at the Halton Region boundary and a point at its intersection with the King's Highway known as No. 6 in the Town of Flamborough.
9. That part of the King's Highway known as No. 6 lying between a point at its intersection with the King's Highway known as No. 403 at the Town of Dundas boundary and a point at its intersection with the King's Highway known as No. 401 in Wellington County.
10. That part of the King's Highway known as No. 6 lying between a point at its intersection with the southern boundary of The Regional Municipality of Hamilton-Wentworth and the roadway known as Alderlea Avenue in the Township of Glanbrook.
11. That part of the King's Highway known as No. 7 in the City of Brampton lying between a point at its intersection with the King's Highway known as No. 7/410 (Heart Lake Road) and a point at its western intersection with the roadway known as Chinguacousy Road (Second Line Road West).
12. That part of the King's Highway known as No. 7/410 (Heart Lake Road) in the City of Brampton lying between a point at its northern intersection with the King's Highway known as No. 7 (Bovaird Drive) and a point at its southern intersection with the King's Highway known as No. 7 (Queen Street East).
13. That part of the King's Highway known as No. 7 lying between a point at its intersection with the King's Highway known as No. 7/410 (Heart Lake Road) in the City of Brampton and a point at its intersection with the King's Highway known as the Markham By-Pass in The Regional Municipality of York.
14. That part of the King's Highway known as No. 7 lying between a point at its intersection with the King's Highway known as No. 28/115 in the City of Peterborough and a point at its intersection with the eastern boundary of the City of Peterborough.

15. That part of the King's Highway known as No. 7 lying between a point at its intersection with the western limit of the King's Highway known as No. 417 in the Township of West Carleton and a point at its intersection with the King's Highway known as No. 15 in the Township of Beckwith.
16. That part of the King's Highway known as No. 7 lying between a point at its intersection with the roadway known as Victoria Street in the City of Kitchener and a point at its intersection with the King's Highway known as No. 8.
17. That part of the King's Highway known as No. 7/8 lying between a point at its intersection with the eastern limit of the roadway known as Waterloo Road No. 5 in the Township of Wilmot and a point at its intersection with the King's Highway known as No. 8 in the City of Kitchener.
18. That part of the King's Highway known as No. 7187 lying between a point at its intersection with the King's Highway known as No. 401 and a point at its intersection with the King's Highway known as No. 8 (King Street) in the City of Kitchener.
19. That part of the King's Highway known as No. 8 lying between a point at its intersection with the King's Highway known as No. 7187 and a point at its intersection with the King's Highway known as No. 7/8 in the City of Kitchener.
20. That part of the King's Highway known as No. 11 in the City of Orillia lying between a point at its intersection with the roadway known as Memorial Avenue and a point at its intersection with the roadway known as Lacie Street.
21. That part of the King's Highway known as No. 9 lying between a point at its intersection with the King's Highway known as No. 11 in the Town of Newmarket and a point at its intersection with the King's Highway known as No. 10 in the Township of Mono.
22. That part of the King's Highway known as No. 10 lying between a point at its intersection with the roadway known as Burnhamthorpe Road in the City of Mississauga and a point at its intersection the northern boundary of the City of Brampton (Mayfield Road).
23. That part of the King's Highway known as No. 20 (Centennial Parkway) in the City of Stoney Creek lying between a point at its intersection with the King's Highway known as No. 53 (Rymals Road) and a point at its intersection with the roadway known as King Street.
24. That part of the King's Highway known as No. 27 lying between a point at its intersection with the roadway known as Eglinton Avenue in the City of Etobicoke and a point at its intersection with the roadway known as Regional Road No. 49 (Nashville Road) in the City of Vaughan.
25. That part of the King's Highway known as No. 28/115 lying between a point at its intersection with the King's Highway known as No. 7A/115 at the western boundary of the Township of North Monagan and a point at its intersection with the King's Highway known as No. 7 in the City of Peterborough.
26. That part of the King's Highway known as No. 35/115 in Durham Region lying between a point at its intersection with the King's Highway known as No. 401 and a point at its intersection with the King's Highway known as No. 35 and the King's Highway known as No. 115.
27. That part of the King's Highway known as No. 48 lying between a point at its intersection with the King's Highway known as No. 401 in the City of Scarborough and a point situated at its intersection with the roadway known as Elgin Mills Road in the Town of Markham.
28. That part of the King's Highway known as No. 50 lying between a point at its intersection with the King's Highway known as No. 27 in the City of Etobicoke and a point at its intersection with the roadway known as Columbia Way East in the Town of Caledon.
29. That part of the King's Highway known as No. 58 in the City of Thorold lying between a point at its intersection with the King's Highway known as No. 406 and a point at its intersection with the westerly limit of the roadway known as Niagara Regional Road No. 57 (Thorold Stone Road).
30. That part of the King's Highway known as No. 86 lying between its intersection with the King's Highway known as No. 7 (Victoria Street) in the City of Kitchener and a point at its intersection with the roadway known as Waterloo Road No. 17 in the Township of Woolwich.
31. That part of the King's Highway known as No. 115 lying between a point at its intersection with the King's Highway known as No. 35/115 in Durham Region and a point at its intersection with the King's Highway known as No. 7A/115 in Cavan Township.

32. That part of the King's Highway known as No. 137 lying between a point at its intersection with the King's Highway known as No. 401 in the Township of the Front of Leeds and Lansdowne and a point at its intersection with the Border between Canada and The United States of America.
33. That part of the King's Highway known as No. 3 (also known as Huron Church Road) in the County of Essex lying between a point situate at its intersection with the westerly limit of the roadway known as Outer Drive in the Town of Tecumseh and a point situate at its intersection with the easterly limit of the roadways known as Industrial Drive and Northwood Street in the City of Windsor.
34. That part of the King's Highway known as No. 7087 (E. C. Row Expressway) in the City of Windsor in the County of Essex lying between a point at its intersection with the northerly limit of the King's Highway known as No. 7902 (Ojibway Parkway) and a point situate 365 metres measured easterly from its intersection with the centre line of the King's Highway known as No. 3 (Huron Church Road).
35. That part of the King's Highway known as No. 7902 (Ojibway Parkway) in the City of Windsor in the County of Essex lying between a point at its intersection with the northerly limit of the south junction of the roadway known as Broadway Street and a point at its intersection with the easterly limit of the Essex Terminal Railway right-of-way.
36. That part of the King's Highway known as No. 7908 (also known as Essex County Road 9/Howard Avenue Diversion) in the Town of Tecumseh in the County of Essex lying between a point situate at its intersection with the southerly limit of the King's Highway known as No. 3 and a point situate at its intersection with the northerly limit of the roadways known as Laurier Parkway and South Talbot Road where the King's Highway known as No. 7908 continues as the roadway known as Essex County Road 9.
37. That part of the King's Highway known as No. 6 lying between a point situate at its intersection with the northerly limit of the King's Highway known as No. 403 in the City of Burlington and the City of Hamilton and a point situate at its intersection with the King's Highway known as No. 5 in the City of Hamilton.
38. That part of the King's Highway known as No. 60 lying between a point situate at its intersection with the centre line of the King's Highway known as No. 11 in the geographic township of Chaffey and a point situate 1000 metres measured westerly from its intersection with the centre line of the roadway known as Hidden Valley Road in the Town of Huntsville, in the District of Muskoka.
39. That part of the King's Highway known as No. 60 lying between a point situate 300 metres measured southerly from the middle of the Headstone Creek Bridge (at the east entrance of Algonquin Provincial Park) in the District of Nipissing and a point situate at its intersection with the northern boundary of the Township of Algonquin Highlands (being the westerly boundary of Algonquin Park) in the County of Haliburton.

O. Reg. 151/97, s. 1; O. Reg. 458/10, s. 1; O. Reg. 224/15, s. 1; O. Reg. 135/16, s. 1; O. Reg. 182/16, s. 1; O. Reg. 479/17, s. 1.

**Note: On January 1, 2021, Schedule 1 to the Regulation is revoked. (See: O. Reg. 739/20, s. 2)**

## SCHEDULE 2

1. Those areas in the districts of Kenora and Thunder Bay north of the railway tracks of the Canadian National Railways passing through the municipalities of Malachi, Minaki, Quibell, Sioux Lookout, Savant Lake, Armstrong and Nakina.
2. Those areas in the Territorial District of Cochrane north of 50 degrees latitude.
3. Those areas in the Territorial District of Algoma north of the railway tracks of the Canadian Pacific Railway passing through the municipalities of Amyot, Franz and Missanabie.
4. Those areas in the territorial districts of Rainy River, Kenora, Thunder Bay, Cochrane, Algoma and Sudbury that are not within a city, town, village or police village and not within eight kilometres of a highway designated as a King's Highway or secondary highway under the *Public Transportation and Highway Improvement Act*.

R.R.O. 1990, Reg. 863, Sched. 2.







The Corporation of  
**THE TOWNSHIP OF MELANCTHON**  
157101 Hwy. 10, Melancthon, ON, L9V 2E6

## **REPORT TO COUNCIL**

**TO: MAYOR WHITE AND MEMBERS OF COUNCIL**

**FROM: DENISE HOLMES, CAO/CLERK**

**DATE: DECEMBER 7, 2020**

**SUBJECT: 2022 COUNCIL MEETING SCHEDULE**

---

### **RECOMMENDATION**

Be it resolved that Council confirm the 2022 Council meeting dates on the "Melancthon Council Meeting Schedule - 2022". And further, that Council can always add additional Committee of the Whole, special, public and/or emergency meetings during the year as required and make amendments to the 2022 schedule as required.

### **STRATEGIC PLAN ALIGNMENT**

Strategic Objective – Effective Governance – 5.1 Improve local autonomy

### **PURPOSE**

The purpose of this Report is to confirm the Council meeting dates for 2022.

### **BACKGROUND AND DISCUSSION**

As per the Township's Procedural By-law No. 16-2015, Section 5 states that *"During the regular Council meeting in January, Council will review and confirm the next year's tentative meeting dates"*. It is appropriate to confirm the meeting dates well in advance so that all members are aware of them to avoid conflicts.

All regular Council meetings are scheduled for the first and third Thursdays of the month commencing at 5:00 p.m. and as such, these dates are outlined on the 2022 Council Meeting Schedule with the exception of January, July, August, November and December. Historically, Council has only held one meeting for the month of January due to the Christmas Holiday Office Closure and one meeting in August, due to holidays, etc. In 2019, 2020 and approved for 2021, Council held one meeting in July and one meeting in December and this proved to work well for both Council and Staff.

ACT #1  
JAN 14 2021

The meeting in January has typically been held on the third Thursday of the month but in 2022, the third Thursday falls later on the 20<sup>th</sup> which leaves approximately six weeks between the December 9<sup>th</sup>, 2021 meeting and January 20<sup>th</sup>. I would recommend that the January meeting be held on the 2<sup>nd</sup> Thursday (13<sup>th</sup>) at 9:00 a.m., so that it does not conflict with the County Council meeting which would be held in the evening on that date. This will still allow Staff ample time to prepare the Agenda package, as Staff will be back to work on January 3<sup>rd</sup>, 2022. This would also leave a couple weeks in between the January meeting and the first meeting in February to allow Staff time to prepare the tax bills for mailing at the end of January. The meetings to be held in July and August will be held on July 14<sup>th</sup>, 2022 and August 11<sup>th</sup>, 2022. As 2022 is an election year and the term of Council ends on November 14<sup>th</sup>, I am recommending only one meeting for November and that it be held on November 10<sup>th</sup> at 5:00 p.m. The Inaugural meeting will be held on December 1<sup>st</sup> as the Township's Procedural By-law states that the Inaugural meeting will take place on the 1<sup>st</sup> Thursday of December following the election at 9:00 a.m. This will not conflict with the County Council meeting in the evening. As Council will not meet again until the middle of January in 2023, I would recommend that two meetings be held in December, 2022 and that meeting be held on December 15<sup>th</sup> and it be a day meeting starting at 9:00 a.m.

Since 2018, the Township has held one day meeting and one evening meeting for the months of February, March and April. The day meeting started at 9:00 a.m. and was held the 1<sup>st</sup> Thursday of the month. The evening meeting started at 5:00 p.m. and was held the 3<sup>rd</sup> Thursday of the month to accommodate Committee of Adjustment planning applications. I am recommending that we continue on with one day meeting and one evening meeting for the months of February, March and April 2022.

#### **FINANCIAL**

There is no direct budget impact as Council meetings are included in each Council member's annual remuneration and any Staff overtime will be accounted for in the 2022 Budget.

Respectfully submitted,

---

Denise B. Holmes, AMCT, CAO/Clerk



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525

Fax No. - (519) 925-1110

Website: [www.melancthontownship.ca](http://www.melancthontownship.ca)

Email: [info@melancthontownship.ca](mailto:info@melancthontownship.ca)

**MELANCTHON COUNCIL MEETING SCHEDULE - 2022**

*January 13<sup>th</sup> - 9:00 a.m.*

*February 3<sup>rd</sup> - 9:00 a.m. and February 17<sup>th</sup> - 5:00 p.m.*

*March 3<sup>rd</sup> - 9:00 a.m. and March 17<sup>th</sup> - 5:00 p.m.*

*April 7<sup>th</sup> - 9:00 a.m. and April 21<sup>st</sup> - 5:00 p.m.*

*May 5<sup>th</sup> and May 19<sup>th</sup> - 5:00 p.m.*

*June 2<sup>nd</sup> and June 16<sup>th</sup> - 5:00 p.m.*

*July 14<sup>th</sup> - 5:00 p.m.*

*August 11<sup>th</sup> - 5:00 p.m.*

*September 1<sup>st</sup> and September 15<sup>th</sup> - 5:00 p.m.*

*October 6<sup>th</sup> and October 20<sup>th</sup> - 5:00 p.m.*

*November 10<sup>th</sup> - 5:00 p.m.*

*December 1<sup>st</sup> - 9:00 a.m. and December 15<sup>th</sup> - 9:00 a.m.*

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




Date: December 5, 2020

The Mayor and Council,

Township of Meluncheon

The undersigned, being owner(s) of the lands assessed on the  
JAMES FOLEY DRAIN 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.

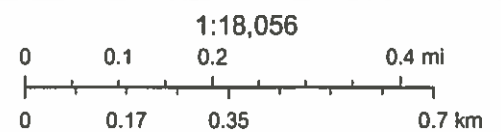
Lot	Con.	Signature of Owner
<u>Pt. 245246</u>	<u>3 S.W</u>	

# Dufferin County



12/7/2020, 1:30:51 PM

 Assessment Lot Parcels



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## Corporation of the Township of Melancthon

Moved by .....

Seconded by .....

Date January 14, 2021

Be it resolved that:

the Council of the Township of Melancthon supports Resolution 276/20 from the Township of Howick, in its entirety, requesting the Ontario Ministry of Agriculture, Food and Rural Affairs to consider lowering the interest rate on Tile Drain Loans to 4% and increasing the yearly loan limit to \$100,000.00.

Further, a copy of this motion be forwarded to the Minister of Agriculture, Food and Rural Affairs, Sylvia Jones, Dufferin-Caledon MPP, Land Improvement Contractors of Ontario, Drainage Superintendents of Ontario and Tom Pridham, P.Eng., Melancthon Township Drainage Engineer.

<u>Recorded Vote</u>	<u>Yea</u>	<u>Nay</u>
Mayor Darren White		
Deputy Mayor David Besley		
Councillor Wayne Hannon		
Councillor Margaret Mercer		

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

MAYOR

ACT# 3  
JAN 14 2021





**Howick**  
TOWNSHIP

44816 Harriston Road, RR 1, Gorrie On N0G 1X0  
Tel: 519-335-3208 ext 2 Fax: 519-335-6208  
[www.howick.ca](http://www.howick.ca)

November 19, 2020

The Honourable Ernie Hardeman  
Minister of Agriculture, Food and Rural Affairs

By email only [minister.omafra@ontario.ca](mailto:minister.omafra@ontario.ca)

Dear Mr. Hardeman:

Please be advised that the following resolution was passed at the November 17, 2020 Howick Council meeting:

**Moved by Councillor Gibson; Seconded by Deputy Reeve Bowman:**

**Whereas; installing tile drainage is a common land improvement practice among farmers in Ontario and the benefits of tile drainage for crop productivity, farm efficiency and even for reducing environmental impacts have been studied and are generally well known to farmers; and**

**Whereas; the Tile Loan Program, authorized by the Tile Drainage Act, provides loans to agricultural property owners to help them finance these tile drainage projects; all tile loans have 10-year terms and repayments are made annually; and**

**Whereas; the provincial government sets the program interest rate at a competitive level which was reduced from 8% to 6% in the fall of 2004 and the loan limit was also increased from \$20,000.00 to \$50,000.00 at the same time; and**

**Whereas; interest rates have continued to decline over the years and the cost per acre for tile drainage has increased over the years;**

**Now therefore; be it resolved that Council request the Ontario Ministry of Agriculture, Food and Rural Affairs to consider lowering the interest rate on Tile Drain Loans to 4% and increasing the yearly loan limit to \$100,000; and that this resolution be forwarded to Ontario Ministry of Agriculture, Food and Rural Affairs; MPP Huron Bruce Lisa Thompson; AMO; Land Improvement Contractors of Ontario and Drainage Superintendents of Ontario Association. Carried.  
Resolution No. 276/20**

If you require any further information, please contact this office, thank you.

Yours truly,

*Carol Watson*

Carol Watson, Clerk  
Township of Howick

cc MPP Perth Wellington Randy Pettapiece  
ROMA

INFO# 7  
DEC 10 2020



## Corporation of the Township of Melancthon

Moved by .....

Seconded by .....

Date January 14, 2021

Be it resolved that:

the Council of the Township of Melancthon supports Resolution 288-20 from the Township of Howick, in its entirety, requesting the Ontario Ministry of Agriculture, Food and Rural Affairs, amend the Agricultural Tile Drainage Installation Act, and or the regulations under the Act, that would require tile drainage contractors to file farm tile drainage installation plans with the local municipality.

Further, a copy of this motion be forwarded to the Minister of Agriculture, Food and Rural Affairs, Sylvia Jones, Dufferin-Caledon MPP, Rural Ontario Municipal Association, Ontario Federation of Agriculture, Dufferin Federation of Agriculture, Christian Farmers Federation of Ontario, Land Improvement Contractors of Ontario, Drainage Superintendents of Ontario and Tom Pridham, P.Eng., Melancthon Township Drainage Engineer.

<u>Recorded Vote</u>	<u>Yea</u>	<u>Nay</u>
Mayor Darren White		
Deputy Mayor David Besley		
Councillor Wayne Hannon		
Councillor Margaret Mercer		

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

Act # 4  
JAN 14 2021



**Howick**  
TOWNSHIP

44816 Harriston Road, RR 1, Gorrie On N0G 1X0  
Tel: 519-335-3208 ext 2 Fax: 519-335-6208  
[www.howick.ca](http://www.howick.ca)

December 3, 2020

The Honourable Ernie Hardeman  
Minister of Agriculture, Food and Rural Affairs

By email only [minister.omafra@ontario.ca](mailto:minister.omafra@ontario.ca)

Dear Mr. Hardeman:

Please be advised that the following resolution was passed at the December 1, 2020 Howick Council meeting:

**Moved by Councillor Hargrave; Seconded by Councillor Ilman:**

**Be it resolved that Council request the Ministry of Agriculture, Food and Rural Affairs amend the Tile Drainage Installation Act and/or the regulations under the Act that would require tile drainage contractors file farm tile drainage installation plans with the local municipality; and further, this resolution be forwarded to Minister of Agriculture, Food and Rural Affairs, Huron-Bruce MPP Lisa Thompson, Perth-Wellington MPP Randy Pettapiece, Rural Ontario Municipal Association, Ontario Federation of Agriculture, Christian Farmers Federation Of Ontario, Land Improvement Contractors of Ontario, Drainage Superintendents of Ontario and all Ontario municipalities. Carried. Resolution No. 288/20**

If you require any further information, please contact this office, thank you.

Yours truly,

*Carol Watson*

Carol Watson, Clerk  
Township of Howick

WFO #2  
DEC 10 2020



**Howick**  
TOWNSHIP

44816 Harriston Road, RR 1, Gorrie On N0G 1X0  
Tel: 519-335-3208 Fax: 519-335-6208  
[www.howick.ca](http://www.howick.ca)

## **Background Information to the Township of Howick Resolution No. 288-20 Requesting Amendments to the Agricultural Tile Drainage Installation Act**

### **Rational for Proposed Amendments**

Over the years, Howick Township staff have received many requests for tile drainage information on farmland. Usually these requests come after a change in ownership of the farm. Some of these drainage systems were installed recently but many are 30 to 40 or more years old. Many were installed by contractors who are no longer in business or who have sold the business and records are not available.

Information is generally available if the tile was installed under the Tile Drain Loan Program because a drainage plan is required to be filed with the municipality. If the tile system was installed on a farm without using the Tile Drain Loan Program, there likely are no records on file at the municipal office.

The other benefits to filing tile drainage plans with the municipality are identified in Section 65 of the Drainage Act.

- 65(1) – Subsequent subdivision of land (severance or subdivision)
- 65(3) – Drainage connection into a drain from lands not assessed to the drain
- 65(4) – Drainage disconnection of assessed lands from a drain
- 65(5) – Connecting to a municipal drain without approval from council

Section 14 of the Act states:

(1) "The Lieutenant Governor in Council may make regulations,

(a) providing for the manner of issuing licences and prescribing their duration, the fees payable therefor and the terms and conditions on which they are issued;

(a.1) exempting classes of persons from the requirement under section 2 to hold a licence, in such circumstances as may be prescribed and subject to such restrictions as may be prescribed;

(b) Repealed: 1994, c. 27, s. 8 (5).

(c) establishing classes of machine operators and prescribing the qualifications for each class and the duties that may be performed by each class;



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[www.howick.ca](http://www.howick.ca)

- (d) providing for courses of instruction and examinations and requiring licence holders or applicants for a licence under this Act to attend such courses and pass such examinations;
- (e) prescribing the facilities and equipment to be provided by persons engaged in the business of installing drainage works;
- (f) prescribing standards and procedures for the installation of drainage works;
- (g) prescribing performance standards for machines used in installing drainage works;
- (h) prescribing forms and providing for their use;
- (i) respecting any matter necessary or advisable to carry out effectively the intent and purpose of this Act. R.S.O. 1990, c. A.14, s. 14; 1994, c. 27, s. 8 (4, 5)."

I believe it would be beneficial if a regulation required the installer, of agricultural drainage, to file a plan of the drainage system with the municipality following completion of the work.

While most of Section 14 deals with contractor, machine and installer licences, I think that Section 14(f) or 14(i) may allow a regulation change. This would be a better solution than an amendment to the Act.

#### **Recommendations:**

- Request by municipal resolution that the Ministry of Agriculture, Food and Rural Affairs amend the Tile Drainage Installation Act and/or the regulations, under the Act, that would require tile drainage contractors file all farm tile drainage installation plans in the Municipality where the installation took place
- Send the municipal resolution to:
  - Minister of Agriculture, Food and Rural Affairs
  - Lisa Thompson, MPP Huron Bruce
  - Randy Pettapiece, MPP Perth Wellington
  - Rural Ontario Municipal Association [roma@roma.on.ca](mailto:roma@roma.on.ca)
  - OFA
  - CFFO
  - All Ontario municipalities
  - the Land Improvement Contractors of Ontario (LICO), and
  - the Drainage Superintendents Association of Ontario (DSAO)

Wray Wilson, Drainage Superintendent  
Township of Howick  
[drainage@howick.ca](mailto:drainage@howick.ca)

## Denise Holmes

---

**From:** tpeeters@ehtel.ca  
**Sent:** Tuesday, January 5, 2021 2:55 PM  
**To:** Denise Holmes  
**Subject:** EH!tel RRS application  
**Attachments:** RSS Melancthon.png; EH!tel Networks Inc Southgate Letter of Support and Municipal Consent for Universal Broadband Rapid Response Stream Project .doc

Hi Denise,

We are looking to expand on the SWIFT projects through two programs currently offered by the Feds. The National Broadband Internet Service Availability map indicates the areas eligible (anywhere with less than 50/10 on the map).

<https://www.ic.gc.ca/app/sitt/bbmap/hm.html?lang=eng>

The **Rapid Response Stream (RRS)** is first come first serve program with \$150M of funding.

The applications is due on the 15<sup>th</sup> of January 2021, and the work must be completed by October 15<sup>th</sup>, 2021.

Our review appears we have all the criteria they are looking for under this program, however we need Municipal consent.

The following is a link to the RRS program information.

[https://www.ic.gc.ca/eic/site/139.nsf/eng/h\\_00012.html](https://www.ic.gc.ca/eic/site/139.nsf/eng/h_00012.html)

We are looking to connect Badjeros to Dundalk, with extensions on 8<sup>th</sup> Line NE and County Road 2.

See the attached "RRS Melancthon" image. The planned fibre routes are in blue.

The **Universal Broadband Fund** from ISEDC (Innovation, Science & Economic Development Canada).

This a \$750M program for which applications are due February 15<sup>th</sup>.

The criteria is similar to the RRS, however there is more time to complete.

The following is a link to the ISEDC program information.

[https://www.ic.gc.ca/eic/site/139.nsf/eng/h\\_00006.html](https://www.ic.gc.ca/eic/site/139.nsf/eng/h_00006.html)

We intend to use this project for Corbetton, Riverview and the Melancthon Municipal office..

I've attached a draft from Southgate as a sample.

With your support, we hope to be successful to extend fibre services throughout your community.

Sincerely,

**Antonius (Twan) Peeters**

**CEO/President**

Tel: 519-594-0946 x 4183

Cel: 519-369-4183

**EH!tel Networks Inc.**

[tpeeters@ehtel.ca](mailto:tpeeters@ehtel.ca)

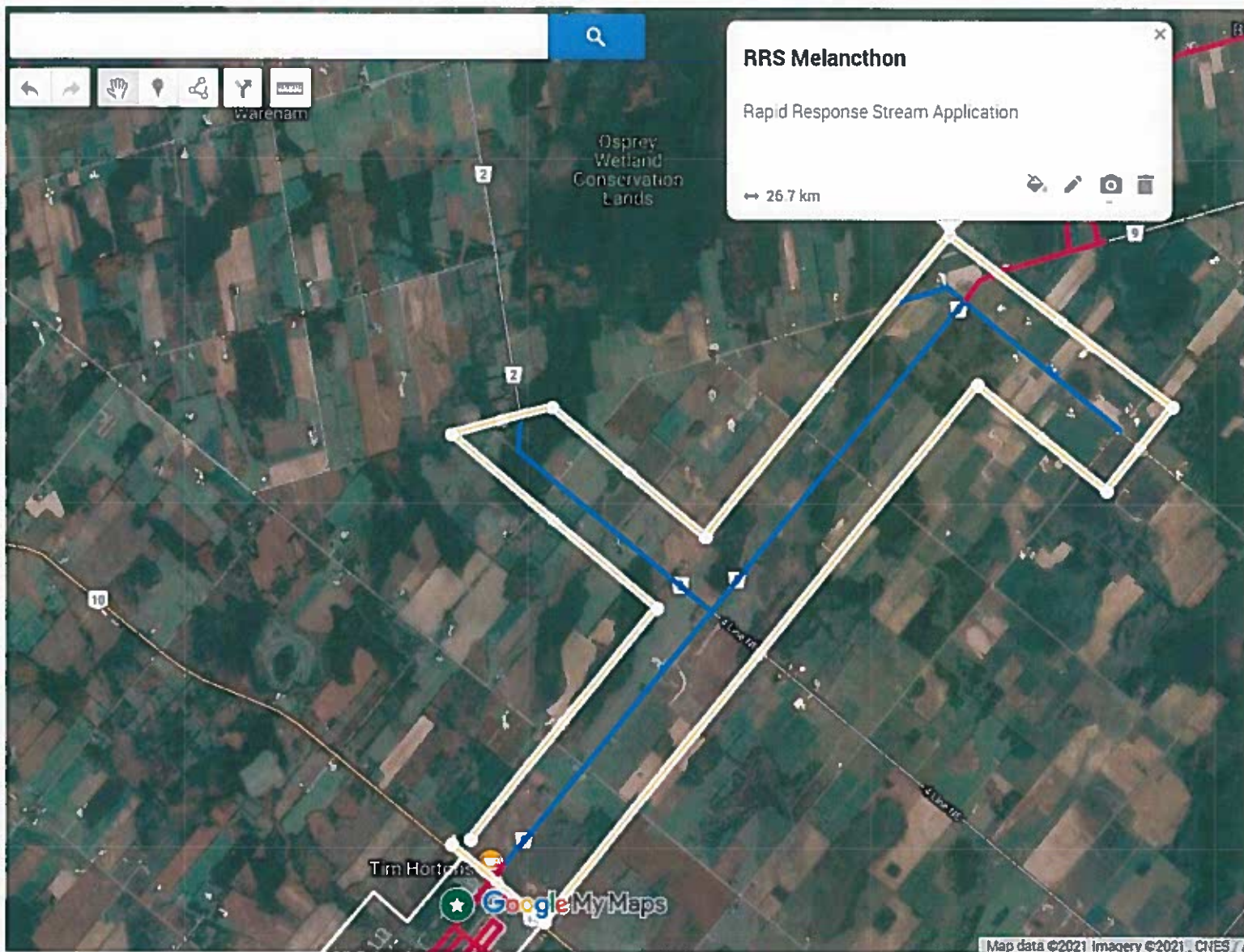


<http://www.ehtel.ca/>

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**TOWNSHIP OF SOUTHGATE  
ADMINISTRATION CENTRE**

R.R. # 1, 185667 Grey Road 9  
Dundalk ON N0C 1B0



**Phone:** (519) 923-2110  
**Toll Free:** (888) 560-6607  
**Fax:** (519) 923-9262

**Web:** [www.southgate.ca](http://www.southgate.ca)  
**e-mail:** [dmilliner@southgate.ca](mailto:dmilliner@southgate.ca)

---

January 14, 2021

Eh!tel Networks Inc.  
392058 Grey County Rd 109,  
Holstein, ON N0G 2A0

Dear Mr. Peeters

**Re:** Universal Broadband Fund Rapid Response Stream

The Township of Southgate is pleased to provide this letter of support and municipal consent to Eh!tel Network Incorporated's application for their Federal Government funding under the Universal Broadband Fund Rapid Response Stream application for a Fibre Project between Dromore and Dundalk in rural Southgate to make high speed service connections available to households in the area.

The demand for broadband connectivity is growing and will continue to grow within our community. All residents, no matter where they live in urban or in rural areas need and deserve appropriate access to online services. The gaps in our rural community has become even more evident during the pandemic and the increased demand for home offices.

Southgate Council is providing this letter and their Council resolution attached, as a strong and unified voice in support of this broadband fibre project and building of this infrastructure in our community. The growing information economy requires broadband fibre even more today as critical service for business retention and to support our present rural growth, remote education for youth, online training tools to upgrade skills and provide residents with access to information.

The Township of Southgate strongly supports the application by Eh!tel Networks Inc. for funding from the "Universal Broadband Fund Rapid Response Stream" program. This funding for EH!tel Networks Inc. would build much needed broadband fiber optic infrastructure in our Southgate rural community.

Sincerely,  
Township of Southgate

John Woodbury – Mayor

Dave Milliner - CAO

**TOWNSHIP OF SOUTHGATE  
ADMINISTRATION CENTRE**

R.R. # 1, 185667 Grey Road 9  
Dundalk ON N0C 1B0



**Phone:** (519) 923-2110

**Toll Free:** (888) 560-6607

**Fax:** (519) 923-9262

**Web:** [www.southgate.ca](http://www.southgate.ca)

**e-mail:** [dmilliner@southgate.ca](mailto:dmilliner@southgate.ca)

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**Township of Southgate Council Resolution approved at the January 13,  
2021 meeting:**

**Moved by Councillor \_\_\_\_\_, Seconded by Councillor \_\_\_\_\_,**

**Be it resolved that** Council receive staff report CAO2021-001 as information; and

**That** Council approve that the Township of Southgate provide Municipal Consent and Letter of Support for project work to Eh!tel Networks Inc. to seek Federal Government funding for Universal Broadband Fund Rapid Response Stream application for a Broadband Fibre Project between Dromore and Dundalk in rural Southgate to make service connections available to households.

**Carried.**

No. 2021-\_\_\_\_\_

\_\_\_\_\_  
Lindsey Green - Southgate Municipal Clerk

\_\_\_\_\_  
Dated

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. 1-2021

A By-Law to authorize the borrowing of \$3,021,035.74

WHEREAS the Council of the Corporation of the Township of Melancthon (herein called "the Corporation") deems it necessary to borrow the sum of \$3,021,035.74 to meet, until taxes are collected, the current expenditures of the Corporation for the year 2020.

AND WHEREAS the estimated revenues of the Corporation as set forth in the estimates adopted for the year 2020 and further defined by Subsection 4 of Section 407 of the Municipal Act S.O. 2001, Chapter 25 were \$6,042,071.48

AND WHEREAS the amount that may be borrowed at any one time for the purposes mentioned in Section 407 of the Municipal Act, S.O. 2001, Chapter 25, together with the total of any similar borrowing that have not been repaid, shall not exceed from January 1st to September 30th of the year, 50 per cent of the total, and from October 1st to December 31st, 25 per cent of the total of the estimated revenues of the Corporation as set forth in the estimates adopted for the year, 2021.

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

1. The Head and Treasurer are hereby authorized on behalf of the Corporation to borrow from time to time by way of promissory note from the Chartered Banks (herein called "the bank"), a sum or sums to meet, until revenues are collected, the current expenditures of the Corporation for the year, including the amounts required for the purposes mentioned in the said Section 407 and to give on behalf of the Corporation a promissory note or notes sealed with the Corporate Seal and signed by the Head and Treasurer for the monies so borrowed with interest at the prevailing rate from time to time of the Bank. The amount borrowed shall not exceed in aggregate for the period January 1st to September 30th and for the period October 1st to December 31st.
2. All Sums borrowed pursuant to the authority of this By-law as well as all other sums borrowed in this year and in any previous years from the Bank for any or all of the purposes mentioned in the said Section 407 shall, with interest, thereon, be a charge upon the whole or any part or parts of the revenues of the Corporation for the current year or for any preceding years, as and when such revenues are received.
3. The Treasurer is hereby authorized and directed to apply in payment of all or any sums borrowed as aforesaid, together with interest thereon, all or any of the monies hereafter collected or received, either on account of or realized in respect of the taxes levied for the current year and preceding years or from any other source, which may lawfully be applied for such purpose.
4. The Bank shall be entitled to rely as to the authority of any borrowing on a copy of this By-law certified by the Clerk and on financial statements furnished to the Bank from time to time by the Treasurer.
5. This By-law shall remain in full force and be binding on the Corporation as against the Bank until a copy, certified by the Clerk under the Corporate Seal, of a By-law repealing or replacing this By-law, shall have been received by the Bank duly acknowledged by it in writing.

By-Law read a first and second time this 14<sup>th</sup> day of January, 2021.

By-Law read a third time and passed this 14<sup>th</sup> day of January, 2021.

.....  
MAYOR

.....  
CLERK

CB# 15.2.1  
JAN 14 2021

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**BY-LAW NUMBER -2021**

**BEING A BY-LAW TO PROVIDE FOR THE LEVY AND COLLECTION OF RATES OR LEVIES REQUIRED FOR THE TOWNSHIP OF MELANCTHON FOR THE INTERIM LEVY FOR THE YEAR 2021 AND TO PROVIDE FOR THE MAILING OF NOTICES DEMANDING PAYMENT OF TAXES FOR THE INTERIM LEVY FOR THE YEAR 2021**

**WHEREAS** the Municipal Act, 2001, provides for Interim Tax levies;

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

1. THAT the Interim Tax Levy for 2021 on all Property Classes shall be set by levying 50 per cent of the total amount of taxes for municipal and school purposes levied on the property for the previous year, including annualized supplementary taxes, and local charges and/or area rates.
2. THAT the taxes shall be payable in two instalments as follows:  
  
February 22, 2021 and May 21, 2021
3. THAT any instalment or any part of any instalment of rates, taxes and assessments not paid on the due date, a penalty shall be added of one and one quarter (1.25) per cent on the first day of default and on the first day of each calendar month thereafter in which default continues, as set out in the Municipal Act.
4. THAT the Treasurer as the Collector of Taxes for the Township of Melancthon is hereby authorized to mail or cause to be mailed the notice specifying the amount of taxes payable by any person liable for taxes, to the address or place of business of the person or persons to whom such notice is required to be given.
5. THAT the said payment of taxes shall be payable at the office of the Tax Collector of the Township of Melancthon or any other place designated by the said collector.

BY-LAW READ A FIRST AND SECOND TIME THIS 14<sup>th</sup> DAY OF JANUARY, 2021

BY-LAW READ A THIRD TIME AND PASSED THIS 14<sup>th</sup> DAY OF JANUARY, 2021

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

GB# 15.2.2

JAN 14 2021



**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**BY-LAW NUMBER \_\_\_\_\_ - 2021**

**BEING A BY-LAW TO AUTHORIZE THE EXECUTION OF A CONSENT AGREEMENT BETWEEN OWEN B. HOOVER AND INA HOOVER AND THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**WHEREAS** Section 53 (12) of the Planning Act allows approval authorities to enter into agreements for lands subject to a plan of subdivision or consent approval;

**AND WHEREAS** the Township of Melancthon approved Consent Application B11/19 and, as a condition of approval requires the applicant to enter into a consent agreement for the merger of lands;

**AND WHEREAS** it is deemed expedient that Owen B. Hoover and Ina Hoover and the Corporation of the Township of Melancthon enter into a consent agreement to fulfill the required condition of Provisional Consent B11/19.

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

1. THAT the Head of Council and Clerk are hereby authorized to execute the consent agreement, in the same form or substantially the same form, as attached hereto as Schedule "A" to this by-law.
2. THAT By-law 47-2020 is hereby repealed in its entirety.

BY-LAW READ A FIRST AND SECOND TIME THIS 14<sup>th</sup> DAY OF JANUARY, 2021.

BY-LAW READ A THIRD TIME AND PASSED THIS 14<sup>TH</sup> DAY OF JANUARY, 2021..

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK

GB # 15.2.3  
JAN 14 2021

**THIS CONSENT AGREEMENT** made this 17<sup>th</sup> day of September, 2020.

**B E T W E E N:**

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

(hereinafter referred to as the "Township")

**OF THE FIRST PART,**

- and -

**Ina Hoover**

(hereinafter referred to as the "Owner")

**OF THE SECOND PART.**

**Owen Hoover**

(hereinafter referred to as the "Co-Applicant")

**OF THE THIRD PART.**

**WHEREAS** the Owner and the Co-Applicant, through Consent Application B11/19, obtained Provisional Consent to sever and merge lands;

**AND WHEREAS** the Township is authorized to establish agreements under Section 53 (12) of the Planning Act, RSO (1990);

**AND WHEREAS** the Township established a condition of the approval of Provisional Consent B11/19 which requires the Owner and the Co-Applicant to enter into an agreement with the Township with respect to the merger of lands;

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of mutual benefits, the Parties hereto agrees as follows:

**SECTION I - LANDS TO BE BOUND**

- 1) The lands to be bound by the terms and conditions of this Agreement (sometimes referred to as "the subject lands"), are located in the Township of Melancthon and are more particularly described in Schedule "A" hereto.

**SECTION II - COMPONENTS OF THE AGREEMENT**

- 1) The text, consisting of Sections I through VII, and the following Schedules, which are attached hereto, constitute the components of this Agreement.  
  
Schedule "A" - Legal Description of the Lands Subject to Agreement  
  
Schedule "B" - Reference Plan

**SECTION III - REGISTRATION OF AGREEMENT**

- 1) This Agreement may be registered on title to the Subject Lands at the expense of the OWNER and the Co-Applicant;
- 2) The OWNER and the Co-Applicant agrees that all documents required herein shall be submitted in a form suitable to the TOWNSHIP and suitable for registration, as required;
- 3) The OWNER and the Co-Applicant agree to have the TOWNSHIP register this Agreement at the expense of the OWNER and the Co-Applicant.



**THIS AGREEMENT** was executed by the duly authorized signing officers of each party and sealed this 17<sup>th</sup> day of September, 2020

**SIGNED, SEALED AND DELIVERED**  
in the presence of:

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Signature of Owner

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Signature of Co-Applicant

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Mayor, Darren White

\_\_\_\_\_  
Witness

\_\_\_\_\_  
Clerk, Denise Holmes

**SCHEDULE "B"**

**Reference Plan 7R-6634**

**(kept on file at the Township office)**

## Denise Holmes

---

**From:** Sonya Pritchard <spritchard@dufferincounty.ca>  
**Sent:** Thursday, January 7, 2021 5:05 PM  
**To:** Susan Stone; Tracey Atkinson; Denise Holmes; dmorrissey@shelburne.ca; Mark Early; Meghan Townsend; Nicole Martin; Ed Brennan  
**Subject:** FW: SDR Part A  
**Attachments:** County of Dufferin and Member Municipalities SDR Part A - FINAL Recommendations Report - December 18.docx; County of Dufferin and Member Municipalities SDR Part A - FINAL Recommendations Report - December 18.pdf

Hi everyone,

Please see the message from Jesse below.

With respect to next steps it will up to individual Councils how they wish to move forward.

For the items that indicate County involvement/coordination we will reach over the next while to determine if/how you wish to participate.

Sonya

---

**From:** Jesse Burns <Jesse.Burns@optimussbr.com>  
**Sent:** Thursday, January 7, 2021 5:00 PM  
**To:** Sonya Pritchard <spritchard@dufferincounty.ca>  
**Cc:** David Lynch <david.lynch@optimussbr.com>  
**Subject:** RE: SDR Part A

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the contents to be safe.

Hi Sonya,

Happy new year to you as well! I hope you were able to have a bit of downtime over the holidays.

We have updated the report. I've reattached to this email. This version addresses the comments from our discussions around Economic Development, the Transportation Master Plan, and the Operations Centre. We also clarified language around stakeholder comments regarding Fire services.

This is the version that can be circulated with the group.

Happy to discuss if needed.

Cheers,

Jesse

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

# COUNTY OF DUFFERIN Service Delivery Review

→Part A: Final Recommendations Report

December 18, 2020

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## Purpose of this Document

The purpose of this document is to present recommendations for the County of Dufferin based on the findings from the Service Delivery Review (SDR) undertaken in 2020. This Report outlines recommendations for the County with respect to shared municipal services/resources (Part A) and includes:

- A summary of current state strengths and challenges;
- Recommendations for operational efficiencies and service improvement
- Rationale for recommendations; and,
- Financial and resource implementation considerations.

In conjunction with the Recommendations Report for Part B of the SDR, these Reports represent the final deliverable for this SDR project. While a summary of key findings from the Part A Interim Report are included in this document, it is expected that readers will be familiar with that Report so that they may understand the context and rationale for the recommendations included here.

This Report has been divided into two primary sections, an Executive Summary and the Full Report.



# 1.Executive Summary

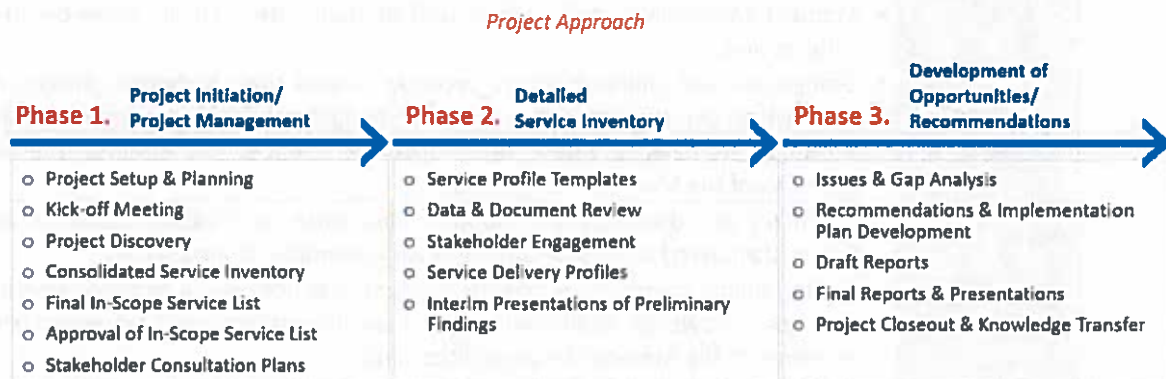
## Project Overview

In 2020, the management consulting firm, Optimus SBR, was engaged by the County of Dufferin and its eight Member Municipalities: Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville, and Shelburne. The purpose of the engagement was to conduct a comprehensive service review of shared municipal services/resources (Part A), as well as internal County operations and human/community services (Part B) with the goal of identifying opportunities to modernize service delivery in order to improve the efficiency and effectiveness of service delivery.

This report provides a summary of recommendations associated with Part A of this project.

## Project Approach

The graphic below describes the approach taken by Optimus SBR to achieve project objectives. The approach included three major phases of work, each having its own discreet activities that built on one another.



## Principles Developing Recommendations

The process by which Optimus SBR developed recommendations to address current state findings was guided by a series of core principles that were detailed and agreed-to during the course of this project. These principles were key to the systematic development of recommendations:

- Recommendations were developed to address significant gaps identified during the review or to address the lack of adherence to leading practices.
- Where relevant leading practices did not appear to be followed by the County and/or Member Municipalities, Optimus SBR provided recommendations to adopt these practices.
- Wherever possible, engagement activities were conducted to support the development of recommendations to ensure they incorporated the knowledge and inputs of relevant stakeholders.

- Achieving full consensus on a recommendation was not requirement for their inclusion in this Report, as the recommendations here represent Optimus SBR's perspective on the best course of action for the County.

## Summary of Findings and Recommendations

This section is divided by service area and contains a brief summary of relevant findings and recommendations for each one.

### A1: Accounting

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>• To identify potential efficiencies through shared service provision or technology resources.</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Staff appear committed to sharing best practices and regularly share and engage in forums that go beyond Dufferin County;</li> <li>• Member Municipality and County staff demonstrate a strong team-oriented culture; and,</li> <li>• Orangeville and Shelburne have recently refined their budgeting process to establish an objectives-based approach to budgeting which includes developing a budget framework where the respective Councils will endorse the key priorities of the Member Municipality.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• Shortages of administrative support roles (such as treasury assistant and financial analysts) is an issue among several Member Municipalities;</li> <li>• Limited online payment options for residents has not been a common concern in the past, however, additional options have increasingly been requested from residents of the Member Municipalities; and,</li> <li>• Duplication/completion of very similar tasks across the Member Municipalities on a regular basis.</li> </ul>
Recommendations	
<ol style="list-style-type: none"> <li>1. Develop a budget framework</li> <li>2. Explore a shared budgeting and accounting software</li> </ol>	

## A2: Indoor Recreation Facilities

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>To identify optimal approach for cost-sharing forthcoming infrastructure investments and ongoing operations and maintenance</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>A commitment among the leadership of Member Municipalities to ensure that residents have access to Indoor Recreation Facilities; and</li> <li>Alignment among staff leadership of Member Municipalities in their priorities for delivering Indoor Recreation Facilities, including quality and sustainability.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>A lack of a regional approach to planning for recreation services</li> <li>A lack of a clear understanding of the exact needs or preferences of the community with respect to Indoor Recreation services;</li> <li>No performance indicators (e.g., satisfaction, etc.) being recorded or produced by the Management Boards overseeing Indoor Recreation Facilities;</li> <li>Reporting structures that do not facilitate a direct line of sight into the operations of the facility for some Recreation Boards of Management</li> <li>No comprehensive financial sustainability report for each facility/Governance Board.</li> <li>Costs associated with the delivery of Indoor Recreation Facilities by the three Recreation Boards have increased significantly in recent years, without a corresponding increase in user fee revenue, resulting in higher levels of municipal funding.</li> </ul>
Recommendations	
<ol style="list-style-type: none"> <li>Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities</li> <li>Develop a regional Recreation &amp; Facilities Strategy</li> </ol>	

### A3: By-Law Enforcement

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>To identify shared service options to address capacity constraints and improve service outcomes, potentially including legal services related to By-Law Enforcement</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>CAOs at each member municipality noted that by-law enforcement activities were being carried out effectively amongst their respective member municipalities,</li> <li>Resources were being shared wherever possible.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>It was noted that with increasing growth in some member municipalities' built space and subdivision development, the number of by-law enforcement complaints has risen and will likely continue to rise. Therefore, there is a possibility for aligning by-laws to major infractions across the member municipalities except for Orangeville and Shelburne.</li> <li>Consideration of standardization of the major elements of by-law enforcement roles would support a process whereby resources could be shared to cover off gaps due to absences or turnover. This would promote a consistent approach to by-law enforcement across the County and potentially enhance service experience in the event that officers were being shared between municipalities.</li> </ul>
Recommendations	
<ol style="list-style-type: none"> <li>Update By-Law Enforcement policies</li> <li>Hire a shared By-Law Enforcement Officer</li> <li>Develop key performance indicators</li> </ol>	

## A4: Economic Development

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>• To Identify opportunities to align strategic priorities across the organizations and reduce duplication of effort.</li> <li>• To identify options for defining roles and responsibilities across County and Member Municipalities given available resources.</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Member Municipalities and their respective CAOs understand that economic development occurring in any Member Municipality has positive economic impacts across the County, and particularly for neighbouring municipalities.</li> <li>• Another strength that was noted was the active and engaged Economic Development Committee (EDC) public members.</li> <li>• The County of Dufferin, Orangeville and Shelburne have developed Economic Development Strategic Plans or Annual Reports identifying their goals and objectives for the service. The County and Orangeville have also determined key sectors to focus economic development activities on. The annual work of the Economic Development offices for these respective municipalities is shaped by those goals and strategic plans, with a particular aim by the County to act as a coordinator of economic development activities across the County.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• Though there are areas of core economic development services being offered in the urban municipalities of the County, and at the County level itself, there are barriers to developing a regional coordinated economic development strategy in particular for the rural municipalities, including:               <ul style="list-style-type: none"> <li>○ Lack of staff capacity; and,</li> <li>○ Limited access to economic development expertise.</li> </ul> </li> <li>• Without dedicated support, there is limited capacity at the rural Member municipalities to develop robust economic development priorities.</li> </ul>
Recommendations	
8. Develop a Collaborative Framework and Action Plan for the region	



## A5: Fire Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>To Identify opportunities to streamline governance and accountability structures to better match service levels to local needs; and,</li> <li>To identify opportunities to reduce risks associated with HR, IT, insurance and procurement.</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Demonstrated ability for Fire Departments to support each other and work together during emergency situations (e.g., mutual aid calls);</li> <li>Clear roles and responsibilities associated with the areas covered by each Fire Department;</li> <li>Commitment among Member Municipalities to work together in the provision of Fire Services;</li> <li>Formal agreements are in place outlining coverage areas and funding for each Fire Department; and,</li> <li>Stakeholders feel confident in the equipment and personnel of the Fire Departments across Dufferin County.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>Fire Boards do not appear to be reporting aggregate performance levels to Fire Boards, CAOs, or the Public</li> <li>Performance targets / service levels are not clearly documented or included in Fire Board agreements;</li> <li>At this time, it is unknown how the service level (e.g. response times) may vary across the County;</li> <li>Governance structures that create concerns regarding risk management regarding the operations of the facility for some Fire Boards of Management, resulting in uncertainty among Municipal staff leadership regarding adherence to policies and procedures, despite being covered under Municipal insurance policies.</li> <li>There are concerns with the governance of Fire Boards including: <ul style="list-style-type: none"> <li>A lack of direct involvement by municipal staff in the discussions of Fire Boards</li> <li>The Fire Boards have not implemented a Board Skills Matrix to identify required Board Member Skills</li> <li>Limited training or orientation provided to new Board Members to orient them to the operations of the Department</li> <li>Limited training or orientation provided to Board Members regarding the municipal legislative requirements involved in providing fire services, and technical requirements of service delivery</li> </ul> </li> <li>At least two of the Fire Boards operate under the insurance policy of one of the participating member municipalities, which is viewed as a risk by CAOs as they have no direct authority to ensure compliance</li> <li>While Joint Board of Management agreements identify board Secretary and Treasury support provided by the municipality to the Fire Board, they do not account for other support/skills that are required for effective operations of a municipal department such as IT and IT security, Procurement, HR, etc.</li> </ul>



County of Dufferin Service Delivery Review  
**PART A: Final Recommendations Report**

	<ul style="list-style-type: none"><li>• There does not appear to be any formal approach to procurement or asset planning across the Fire Departments;</li><li>• Municipal staff do not have full confidence that procurement guidelines are always followed for Board governed Fire Services</li><li>• Municipal staff stakeholders do not have full confidence that Human Resources policies are always followed (or even exist)</li><li>• Municipal staff expressed some concerns regarding the workload associated with the Secretary-Treasurer role on the Fire Board.</li></ul>
<b>Recommendations</b>	
9. Explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards	
10. Establish a regional Fire Chiefs Association	
11. Improve reporting and performance measurement	

## A6: Human Resources (HR) Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>• To identify shared service delivery models to improve service outcomes including Health and Safety.</li> <li>• To identify opportunities to mitigate costs, including potentially related legal services, through shared services.</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• A commitment to identifying gaps in HR services, policies, or procedures, and addressing them as quickly as possible;</li> <li>• A shared resource devoted to Health and Safety requirements at the County and Member Municipalities to improve capacity in this area;</li> <li>• Positive experiences working with external HR consultants to support compliance with specific legislation; and</li> <li>• A culture of support and commitment among CAOs to offer guidance on HR issues, where appropriate.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• The need to updating HR policies and procedures to ensure compliance with the latest employment standards requirements and associated legislation;</li> <li>• Time-consuming activities spent on recruitment tasks such as candidate shortlists, ad placements, etc.</li> <li>• A lack of dedicated in-house HR expertise available in the smaller Member Municipalities to address concerns</li> <li>• Limited Health and Safety Support from the Shared Resource since their retirement approximately nine months ago, potentially leaving some Member Municipalities challenged to ensure compliance.</li> </ul>
Recommendations	
<p>12. Develop a Health and Safety Memorandum of Understanding</p> <p>13. Explore retaining a shared HR consulting firm</p> <p>14. Explore the potential for a common HRIS shared platform</p>	

## A7: IT Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>• To identify opportunities to consolidate resources and standardize business processes and tools to improve service outcomes, potentially including website construction and maintenance.</li> <li>• To identify a service delivery model to fairly distribute costs.</li> <li>• To identify opportunities to pool resources for enhanced cybersecurity.</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• IT Support Services provided by the County are well received by client Member Municipalities. Interviewees indicated that staff were prompt, reliable and knowledgeable.</li> <li>• Member Municipalities providing internal IT Services are of the view that they meet their internal needs and are able to push innovations for online service delivery to residents and businesses.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• The Member Municipalities receiving IT Services from Dufferin County may not be paying the full cost of the services they receive</li> <li>• The only gap in County provided IT services was that no coverage was available beyond regular business hours, however those who were enrolled in the service indicate that that this had not impacted operations.</li> <li>• Some stakeholders are concerned about cybersecurity practices and infrastructure currently in place.</li> <li>• There are concerns regarding the capacity of IT staff (County or Member Municipality providing internal IT Services) to absorb additional workloads.</li> </ul>
Recommendations	
15. Develop a costing model for County IT Services	
16. Establish a regional working group	

## A8: Planning Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>• To identify opportunities for a more coordinated approach to streamline resources and processes county-wide</li> <li>• To Identify opportunities for technology improvements</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• Strong collaboration among Member Municipalities, as well as corresponding collaboration amongst planning staff and leadership, (though those Member Municipalities with a dedicated planner noted that aligning planning activities takes considerable effort);</li> <li>• A high degree of engagement and collaboration through the Planners of Dufferin (PoD) forum where planning staff meet regularly to discuss relevant planning concerns, upcoming policy changes, and share best practices; and</li> <li>• A clear distinction in the role of the County and that of Member Municipalities in the development of Official Plans, as well as Official Plan Amendments. Though there is overlap in the process and a need for collaboration, the County is responsible for planning priorities at the County level that impact more than one municipality, whereas Member Municipalities are responsible for local level and zoning by-law interpretations.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• Varied approaches to GIS support and the use of consultants across the County, which may represent duplication;</li> <li>• Different software platforms being used across the Member Municipalities</li> <li>• Planning services emerging as an increasing source of work, often driven by public inquiries, making it difficult to: <ul style="list-style-type: none"> <li>○ be proactive in undertaking planning activities;</li> <li>○ estimate work effort over time; and</li> <li>○ work on policy projects, and</li> </ul> </li> <li>• A lack of performance measurement with respect to planning activities.</li> </ul>
Recommendations	
17. Streamline and Make Consistent the Development Approval Process	
18. Explore GIS Support with the County	

## A9: Procurement Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>• To identify opportunities for potential cost savings through group purchasing process</li> <li>• To identify opportunities for increased effectiveness through pooling resources</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>• All CAOs indicated that wherever possible group purchasing had been considered or implemented for cost efficiencies across the County.</li> <li>• There appeared to be a standard practice to include a clause for "Inclusion of Non-Participating Dufferin County Municipalities" to allow other municipalities to participate in group purchasing options.</li> <li>• There has been considerable informal sharing of procurement related documents, templates and tenders.</li> <li>• Every Member Municipality noted that they are very cost-conscious given their scope of services and budget, and drive for value for money in purchasing decisions.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>• A lack of awareness of changes to and/or the existence of new free trade agreements impacting municipal procurement policies, and therefore updates required to ensure compliance (this is also linked to the finding that there has not been a regular review of procurement policy and by-laws by several Member Municipalities);</li> <li>• A lack of expertise in writing policies, or the lack of capacity for staff to spend time researching and being aware of best practices; and</li> <li>• A lack of a coordinated procurement strategy or approach across the County, though examples shared during interviews with Member Municipalities indicated informal opportunities for sharing procurement practices or group purchasing options.</li> <li>• A challenge that some of the rural municipalities faced was that given the size of tenders, and their distance from larger bidders, it could be difficult depending on the season and the product category to attract bids. Interviewees did note however that if a vendor was in the County for a specific service that may be beneficial to others, it was shared with staff at other Member Municipalities.</li> </ul>
Recommendations	
19. Modernize Procurement Methods	
20. Establish a Dufferin Procurement Working Group	

## A10: Roads Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>To identify opportunities for an integrated road network for greater efficiency</li> <li>To identify opportunities to address duplication and capacity constraints by sharing resources</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Boundary road agreements in place where necessary that address maintenance, and capital and operating cost requirements; and</li> <li>A willingness to share equipment where it is possible and aligns with the timelines and needs of the equipment owner.</li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>A lack of a current, regional comprehensive Transportation Master Plan that includes the County and Member Municipalities;</li> <li>In the absence of a current master plan, there is a risk that the current roads structure does not optimally service the community</li> <li>Limited proactive sharing of Roads Services equipment, with sharing that does occur reactive and responding to urgent requirements;</li> <li>Low utilization in several instances of pieces of equipment owned by multiple Member Municipalities or the County (e.g., multiple excavators and loaders across the Public Works departments); and</li> <li>Limited meetings among members of the Dufferin Caledon Roads Supervisors Association</li> </ul>
Recommendations	
<p>21. Continue the development of the Transportation Master Plan</p> <p>22. Develop a Dufferin-wide Public Works Asset Management Plan for equipment/vehicles</p>	



## A11: Winter Control Services

Service Review Summary	
<b>Objective of the Review</b>	<ul style="list-style-type: none"> <li>To identify opportunities for an integrated winter maintenance plan to improve service delivery for residents</li> <li>To identify opportunities to reduced costs through shared service/resource models</li> </ul>
<b>Strengths</b>	<ul style="list-style-type: none"> <li>Strong relationships across the public works departments of the County and Member Municipalities, with stakeholders indicating a strong willingness and proactive approach to provide support to one another when required;</li> <li>Member Municipalities' inclusion of option of other municipalities to join in their Winter Control procurements;</li> <li>A formal mechanism for regular meetings of Member Municipalities;</li> <li>Ongoing equipment and information sharing to support Winter Control Services, including:               <ul style="list-style-type: none"> <li>access to Weather Monitoring applications;</li> <li>two-way radio for the six rural Member Municipalities; and</li> <li>access to and use of 511 to provide real-time updates for road closures.</li> </ul> </li> </ul>
<b>Gaps</b>	<ul style="list-style-type: none"> <li>Mostly reactive and ad hoc collaborative support and mutual aid provided across the public works departments;</li> <li>Difficulty of pre-staging winter control equipment at different locations, given that Public Works stakeholders commented that their public works yards are each at capacity for indoor vehicle storage;</li> <li>A communications gap between municipal staff and politicians (and potentially the larger community) regarding the legislative requirements associated with road service levels and operational realities</li> <li>Decisions by the County to close roads because of road conditions are not always well communicated to Member Municipalities, causing knock-on effects to winter control operations of Member Municipalities</li> <li>Equipment used for Winter Control is not standardized, which results in the need to carry an inventory of spare parts across the County</li> </ul>
Recommendations	
23. Develop a business case for establishing a second County operations centre 24. Enhance communications protocols 25. Increase storage space	



## 1. Introduction

### 1.1 Project Context

The County of Dufferin is located in Central Ontario and has approximately 62,000 residents. The Member Municipalities of the County are a rural and urban mix consisting of Amaranth, East Garafraxa, Grand Valley, Melancthon, Mono, Mulmur, Orangeville, and Shelburne.

Residents, businesses and partners in the County are currently served by a mix of local municipal, County, and shared services. Although many services appear to be working well, there is potential for service delivery improvements.

The County is growing rapidly every year, putting pressure on existing services and pushing the County and Member Municipalities to look for efficiencies to continue to provide strong services. In support of the County's Strategic Plan priorities and objectives of Service Efficiency and Value and Good Governance, in 2020, the County of Dufferin undertook a comprehensive service review of the following focus areas:

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

To complete this SDR, the County contracted the services of Optimus SBR to support the review of service areas and identify areas of opportunity with regards to efficiency, effectiveness, and service level.

### 1.2 Project Mission & Success

#### Project Mission

The Project Mission defines why the County and its Member Municipalities have engaged Optimus SBR. For this engagement, the Mission is defined as:

- o To assist the County of Dufferin in conducting a comprehensive service review of shared municipal services/resources, internal County operations, and human/community services.

#### Project Success

Project success outlines what the County and its Member Municipalities were to expect at the conclusion of this engagement. For this engagement, project success was defined as:

- o An in-depth understanding of current services and service delivery methods
- o Provision of actionable recommendations for efficient, effective, and sustainable delivery of municipal Services
- o Alignment of all engagement and outcomes with the County's strategic priorities

- o Buy-in among County and Member Municipality stakeholders that the recommendations are aligned to the community needs and will reduce operational costs and improve service delivery
- o Continuous transfer of knowledge to County staff on tools, techniques and general methodology.

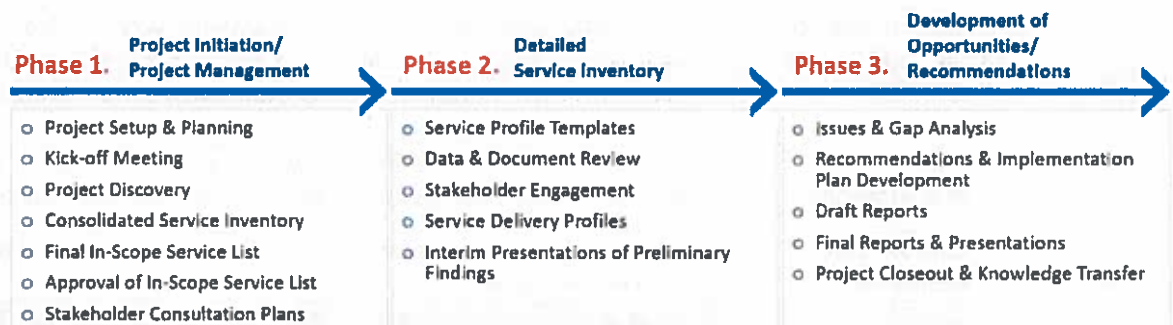
This engagement consisted of two parts:

- Part A, with a focus on existing and potential shared services across the County and Member Municipalities; and
- Part B, with a focus on services provided by the County of Dufferin itself.

### 1.3 Project Approach

The graphic below describes the approach taken by Optimus SBR to achieve project objectives. The approach included three major phases of work, each having its own discreet activities that built on one another.

*Project Approach*



## 1.4 Project Deliverables

The table below outlines each deliverable of this engagement. Highlighted in orange is the deliverable represented by this document:

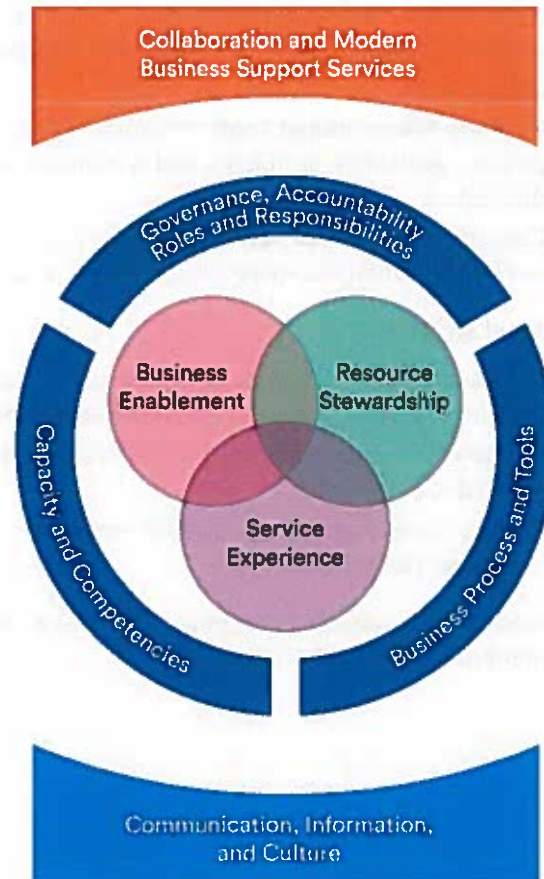
DELIVERABLE	DESCRIPTION
<b>Project Plan</b>	Sets key dates for deliverables and milestones, while also detailing accountabilities of both Optimus SBR and the County and its Member Municipalities project resources.
<b>Consolidated Service Inventory</b>	A complete list of services for both Part A and B compiled based on staff input.
<b>Final In-Scope Service List</b>	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).
<b>Stakeholder Consultation Plans</b>	Outlines proposed approach and methodologies for stakeholder engagement activities pertaining to Part A and B to ensure they are effective and produce meaningful outcomes.
<b>Interim Report/ In-Scope Service Profiles</b>	Profiles will be developed in conjunction with the Working Group and County Service Review Team for each in-scope service for both Part A and B and are expected to include Review Scope and Objectives, Current State Findings, Key Challenges, and Next Steps.
<b>Interim Presentations</b>	Consolidated current state findings which will be presented to the Joint Council Workshop, County Council, and each Member Municipality.
<b>Consolidated Draft Report</b>	A consolidated Draft Report for County Council including engagement outputs for both Part A and B.
<b>Final Reports</b>	All feedback and revisions will be incorporated into the Draft Reports. The Reports will be finalized, including specific financial implications.
<b>Presentations of Findings and Recommendations</b>	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.

## 2. Shared Services Delivery Review Framework

Optimus SBR is employed a Service Delivery Review Framework (SDRF) to effectively and efficiently review services in a consistent manner. The SDRF has two parts to ensure that Shared and County Services are reviewed in a manner that respects their unique structures, goals, and delivery mechanisms.

County of Dufferin Service Delivery Review  
PART A: Final Recommendations Report

*Optimus SBR Shared Services Delivery Framework*



The Framework contains three fundamental objectives to be achieved for Shared Services in any public sector operating environment. Specifically, these objectives are:

- o **Business Enablement:** Shared services are supported and enabled with high quality and expert services that enable Member Municipalities to deliver on their mandates, programs, and goals.
- o **Resource Stewardship:** Shared services are efficient and support proper stewardship of resources, while maintaining compliance with any applicable legislation, policies and by-laws.
- o **Service Experience:** Shared services provide a positive service experience, based on shared values, expectations, and respect.

These three objectives are supported by three Success Factors and three Foundational Supports:

**Success Factors:**

- o **Governance, Accountability, Roles, and Responsibilities:** Governance and organizational structures are clear and understood by relevant service providers and partners.
- o **Business Processes and Tools:** Processes by which services are performed and the policies, guidelines, templates, and systems to support them are well designed and defined.
- o **Capacity and Competencies:** Shared services are properly resourced in terms of staff organization, competencies, expertise and numbers.

**Foundational Supports:**

- o **Communication:** Internal communication and information sharing among providers, partners, and residents is effective and efficient.
- o **Information:** Data supports providers/partners with information for evidence-based decision-making.
- o **Culture:** Shared services operations embrace a culture that supports a customer-centric service delivery.

This framework was used throughout the review of services and the subsequent development of recommendations.

### 3. Recommendations Overview

The following tables provides an evaluation guide for measuring the impact of each recommendation against the three fundamental objectives of shared services: business enablement, resource stewardship and service experience.

Evaluation Guide			
Shared Service Objective	High	Medium	Low
<b>Impact on Business Enablement</b>	Significant impact on providing staff/service provide with expertise, processes, tools, collaboration and resources to deliver on mandates, programs, and goals.	Some positive impact on providing staff/service provide with expertise, processes, tools, collaboration and resources to deliver on mandates, programs, and goals.	No, or minimal, impact on the enhancement of the expertise, processes, tools, collaboration, or resources to deliver on mandates, programs, and goals.
<b>Impact on Resource Stewardship</b>	Significant impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.	Some positive impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.	No, or minimal, impact on the potential to realize financial or resource savings (or reduce rate of increase for higher service volume requests) while maintaining or improving defined service levels.
<b>Impact on Service Experience</b>	Significant, noticeable, and measurable improvement on the quality/level of service provided is expected.	Some positive and measurable improvement on the quality/level of service provided is expected.	No, or minimal, measurable improvement on the quality/level of service provided is expected.

Implementation Considerations	High	Medium	Low
<b>Implementation Difficulty/Cost</b>	<p>Significant new investments are required to implement the recommendation (one time and/or ongoing). Will require considerable external support to design and lead the implementation. (estimated greater than \$100k)</p> <p>Recommendation may require 12+ months for implementation</p> <p>Change management considerations will need to be accounted for as the recommendation will have impacts on processes, technology, and or culture beyond the focus service.</p>	<p>Some new costs (one time or ongoing) are anticipated as a result of new staff or one-time spends (IT, consulting, etc.). Likely requires some external support for specific, highly specialized activities (legal, HR, etc.) (estimated less than \$100k)</p> <p>Recommendations may require 12+ months to implement</p> <p>Will require consideration for organizational impacts beyond the focus serve and change management activities should be considered.</p>	<p>Minimal costs associated with new positions or external vendors. Minimal new system costs. Recommendation can be primarily be supported by staff and some external vendor support to augment capacity.</p> <p>Recommendation can be accomplished within 12 months.</p> <p>Minimal negative disruption on organization culture, process, etc.</p>



### 3.1 Recommendation Summary: Impact on Shared Service Objectives & Applicability to Municipalities

Outlined below is a summary table of the recommendations under each service, which has been evaluated for impact in four key areas: business enablement, resource stewardship, service experience, and also on implementation cost/effort required. In addition, the applicability to the Member Municipalities and the County has been provided for quick reference.

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*									
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementa- tion Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD	
Development of a budget framework	Accounting	High	High	Medium	Low	x	x	x	x	x	x				
Explore a shared budgeting and municipal software	Accounting	Medium	Medium	Low	Medium	x	x	x	x	x	x	x	x	x	
Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities	Indoor Recreation	High	Low	Low	Medium	x	x	x	x	x	x		x		
Develop a regional Recreation & Facilities Strategy	Indoor Recreation	High	Medium	High	High	x	x	x	x	x	x	x	x	x	
Update By-Law Enforcement policies	By-Law Enforcement	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	x	

Recommendation	Service	Impact on Shared Service Objectives				Applicability to Individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementation Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Hire a shared By-Law Enforcement Officer	By-Law Enforcement	Medium	Medium	Medium	Medium	x	x	x	x	x	x			
Develop key performance indicators	By-Law Enforcement	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	
Develop a Collaborative Framework and Action Plan for the region	Economic Development	High	Low	High	High	x	x	x	x	x	x	x	x	x
Explore alternative structures/ governance mechanisms for Fire Departments currently governed by Fire Boards	Fire Services	High	Low	Low	Medium	x	x	x	x	x	x	x		
Establish a regional Fire Chiefs Association	Fire Services	High	Medium	Low	Low	x	x	x	x	x	x	x	x	
Improve reporting and performance measurement	Fire Services	Medium	Low	Medium	Low	x	x	x	x	x	x		x	
Develop a Health and Safety Memorandum of Understanding	Human Resources	Medium	Low	Medium	Low	x	x	x	x	x	x		x	x

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Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementation Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Explore retaining a shared HR consulting firm	Human Resources	Medium	Medium	Medium	Medium	x	x	x	x	x	x		x	
Explore the potential for a common HRIS shared platform	Human Resources	High	Low	High	Medium	x	x	x	x	x	x	x	x	x
Develop a costing model for County IT Services**	IT	N/A – The County IT Services costing model will allow for informed decision making regarding the provision of this service to Member Municipalities. The model itself is not expected to impact services.			Medium	x	x		x				x	x
Establish a regional Working Group	IT	High	Medium	Medium	Low	x	x	x	x	x	x	x	x	x
Streamline and Make Consistent the Development Approval Process	Planning	Medium	Low	High	Medium	x	x	x	x	x	x	x	x	x
Explore GIS Support with the County	Planning	Medium	Medium	Medium	Low	x	x	x	x	x	x	x	x	x
Modernize Procurement Methods	Procurement	High	High	High	Medium	x	x	x	x	x	x	x	x	x
Establish a Dufferin Procurement Working Group	Procurement	Medium	Medium	Medium	Low	x	x	x	x	x	x	x	x	x

Recommendation	Service	Impact on Shared Service Objectives				Applicability to individual Municipalities*								
		Impact on Business Enablement	Impact on Resource Stewardship	Impact on Service Experience	Implementation Cost/Effort	AM	EG	GV	ME	MO	MU	OR	SH	CD
Continue the development of the Transportation Master Plan	Roads	High	Low	High	High	x	x	x	x	x	x	x	x	x
Develop a Dufferin wide Public Works Asset Management Plan for equipment/vehicles	Roads	Medium	Medium	Low	Low	x	x	x	x	x	x	x	x	x
Develop a business case for establishing a second County operations centre	Winter Control	Medium	Low	High	Low									x
Enhance communications protocols	Winter Control	High	Low	Medium	Low	x	x	x	x	x	x	x	x	x
Increase storage space	Winter Control	Medium	Low	Medium	Low	x	x	x	x	x	x	x	x	x

\*Acronyms

- AM - Amaranth
- EG – East Garafraxa
- GV – Grand Valley
- ME – Melancthon
- MO – Mono

- MU – Mono
- OR - Orangeville
- SH – Shelburne
- CD – County of Dufferin

**\*\* The applicability to individual Municipalities indicates those Member Municipalities that currently receive services from the County.**

## 4. Accounting

The goal of the review of Accounting services was to identify potential areas of duplication, and where formal or informal agreements for technology sharing may exist. In order to achieve that there are two recommendations proposed below:

1. Development of a budget framework
2. Explore a shared budgeting and municipal software

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Governance, Accountability, Business Processes and Tools
- Business Processes and Tools

The expansion of digital online payment options was identified as an opportunity in the Draft Interim Report, however due to the pandemic, it was noted that many Member Municipalities have since already expanded online payment options due to the measures put in place for COVID-19. It is recommended that online payment options continue to be provided for municipal services, and that it continue to be explored for the purposes of paying municipal property taxes, as is done so by several Member Municipalities currently (including Amaranth, Mono, Orangeville).

### 4.1 Recommendation 1: Development of a Budget Framework

Development of a budget framework for the rural Member Municipalities that would tie the budget to key strategic priorities.

#### CURRENT STATE CHALLENGES

- Orangeville and Shelburne have recently refined their budgeting process to establish an objectives-based approach to budgeting which includes developing a budget framework where the respective Councils will endorse the key priorities of the Member Municipality.

#### PROPOSED RECOMMENDATION

Municipalities are allocated scarce resources to operate programs and services through the budget process. The budgeting process is therefore one of the most important activities undertaken by governments and the budgeting process can be a powerful tool. The quality of decisions resulting from the budget process and the level of their buy in to budget decisions depends on the budget process that is used. The National Advisory Council of

State and Local Budgeting<sup>1</sup> states that a good budget process is characterized by several essential features including:

- Incorporates a long-term perspective;
- Establishes linkages to broad organizational goals;
- Focuses budget decisions on results and outcomes;
- Involves and promotes effective communication with stakeholders; and,
- Provide incentives to management and employees.

The budget framework should include the following key components<sup>2</sup>:

- **Establish strategic broad goals to guide government:** Where long term community plans or strategic plans have not been developed, its important to start by assessing the community needs and priorities to identify opportunities and challenges to understand the goals of the municipality. These goals then need to be reviewed with key stakeholders (staff, elected officials, citizens) and any input and feedback incorporated into the organizational goals.
- **Determining approaches to achieve goals:** Policies would need to be developed for the use of key budgeting tools, including fees and charges for services, debt issuance and management, revenue diversification and contingency planning. It should also include the development of plans for each division or program area, including operating and capital components.
- **Develop a budget consistent with approaches to achieve goals:** At this point, it is key that the processes around the preparation and adoption of the budget be solidified if they have not already been done. This includes developing a budget guidelines and instructions and procedures to facilitate the review, modification and adoption of the budget. When preparing the budget the items put forward for approval must link back to the goals identified earlier in the process. Those that do not must either be removed from consideration, or rationale provided for informed strategic decision making.
- **Evaluate performance and make adjustments:** The budget should be adopted with staff reports that identify the relevant performance metrics for each budgetary investment. Once the budget has been adopted, it is key to evaluate the performance of the budgetary investments. Between budgeting cycles, its important to monitor the budgetary investment and report at the next cycle whether metrics and to adjust as needed.

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<sup>1</sup> 2008. Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting. Government Finance Officers Association.

<sup>2</sup> 2008. Recommended Budget Practices: A Framework for Improved State and Local Government Budgeting. Government Finance Officers Association.



## IMPLEMENTATION CONSIDERATIONS

It should be noted that though it is beyond the scope of this review, Orangeville noted several beneficial shifts in their approach to accounting, budget and finance to move the municipality forward. In particular, rather than bringing forward a budget for Council endorsement which includes a list of items, there was a narrative included for why the investments were beneficial, aligned it to Council's strategic priorities, and tied to performance measures. The Town is also exploring initiatives related to protecting their tax base through representation for tax assessments, reviewing the investment portfolio, and reviewing opportunities for proactive debt management. It is suggested that Orangeville staff share their best practices beyond the budgeting framework with Member Municipalities to gather lessons learned and share best practices.

## FINANCIAL IMPLICATIONS

There are financial implications for this recommendation, as this would require external contracts to build and develop the budget framework. The approximate cost for developing a budget framework for each municipalities would vary between \$25,000 to 50,000.

## SUMMARY OF BENEFITS

- A budget process that is well-integrated with municipal operations, such as the planning and management functions, will provide better financial and program decisions and lead to improved governmental operations.
- In the medium to long term a budget framework would ensure that funds are always linked to the municipalities' priorities and lessens ad-hoc or reactive spending.

### 4.2 Recommendation 2: Explore a shared budgeting and accounting software

It is recommended that the Member Municipalities and the County explore shared budgeting and accounting software to find efficiencies. While we understand shared software has been possible in some domains, purchasing shared software has been challenging in others. Given provincial initiatives with respect to supply chain and making services more digitally accessible, there may be opportunities to seek provincial support with vendors for such an initiative.

The cost of implementing technology changes would be dependent on the software solution and the customization required for implementation.

#### CURRENT STATE CHALLENGES

- Duplication/completion of very similar tasks across the Member Municipalities on a regular basis.
- Member Municipalities did not raise major concerns or issues with respect to payroll activities. However, it was noted that payroll is a subject where Member Municipalities would benefit from access to best practices or knowledge sharing to support stakeholders to keep up with evolving legislation such as new tax rates, new EI and CPP rates, or OMERS changes and its knowing taxable benefits.
- The most common time tracking method for Member Municipalities was manual Excel-based time recording or paper time cards. Orangeville utilizes NovaTime, a time and attendance tracker. The County has a number of time tracking tools including Penny, WorxHub, Advance Tracker (Dufferin Oaks LTC) and manual paper/Excel-based processes. Time is approved and entered into an accounting and payroll software (Great Plains). With the exception of Orangeville, all other municipalities complete their payroll activities in-house.
- Keystone is the accounting software used by most Member Municipalities. Grand Valley uses Vadim, which was described as a batch-based system that is well received by staff for its ease of use. Moreover, pre-authorized payments also flow through Vadim. Grand Valley also uses Vadim to provide accounting support to the Boards and Services it enables.
- Most of the member municipalities use Microsoft Office Excel to support budget activities. Although Keystone has a budget component, municipalities use it as a tool for reporting to the Council; Orangeville use FMW for budgeting. The municipalities upload the budget and pull data from Keystone and add that into Excel to prepare the financial reports. Though this adds to the redundancy in the process, municipalities find it easy to use Excel to tailor the reports as per the needs of the Council. One of the Member Municipalities (Mulmur) uses Excel for analysis and Office to do letters.

#### PROPOSED RECOMMENDATION

The County of Dufferin has been recommended to conduct a technology assessment which spans several functional areas, including its Corporate Finance portfolio. As the County undergoes this assessment, the software best suited for budgeting and accounting will be determined. It is recommended that Member Municipalities who are interested in an innovative, comprehensive solution consider the decision of the County and the software that has been decided upon. As the County goes into the requirements gathering phase, select Member Municipalities who are interested should be invited to participate to identify County and local municipal requirements. Depending on the scope of the software solutions and the number of Member Municipalities participating, this could be cost-effective for smaller municipalities.

## IMPLEMENTATION CONSIDERATIONS

It should be noted that though there was support for a budgeting software, there was a lack of stakeholder buy-in for changing existing accounting systems expressed among Member Municipalities. A change in municipal accounting software may impact other functional areas such as asset management or billing where the software is linked into other services.

## FINANCIAL IMPLICATIONS

It is recommended that the software procurement process consider the option for Member Municipalities to take advantage of the solution, as there may be cost efficiencies identified for purchasing a larger number of licenses. This would be similar to the purchase of ESRI licenses for the County and Member Municipalities that resulted in cost savings.

## SUMMARY OF BENEFITS

- A technology solution that can enhance budgeting and account operations would be beneficial in the long run for Member Municipalities and the County. Though it would require an initial investment, a comprehensive solution can potentially reduce the administrative burden, increase functionality for staff for better reporting, and improve decision making.

## 5. Indoor Recreation Facilities

The goal of the review was to understand gaps in the current governance structure and recommend a governance and reporting structure that better enables municipal oversight and involvement in Recreation Facilities, given that they are their largest funders. In order to achieve that there are two recommendations proposed below:

3. Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities
4. Develop a regional Recreation & Facilities Strategy

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Governance, Accountability, Roles and Responsibilities
- Business Processes and Tools

### 5.1 Recommendation 3: Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities

Changes to the current structure in how indoor recreation facilities are governed in the rural member municipalities are recommended to allow for increased municipal oversight into a significantly visible and costly municipal function and set of assets.

Note that this would change the governance framework under which municipalities collaborate today, not the fact of their collaboration. Municipalities that have shared indoor recreation service delivery to date would continue to collaborate and work together (including through the development of a regional Recreation & Facilities Strategy recommended below) within a revised governance structure.

#### CURRENT STATE CHALLENGES

- Reporting structures that do not facilitate a direct line of sight into the operations of the facility for some Recreation Boards of Management, resulting in uncertainty among Municipal staff leadership regarding adherence to policies and procedures, despite being covered under Municipal insurance policies.
- There is no comprehensive financial sustainability report for each facility/Governance Board. Discussions may be focused on user fees or the differential between resident/non-resident fee structures, however fees do not pay 100% of costs including replacement cost of the facility – nor is this anticipated as it is common that some recreation costs are subsidized by Municipalities.

- Costs associated the delivery of Indoor Recreation Facilities by the three Recreation Boards have increased significantly in recent years, without a corresponding increase in user fee revenue, resulting in higher levels of municipal funding.
- A lack of oversight and ability to manage recreation services as part of a larger strategy and portfolio which would promote cross-functional partnerships (e.g. parks, trails, arts, and culture).

#### PROPOSED RECOMMENDATION

Outside of Orangeville, the three indoor recreation facilities in Dufferin are collaborative partnerships among participating municipalities. The Centre Dufferin Recreation Complex, Grand Valley and District Community Centre, and North Dufferin Community Centre are jointly funded by the participating Municipalities and Governed by a Committee of Management (CDRC and GCDCC) or a Joint Board of Management (NDCC).

Numerous examples of upcoming infrastructure costs were identified during consultations and stakeholders recognized that those are likely to be large and will require more collaboration. Municipal stakeholders are well aware of the need to be fiscally responsible in the provision of Indoor Recreation Facilities (a non-critical service).

In light of the gaps and rising costs identified by stakeholders for this service, two options are proposed that would require an amendment to the current governance structures. It should be noted that the same solution may not be preferred for all and that boards may take different options.

##### OPTION A:

Consider revising the reporting structure of recreation Boards of Management so that in all boards the Facility Manager reports to the Municipal CAO (or other senior municipal staff member).

- Currently, staff of the CDRC and the NDCC are each employed by their respective Boards and have no formal reporting relationship to staff leadership of any of the participating municipalities. In these cases, the Township of Mulmur and Town of Shelburne are both owners of the Indoor Recreation facilities in their municipalities yet have no direct control over their largest assets.
- It is recommended that the current reporting structure be altered so that the Facility Managers of the CDRC and NDCC report to the leadership at the municipality, rather than to the Board itself.
  - The Facility Manager of the CDRC would report to the Town of Shelburne
  - The Facility Manager of the NDCC would report to the Township of Mulmur
- The Boards of Management would shift to provide strategic, rather than operational, oversight of the recreational facilities, and are provided with a holistic picture of the financial status of recreational services as they fit within the municipal budget, not as a standalone. The Board would continue to provide

insight on programming in place at the facility, ensuring the needs of all participating communities are met.

- The budget would be prepared by the Facility Manager with input and review by the CAO. The budget would then be submitted to the Board for approval.

**Expected Benefits:**

Participating municipalities would have a direct line of sight into the following key areas:

- Operations and service levels of the indoor recreational facility including key performance indicators to make informed decisions regarding investments required.
- Investments required and their timelines for a significant asset.
- Policies and procedures, in particular as it relates to the municipalities insurance agreements with the indoor recreation facilities.
- The ability to coordinate indoor recreational facility assets with other recreational municipal assets – including parks, trails, sports-fields, and other community events/activities. The Board could continue to provide strategic leadership to direct this.

**OPTION B:**

Explore options to dissolve recreation Boards of Management and enable a Member Municipality to fully operate the facilities they already own, which could include establishing contracted funding arrangements with neighbouring municipalities to share costs and protect access for residents.

- Dissolving the Recreation Boards of Management for CDRC, GVDCC and NDCC would result in the three indoor recreation facilities to be owned and operated by the Municipality, and therefore management and operations, including programming, would be the responsibility of municipal staff.
- The budgets for each facility would be included in the Town or Township's budget, and would be considered by the respective Council.
- Participating Municipalities could develop contracted funding arrangements to gain access and to share in costs in 5 year increments.
- Given that the current Boards have played a key role in providing insights into programming for the facilities, an advisory committee of community members may be established to provide input and can be used as a program sounding board moving forward.

**Expected Benefits:**

- Municipalities which own the asset would have direct responsibility of operations, service levels, and investments.
- This would eliminate the current staff effort which goes towards supporting current Boards of Management, including attending and facilitating all Board activities.



## IMPLEMENTATION CONSIDERATIONS

In consultation with board members, it was noted that the option to dissolve boards was not fully supported as it was believed that those municipalities that owned the facility were able to provide input through the current board arrangements.

In addition, it was noted that tracking resident's usage by municipality is not currently done and was believed to be challenging for the purpose of determining cost distributions if moved to a contractual arrangement. However, population numbers and forecasting of these estimates can be used as the foundation for future contractual agreements.

## FINANCIAL IMPLICATIONS

Financial implications related to changes in governance structure are anticipated to be minor. One-time legal costs may be incurred as a result of the need to alter the Board arrangements and formalize any changes. These are not anticipated to be significant given the overall funding requirements of these facilities. There are no significant ongoing/long-term financial implications of this recommendation as it relates to how the arenas are governed.

Note, however, that the proposed changes will provide for better general and risk management for the municipalities, potentially reducing one-time and/or large financial losses.

Additional municipal staff time would be allocated to supporting the operation of these facilities – primarily from a budget and planning perspective. However, this may be offset in a reduced need/requirement for secretarial/treasurer functions currently provided. However, the objective of revising the current governance structure is to have increased control and oversight over continuously rising costs related to indoor facilities and their programming, in order to find efficiencies while meeting the needs of the community. As an asset and program of a municipality, recreation services would benefit from a broader understanding of the communities needs beyond recreation to allow for more strategic decision making.

## SUMMARY OF BENEFITS

- A revised governance structure allows for a reduction in risk from a staff management, risk and liability perspective and increases direct oversight for better policy alignment.
- Streamlining effort through the use of municipal procedures for finance, maintenance, and other corporate services.



## 5.2 Recommendation 4: Develop a regional Recreation & Facilities Strategy

Develop a regional Recreation Strategy with a focus on making strategic investments in Indoor Recreation Facilities to ensure long-term sustainability (e.g., potential facilities to close; facilities to renovate; new build facilities; better link and integrate with programming provided at other facilities – including outdoor facilities).

### CURRENT STATE CHALLENGES

- A lack of a regional approach to planning for recreation services. Asset management plans are specific to each facility and do not consider “bigger picture” options related to new/replacement facilities with different or expanded collaborations among Member Municipalities.
- A lack of a clear understanding of the exact needs or preferences of the community with respect to Indoor Recreation services.
- No performance indicators (e.g., satisfaction, etc.) being recorded or produced by the Management Boards overseeing Indoor Recreation Facilities.

### PROPOSED RECOMMENDATION

To execute the Recreation & Facilities Strategy, a Steering Committee would need to be struck which includes representation from the Member Municipalities. Members should include staff that have a strong understanding of the operational needs of current recreational facilities, as well as staff or leadership that can provide oversight into the capital impacts and broader understanding of municipal service delivery as it relates to recreation services.

The Steering Committee would be responsible for leading the development of the strategy, and it is recommended that the Committee develop a terms of reference indicating the voting standard. It was indicated that there was a preference for equal voting in decisions related to recreation services across the County, as the impact of facilities goes beyond the boundaries of a municipality.

The Recreation & Facilities Strategy should identify gaps and develop strategic investment priorities by facility type based on the vision and guiding principles determined by Dufferin:

- **Create a Vision:** Create the Vision and Guiding Principles for Dufferin’s Facility Strategy that reflect the highly collaborative nature of recreation services in Dufferin
- **Develop Standards:** Establish municipal recreation facility infrastructure standards and its critical elements. These standards will be included in designs for major renovation or newly built municipal recreation facilities

- **Understanding User Needs:** Learn about who is using Dufferin's recreation facilities and identify barriers for users and non-users to forecast demand effectively
- **Aligns with Growth:** Develop a Recreation Facility Strategy, consistent with growth in Dufferin that recommends renovation, re-purposing, decommissioning or the development of new facilities

The development of a regional strategy would require an understanding of several elements and therefore planning for indoor facilities must consider the following:

- Having a broader understanding of recreation services which includes local arts, culture and heritage.
- Balancing demand for conventional programming with interest in new/emerging areas of organized recreation and individual participation, including consideration of:
  - the geographic distribution of facilities across the city
  - levels of use at existing facilities
  - demographic information
  - recreation trends
  - other recreation service providers
- Motivating and supporting a demand for increased participation in physical activity for health and wellbeing.
- Forecasting and reviewing trends along with community expectations to the municipality's mandate and capacity to provide services.
- Determining the role of the municipalities in providing services in a milieu of public, not for profit and private sector options to ensure the role defined is appropriate and implementable.

## IMPLEMENTATION CONSIDERATIONS

It was noted by municipal leadership that the best time to consider implementing this recommendation would be upon the completion of the Municipal Comprehensive Review (MCR) process, once official plans have been completed for the Member Municipalities and the County which would provide population estimates for forecasting purposes. In the interim, the Dufferin Municipal Officers Association (DMOA) or Planners of Dufferin (PoD) could be leveraged as a mechanism for increased collaboration across the county. In order to create dialogue and identify opportunities for collaboration, or to better understand the trends of the community it is suggested that those Member Municipalities who have recently completed, or are undergoing a needs assessment (Mulmur, Shelburne) share their findings with the broader group.

## FINANCIAL IMPLICATIONS

There are financial implications to this recommendation, as it is recommended that a consultant be used for the development of the Strategy and the user needs assessment

required. It is estimated that external consultant costs would be approximately \$150,000 to complete this engagement.

#### SUMMARY OF BENEFITS

- A regional Recreation & Facilities Strategy will guide decisions regarding programs, services, indoor recreation facilities and infrastructure in order to provide a long-term sustainable strategy for managing the resources of Member Municipalities in a cost-effective manner that addresses both the current and future needs of the community.

## 6. By-law Enforcement

With increasing growth in built space for some Member Municipalities and subdivision development, stakeholders involved in by-law enforcement noted that the number of by-law enforcement complaints has risen and will likely continue to rise. The goal for reviewing by-law enforcement services was to address capacity constraints occurring across the County and to improve service outcomes. In order to achieve that there are three recommendations proposed below:

5. Update By-Law Enforcement policies
6. Hire a shared By-Law Enforcement Officer
7. Develop key performance indicators

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Capacity and Competencies
- Business Processes & Tools

### 6.1 Recommendation 5: Update By-Law Enforcement policies

It is recommended that all Member Municipalities (with the exception of the Town of Orangeville and Shelburne who have codified their enforcement approach in by-law enforcement policies) update and/or draft a by-law enforcement policy that incorporates the enforcement approach, roles of Council and staff, appeals processes, service level standards, and guidelines for decisions.

#### CURRENT STATE CHALLENGES

- Not all member municipalities have codified their enforcement approach within a by-law enforcement policy, and where by-law enforcement policies exist, each Council has its own approach to enforcement.

#### PROPOSED RECOMMENDATION

It is recommended that each Member Municipality review their existing by-law enforcement policies, or draft a policy that addresses the following key elements:

- **Roles and Responsibilities:** Clearly defined roles of by-law enforcement staff and, Council as a whole. The policy should clearly indicate that Council members are not to be involved in day-to-day bylaw enforcement decisions, as current state findings indicated that this was an area that required clarification.

- **Stance on Enforcement:** The approach to enforcement – here Council must make a decision on whether this is a complaints-driven approach or a proactive stance on by-law enforcement. Council should consider that a proactive approach may require additional resourcing. This should also speak to ensuring that enforcement decisions will be applied fairly and proportionately.
- **Service Levels:** A commitment to and statement of levels of service, including timelines for investigations and requirements to report back to complaints for different enforcement types.
- **Criticality:** Prioritization of enforcement activities into categories that takes into account the criticality of the complaint.
- **Process:** A well-documented process for receiving and investigating complaints, and appeals.
- **Outcomes:** A commitment to share service outcomes annually through a report to Council.

#### FINANCIAL IMPLICATIONS

By-law enforcement staff or the Clerk's team at a Member Municipality would develop the policy. Staff time is therefore required – it is estimated that this would be 5-7 days of work collectively for individual municipalities. To streamline policy development, a template with the key components could be created by one Member Municipality and shared with staff across Dufferin.

#### SUMMARY OF BENEFITS

- Align to Leading Practices by ensuring that the enforcement approach of each Member Municipality has been codified.
- Increase transparency with the public by setting service standards and demonstrating a commitment to by-law enforcement.

### 6.2 Recommendation 6: Hire a shared By-Law Enforcement resource

The recommendation to hire a shared By-Law Enforcement Officer is not one that is unfamiliar to Dufferin, however in this instance an alternative cost arrangement is proposed.

#### CURRENT STATE CHALLENGES

- Of the 8 Member Municipalities, 6 have either contracted out by-law enforcement from another Member Municipality, or hired a part time by-law enforcement officer, as there is not enough volume at these municipalities individually to hire a full-time resource.

- Previously, the County had provided a shared by-law enforcement officer to Member Municipalities (except Orangeville), however issues arose as there was an imbalance in volume between the Member Municipalities and costs were shared evenly. In addition, the enforcement approach was cited as not being proactive enough for most contracting out the service.

#### PROPOSED RECOMMENDATION

Based on research, the average salary of a municipal enforcement resource in Ontario varies between \$60,000-70,000 annually (\$30 to \$36/hour).

Excluding the Towns of Shelburne and Orangeville, listed below are the current costs for by-law enforcement resources. Based on this, it is presumed that there are cost efficiencies to be found by hiring a shared resource using a fee for service model.

<i>Municipality</i>	<i>Cost for a By-Law Enforcement Resource*</i>
<b>Amaranth</b>	\$45/hr (a weekend rate applies)
<b>East Garafraxa</b>	\$45/hr (a weekend rate applies)
<b>Grand Valley</b>	~ 0.25 FTE salary of PW Foreman
<b>Melancthon</b>	\$57.40/hr
<b>Mono</b>	\$45/hr (a weekend rate applies)
<b>Mulmur</b>	\$50/hr

Mileage and any retainer costs have not been included above\*.

It is suggested that one municipality takes on the shared resource contract. Given that the Town of Mono is handling the by-law enforcement resource for themselves, and the Townships of Amaranth and East Garafraxa, this shared resource could be housed within Mono. Based on the available baseline data on the volume of by-law enforcement activities, the Member Municipalities must determine the minimum cost per municipality, which also determines the priority level the resource would take. This would also determine whether additional resources are required, if all six Member Municipalities were to share by-law enforcement resources. A minimum number of hours per month would be applied.

A sample cost sharing arrangement has been provided below.

<i>Municipality</i>	<i>Sample Cost Sharing Arrangement</i>
<b>Amaranth</b>	10%
<b>East Garafraxa</b>	10%
<b>Grand Valley</b>	15%
<b>Melancthon</b>	20%
<b>Mono</b>	25%
<b>Mulmur</b>	20%

#### IMPLEMENTATION CONSIDERATIONS

For a shared resource to be a success within Dufferin, there are several factors to consider and incorporate, including:

- **A standardized approach to enforcement:** A shared service would require member municipalities to be aligned in their approach to enforcement, and prioritization of infractions would have to be clear and consistent. The prioritization of enforcement activities would also allow a shared resource to more effectively administer by-law enforcement.
- **Standardize Complaint Process:** It is recommended that all Member Municipalities standardize the process for accepting by-law enforcement complaints by transitioning these to the website wherever applicable. Currently, some Member Municipalities require in person or phone complaints which are then processed by a staff member, and assigned to the by-law enforcement officer. It would be more efficient to allow set up an online form on each municipal website that is submitted to the by-law enforcement officer, with a copy retained for municipal records and for tracking purposes.
- **Develop a Consistent Service Standard:** There are no aggregate level metrics established currently to determine the efficacy of service levels. It is recommended that service standards be developed indicating when complaints will be responded to based on criticality, and how complaint decisions will be communicated.
- **Tracking:** In order for a fee for service model to be successfully implemented, there must be tracking at every Member Municipality of incoming complaints, resolved complaints, and tracking by category. A clear, regular reporting process is essential to ensuring that all stakeholders understand the activities completed throughout the year.

#### FINANGIAL IMPLICATIONS

Please see the proposed recommendation above.



#### SUMMARY OF BENEFITS

- A shared by-law enforcement resource be used to consolidate the multiple contractors currently in use by Member Municipalities to find efficiencies in cost and service delivery.

### 6.3 Recommendation 7: Develop Key Performance Indicators

Key Performance Indicators (KPIs) should be collected and presented to the respective municipal Councils on an annual basis to allow for ongoing monitoring and evaluation by municipal leadership.

#### CURRENT STATE CHALLENGES

- There was no indication that by-laws were not being enforced in compliance with the applicable legislation, policies, and by-laws. However, while most staff are tracking by-law investigations, there was no aggregate level metrics or KPIs established to determine the efficacy of service levels.

#### PROPOSED RECOMMENDATION

Sample KPIs that should be considered for collection include the following:

- Public satisfaction survey results;
- Average number of business days before the complaint is addressed;
- Average number of business days to resolve complaints; and,
- Number of complaints considered resolved.

This could continue to be tracked using Microsoft applications as was the case for most Member Municipalities.

#### FINANCIAL IMPLICATIONS

This could be developed internally. However, given constraints on staff time, external vendors could be engaged to develop the KPIs and to develop a tool/template for tracking and reporting that could be used across all municipalities. Costs for such work could range from \$25,000 to \$50,000. By-law enforcement staff would then track these KPIs on an ongoing basis.

#### IMPLEMENTATION CONSIDERATIONS

It is recommended as a long-term consideration that Member Municipalities consider investing in modules for by-law enforcement as an add-on to their existing asset management

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software. Since this was not noted as a priority, this opportunity could be reviewed again once the KPIs have been developed and tracked to gather a baseline. Note that the County is currently implementing an enforcement module within Cityview, and that lessons learned from its implementation can inform the decision of the Member Municipalities to pursue an online module.

## 7. Economic Development

The goal of the review has been to create a framework for fostering strategic planning and alignment between the County and the Member Municipalities and a regional approach to Economic Development, which would be gained by further delineation of roles and responsibilities which recognize current capacity constraints. In order to achieve that there are two recommendations proposed below:

### 8. Develop a Collaborative Framework and Action Plan for the region

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Governance, Accountability, Roles and Responsibilities
- Business Processes and Tools

#### 7.1 Recommendation 8: Develop a Collaborative Framework and Action Plan for the region

Develop a Collaborative Framework and Action Plan for the region that builds on the existing ED strategies developed by the County, Orangeville and Shelburne. At present the County's primary role is as a "coordinator, leader and advocate for regional economic development interests and initiatives, including ensuring that business and agricultural enterprises are connected to programs, funding and sources of advice and support".

A collaboration framework for implementing Economic Development ensures alignment in priorities across Dufferin through the development of an implementation plan for Member Municipalities and the County. A coordinated approach amongst the municipalities would position Dufferin for investment, remove local barriers, attract and retain talent and partner with businesses and community in a strategic manner.

With a Collaboration Framework in place, Member Municipalities could have access to resources that will support them in ED activities generally and executing on actions that cascade from larger (i.e., Western Ontario Wardens' Caucus, the County) entities. For smaller municipalities without an ED strategy at present, action plans could drive their activities with additional Collaboration Framework support.

#### CURRENT STATE CHALLENGES

- The County of Dufferin, Orangeville and Shelburne have developed Economic Development Strategic Plans and/or include commentary in their Annual Reports identifying their goals and objectives for the service. The County and Orangeville have also identified key sectors to focus economic development activities on. The annual work of the Economic Development offices for these respective municipalities is

shaped by those goals and strategic plans, with a particular aim by the County to act as a coordinator of economic development activities across the County.

- Though there has been financial support provided to the rural Member Municipalities through the Economic Development Fund, without dedicated resources and expertise, there is limited capacity at the rural Member municipalities to develop robust economic development priorities.
- Optimus SBR noted that with the exception of the County, and the Towns of Shelburne and Orangeville, there was no documentation or performance metrics collected by Member Municipalities that indicated service experience of clients served by economic development functions (existing businesses, developers and potential investors).
- The County has indicated in its Strategic Plan that it wishes to pursue the development of key performance indicators and service level standards; however, staff noted that this work had not begun yet and would require more time for the department and service to evolve, having been in place for two years only.

#### PROPOSED RECOMMENDATION

The Collaboration Framework would identify, pool and coordinate Economic Development resources across the Member Municipalities. Currently, there are two roles within the County: Economic Development Officer (1 FTE) and a Business Retention & Expansion Coordinator (1 FTE, contract). The Economic Development Officer role has several initiatives under their portfolio including bringing ED initiatives forward across the County that are focused on the rural Member Municipalities, such as Agriculture.

While support is being provided to the rural Member Municipalities, they face capacity challenges to drive key initiatives forward. It is recommended that the County take on a more active role and that a Collaboration Framework for economic development be developed to align efforts across the County and Member Municipalities. This will help ensure a regional lens on ED activities and that ED strategic support is available to rural municipalities.

The County has planned 1 additional FTE role for a Tourism Services Manager for 2021 and beyond. It is recommended that the County explore the addition of 1 FTE resource for economic development to the County's team. With the planned addition of the second role, and the recommended third role, there is an opportunity here to use a cluster approach to propel ED activities for Dufferin.

These resources may be organized to focus on clusters, supporting urban and rural municipalities. This would allow staff to become familiar with an industry and see opportunities that cross the boundaries of municipalities. Some examples of clusters that the County and Member Municipalities should consider include:

- **Manufacturing and Agriculture:** Employment Growth is expected to continue, and a significant portion of that growth is projected within the manufacturing sector.<sup>3</sup>

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<sup>3</sup> Western Ontario Wardens' Caucus Economic Development Strategic Plan, 2017

- **Tourism:** With the dissolution of the Headwaters Tourism Association and the development of the new Tourism Strategy, there is a renewed focus in this area for Dufferin.
- **Downtown Revitalization and Small Business:** Commercial areas and main streets are a vital part of Ontario towns and there are many revitalization tools to consider. Improving social, economic and physical aspects of local area municipalities' downtown areas is heavily linked to community engagement and partnerships, and this role can leverage the work of the Small Business Enterprise Centre.
- **Other/Emerging Sectors:** Other emerging sectors that might take advantage of the region's proximity to the Greater Toronto Area include professional engineering, health and wellness, and advanced manufacturing.

County resources would provide strategic planning support to the rural municipalities, including advice on templates, tools, and considerations for implementation. They would also work with the local municipalities on identifying opportunities based on the clusters, determining what funding exists, and collaborating on the development of grants or funding requests. All Member Municipalities would be able to access these services, including Orangeville and Shelburne.

Such resources could also include investments in Customer Relationship Management software to ensure that opportunities are tracked and available to the different Member Municipalities to avoid duplication of effort.

The objective of the Economic Development Action Plan is to link the economic development priorities of the County and Member Municipalities, reduce duplication of effort, and develop a more coordinated approach for ED Committees. Strategies (for municipalities with them) and action plans will outline what local municipalities can undertake within the broader ED strategy at the County level.

### IMPLEMENTATION CONSIDERATIONS

For this model to be successful, Member Municipalities and the County would commit to working in a collaborative manner for strategic ED priorities. Within the revised model the County would lead strategic planning for the rural Member Municipalities, with direction from Member Municipality leadership. It would become the County's role to draft strategic priorities and initiatives, and approval would be sought from Member Municipality CAO, with endorsement from Council where required.

Please see the table below for more information regarding the roles and responsibilities involved as they relate to core functions of economic development activities.

<b>Activities</b>	<b>Role of the County</b>	<b>Role of Member Municipalities</b>
<b><i>Business Retention &amp; Expansion Programming</i></b>	Act as facilitator and advocate business opportunities to provide support for businesses.	Execute BR&E programming at municipal level, by proactively engaging the local business community to identify and



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	<p>Identify which sectors are relevant for County-wide economic development growth.</p> <p>Advise Member Municipalities on BR&amp;E programming.</p>	<p>implement actions that address barriers to business growth.</p>
	<p>Identify which sectors are relevant for Member Municipalities, through an understanding of key stakeholders in the community, and identifying the challenges which face businesses today (e.g. workforce challenges).</p>	
<b>Development of Partnerships</b>	<p>Identify and encourage partnerships amongst neighboring municipalities for special projects, where applicable.</p>	<p>Identify stakeholders that align to local ED priorities, and</p>
<b>Performance and Measurement</b>	<p>Identify key performance indicators that indicate growth at the County level.</p> <p>Provide insights on performance of economic development activities to Joint Council.</p>	<p>Provide necessary local level data and information for input into performance indicators.</p>
<b>Funding Support</b>	<p>Continue to provide <i>ad hoc</i> funding where available to support local ED initiatives.</p> <p>Inform Member Municipalities of provincial/federal funding opportunities and initiate/lead funding applications on behalf of Member Municipalities.</p>	<p>Access funding through County or provincial/ federal agencies where appropriate.</p> <p>Support County in funding application development.</p>
<b>Support of ED Committees*</b>	<p>Supports and attends the County ED Committee meetings.</p> <p>County resources would attend local ED Committee meetings to discuss matters related to strategic priorities, or for educational purposes.</p>	<p>Supports and attends local ED Committee meetings.</p> <p>Identify local strategic ED priorities that would require County support.</p>
	<p>A planning meeting between County and local resources to determine a calendar for the year, which identifies topics of</p>	

discussion/education for County presentations that would align to any County and local ED priorities.

\*Attendance at local ED Committee meetings has been noted as requiring significant effort given that every rural Member Municipality has a Committee, as well as the County. To that end, it is recommended that the frequency of local ED Committee meetings be transitioned to quarterly meetings, and that the calendar for all EDC meetings be coordinated across the County.

#### FINANCIAL IMPLICATIONS

The addition of a resource has financial implications for the County and Member Municipalities. The approximate cost of an additional resource within the Economic Development office at the County level is \$80,000 to 110,000. It is recommended that the County house the three staff members and is responsible for staff salary and benefits. It is recognized that by the County taking on the financial responsibility of the portfolio, that all Member Municipalities (urban and rural) will be contributing to this cost, however all municipalities would benefit from economic development activities in their neighboring municipalities.

CRM software would be dependent on the type and scale of solution purchased, and could have moderate financial implications.

#### SUMMARY OF BENEFITS

- In the wake of COVID-19, every community will be faced with the challenge of rebuilding their local economies. Those municipalities that move forward now to enhance and define their ED priorities and implement are poised to reap the benefits sooner.
- A robust ED suite of services that recognizes the potential for Dufferin to advance its regional economy and has the capacity and skills to execute on strategic ED initiatives.
- Having a regional ED Action Plan would allow the Member Municipalities, in particular the rural municipalities, and the County to have a framework in place that allows collaboration to occur and to ensure that strategic priorities are aligned.



## 8. Fire Services

The responsibilities of local municipal Councils for the delivery of fire protection services are included in The Fire Protection and Prevention Act (1997) ("FPPA"). At a high level, the services provided by fire departments include public safety and prevention, providing fire suppression and conducting inspections to enforce the Fire Code. Across the County, Fire Services are provided by eight different Fire Departments, including three fire departments from outside of Dufferin County. The objective of the review was to streamline governance and accountability structures in order to reduce risks and find efficiencies within fire services. In order to achieve that there are three recommendations proposed below:

9. Explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards
10. Establish a regional Fire Chiefs Association
11. Improve reporting and performance measurement

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Governance (Boards), Accountability, Roles and Responsibilities
- Capacity and Competencies

### 8.1 Recommendation 9: Explore alternative structures/governance mechanisms for Fire Departments currently governed by Fire Boards

Explore the dissolution of current Fire Boards of Management and transfer the Fire Departments to a Member Municipality to reduce risk and increase efficiencies.

#### CURRENT STATE CHALLENGES

- Governance structures that create operational risk management concerns for some Fire Boards of Management, resulting in uncertainty among Municipal staff leadership regarding adherence to policies and procedures, despite Fire Boards being covered under Municipal insurance policies.
- A lack of direct involvement by municipal staff in the discussions of Fire Boards.
- The Fire Boards have not implemented a Board Skills Matrix to identify required Board Member Skills sets to ensure the board has the best composition of skills and expertise possible to oversee a Fire Department.
- There is no formally documented training or orientation provided to new Board Members to orient them to the operations of the Fire Board/Fire Department.
- Limited training or orientation provided to Board Members regarding the municipal legislative requirements involved in providing fire services, and technical requirements of service delivery

- At least two of the Fire Boards operate under the insurance policy of one of the participating member municipalities, which is viewed as a risk by CAOs as they have no direct authority to ensure compliance with policies and procedures.
- There does not appear to be any formal approach to a coordinated approach to procurement or asset planning across the Fire Departments.
- Fire Chiefs overall felt that the scope of their portfolio was significant, in particular for part-time resources. They noted that additional help in ensuring that procurement guidelines, IT requirements, and Human Resources policies were followed and budgeting and financial management support would be welcome.
- While Joint Board of Management agreements identify board Secretary and Treasury support provided by the municipality to the Fire Board, they do not account for other support/skills that are required for effective operations of a municipal department such as IT and IT security, Procurement, HR, etc.
- Municipal staff expressed some concerns regarding the workload associated with the Secretary-Treasurer role on the Fire Board.

#### PROPOSED RECOMMENDATION

It is recommended that Councils explore the dissolution of all or a subset of Fire Boards of Management that would end Fire Board Agreements and transfer Fire Department assets/function to a Municipality to operate as a municipal department. Given the technical complexity, regulatory requirements, and potentially large liabilities associated with delivering the service, board arrangements are a challenging governance structure with which to operate fire services. The recommendations below pertain to the following fire departments:

- Grand Valley and District Fire Department
- Mulmur-Melancthon Fire Department
- Rosemont District Fire Department
- Shelburne and District Fire Department

Establishing fire services as a municipal department allows the critical role of providing emergency services to residents to be brought into the municipal structure. The dissolution of fire boards would result in the development of a fee-for-service fire agreement between the municipalities that house the Fire Department, and those that are contracting services from them. The revised agreement would be for a period of 5 years, with options included to extend for another 5 years. This provides an opportunity to reassess the costs associated with delivery of this service. Closest hall response would continue to be provided, and the agreement will include language to that effect. Mutual aid agreements may also continue without a need to be changed.

For future consideration it is recommended that Fire Departments review the distribution of fire assets and departments to see if there are opportunities for consolidation recognizing that Orangeville has a largely urban population, Shelburne has a growing urban population, and the remaining Member Municipalities are largely rural. Through this review, consolidation if it occurs may allow for service levels to change to fit rural needs where possible. In addition, a review of assets would provide an opportunity to better understand where any investments

in any additional fire halls would be most appropriate to best provide fire services to Dufferin residents.

When discussed with key stakeholders, which included municipal leadership, Fire Chiefs and board chairs, there were varying levels of support to pursue a change in governance. The comments have been summarized below:

- **Grand Valley and District Fire Department:** Stakeholders were not in favour of dissolution, and noted concerns that dissolving the fire board would result in a lack of input into fire services for those municipalities that were contracting services, and were not in favour of dissolution.
- **Mulmur-Melancthon Fire Department:** Stakeholders were not in favour of dissolution and believed that bringing fire services into the municipality would overload the municipality. They also indicated that the board was able to manage costs effectively due to their understanding of fire services, and that operations were running without any concerns.
- **Rosemont District Fire Department:** Stakeholders were not in favour of dissolution, indicating that this board had multiple education sessions throughout the year in order to ensure that board members had insights into operational concerns. They also indicated that the Secretary/Treasurer role provides a link to municipal HR, Finance and other resources informally.
- **Shelburne and District Fire Department:** Board Chair and Fire chief consultations indicated support to explore dissolving the fire board with a desire to create a revised contractual agreement that has currently been in place since 1991. It was noted that there was a considerable scope to manage fire operations, which includes HR, IT, Procurement, and other corporate services in addition to fire suppression, enforcing the Fire Code and fire prevention activities. Stakeholders felt that having the Fire Department within the municipal structure would allow for efficiencies.

A representative from Ontario's Office of the Fire Marshal and Emergency Management was also engaged as part of this review. Key themes from that discussion include:

- Decisions on how fire services are provided are ultimately the discretion of Municipal Councils. The OFMEM emphasizes the importance of their 'three lines of defense': Fire Prevention (building codes and inspections); Education; and Suppression. Municipalities must provide public education on fire safety and components of fire prevention. Other service levels, including suppression, are to be provided in accordance with the "needs and circumstances" of the municipality.
- Municipalities should have establishing by-laws that clearly outline what services are provided across a municipality, and how they are to be provided. This should align to the three lines of defense referenced above.
- Municipalities will be required by 2024 to complete Community Risk Assessments. The work contained in completing these should inform council on the risks within a community and plans to address these.
- The OFMEM is not in a position to comment specifically on Fire Boards.

Across the fire boards, the determination of fire service levels was discussed as a key area of input. It was noted that the fire board arrangement allows all municipalities to have input into and vote on the level of service they deemed appropriate for the particular area – for example whether emergency medical response, automobile extrication or water/ice rescue were to be included as fire services. It was discussed with stakeholders that if fire boards were to be dissolved, that contracted fire services would involve a determination of fire service levels at the outset of discussions. These would then be included in a contract (similar to a fire board agreement), however, the recommended term for contracted services would be 5 years. It was also discussed that differentiated service levels for contracting municipalities may be possible, as dispatch could funnel the requests based on the level of service provided to the appropriate covering fire hall.

It was also discussed that currently any decisions of the fire board require ratification by the board and every municipality involved. With fire services being provided by a municipal department, the effort placed into administration and budget processes would be streamlined while providing the same level of services.

Concerns regarding policies and procedures that mitigate risks for fire services would remain with the current governance structures, as Fire Department staff are not expected to have expertise in managing human resources, policy development, financial and budgetary reporting or data collection for performance management. In addition, many of the Fire Chiefs are fulfilling this role as part-time staff with a mandate that is fitting a full-time role.

## IMPLEMENTATION CONSIDERATIONS

There are resourcing impacts associated with a change in governance structure and establishing a municipal department, as it would require that there is a higher degree of involvement from the municipal CAO. They would be supported however by the Fire Chief, who would advise on operational requirements of taking on fire services. For municipal CAOs taking on this department, as well as for those municipalities that choose to maintain the current governance structure, it is strongly recommended that there is a concentrated effort by staff and elected officials to ensure that those responsible for oversight of fire services (staff or board members) are prepared for their roles appropriately. The Office of the Fire Marshall (OFM) also provides courses for education fire boards on key issues, and recommend that all members of Council, CAOs and the fire board members educate themselves on the responsibilities under the FPPA. The “OFM Essentials Course” is available and can be requested from staff throughout the year.

In particular for boards, it is recommended that the Secretary/Treasurer with the support of Fire Chiefs, do the following:

- Conduct a review of the competencies of Board Members based on skills and backgrounds (i.e., finance, HR, legal, emergency services)
- Establish Board onboarding / orientation material for Board Members and develop a Board Skills Matrix to document skills and expertise needs of the Board composition.

- Conduct a formal review of Fire Department policies and procedures (starting with Procurement and HR policies) to ensure compliance with all regulations. Share updated policies with participating Municipalities. Implement processes to ensure fire chiefs have access to this professional skills/expertise for ongoing operations.
- Establish clear bylaws that fully articulate the fire services activities offered by each Municipality and the method for delivery. This should include specific reference to fire prevention, education, and suppression activities.
- When completing the Community Risk Profile required under FPPA by 2024, Member Municipalities still participating in Fire Boards should use this opportunity to again re-evaluate this matter, to ensure that the fire services received continue to meet the

It should be noted that residents would see no change in services if fire boards were to be dissolved, as changing the fire board does not result in changes to operations or service levels.

#### FINANCIAL IMPLICATIONS

Financial implications related to changes in governance structure are anticipated to include one-time legal costs where boards have been dissolved and for new contractual arrangements.

There are no significant ongoing/long-term financial implications of this recommendation as it relates to how fire services are governed. At the time of dissolution, there would be costs associated with determining asset valuation for the fire halls and other physical assets.

It should be noted that capital costs for the fire hall would become the responsibility of the municipal department, and not that of the municipalities who were to contract services and would be factored into the fee for service cost structure. The fee-for-service agreement should also recognize that administrative costs will lessen over the span of the contract as the effort by the Secretary/Treasurer and other administrative costs is reduced and this effort would be disseminated to the appropriate corporate services departments.

#### SUMMARY OF BENEFITS

- Improve transparency and oversight of Fire Department operations for municipal leadership, as it relates to human resources, budget and compliance with procurement.
- Improved reporting relationship that promotes a higher level of understanding of board responsibilities under the FPPA and enhances professional insights into operations.
- Leverage procurement savings, and benefit from an economies of scale in the day to day operation and management of fire services from being embedded within the municipal organization.
- A well-negotiated fee-for-service agreement would result in better financial control of the fire department, as well as for contracting municipalities.



- Become aligned to good governance and operational practices by ensuring access to ensuring access to skills and expertise required to administer modern Municipal departments.

## 8.2 Recommendation 10: Establish a regional Fire Chiefs Association

Establish a formal mechanism for Fire Departments to share asset management plans, discuss upcoming procurement needs, and identify opportunities for group purchases (for potential cost savings, and to ensure ongoing compatibility of equipment across Fire Departments). In order to find efficiencies and opportunities for joint procurement of significant assets, it is recommended that Fire Chiefs across Dufferin develop an Association for collaboration.

### CURRENT STATE CHALLENGES

- There does not appear to be any formal approach to a coordinated approach to procurement or asset planning across the Fire Departments.
- Municipal staff stakeholders do not have full confidence that procurement guidelines are always followed; procurement summaries do not appear to be developed/shared with municipal staff.

### PROPOSED RECOMMENDATION

Creating a formal mechanism that would allow the Fire Chiefs to collaborate with on another on important procurement, policy and investment related decisions allows Dufferin residents to receive efficient and standardized emergency services across the County. An association of the Fire Chiefs of each Fire department within Dufferin be established, to meet quarterly. This would include the Fire Chiefs for:

- Grand Valley and District Fire Department
- Mulmur-Melancthon Fire Department
- Orangeville Fire Division
- Rosemont District Fire Department
- Shelburne and District Fire Department

The Association would discuss opportunities for joint procurement, or standardization of services, as well as best practices related to:

- Training of voluntary fire fighters
- Procurement related decisions on fire trucks, radio equipment, and other significant assets
- Determine where investments are required with a holistic view of the Dufferin County

#### FINANCIAL IMPLICATIONS

There are no financial implications to this recommendation, however this does require minimal time from staff or volunteer fire chiefs. This may however reduce the need for *ad hoc* discussions and meetings among fire chiefs if regularly scheduled meetings can be used to facilitate discussion.

#### SUMMARY OF BENEFITS

- Savings realized due to joint procurement.
- Sharing of best practices regarding policies and procedures.
- Efficacy of training and potential for increasing productivity of firefighters (scheduling, etc.) through sharing of resources.

### 8.3 Recommendation 11: Improve reporting and performance measurement

It is recommended that reporting of fire services related performance be recorded for all fire departments and reported to the appropriate governing body.

#### CURRENT STATE CHALLENGES

- Fire Boards do not appear to be reporting aggregate performance levels to Fire Boards, CAOs, or the Public. Reporting requirements are not included in Fire Board agreements, only Rosemont Fire Department's annual report appears to be available online.
- Performance targets / service levels are not clearly documented or included in Fire Board agreements.
- At this time, it is unknown how the service level (e.g. response times) may vary across the County.

#### PROPOSED RECOMMENDATION

To improve operations through informed decision making and to increase transparency of the Fire Departments' operations, it is recommended that a formal process for annual reporting be established. This would depend on the governance structure of the Fire Department, whether it's a fire board or a municipal department, however fire department staff would be responsible for collecting the data, analyzing the information and presenting it in a consumable format.

In order to report performance, each fire department must establish and commit to service/performance targets for Fire Services so that variations in service delivery across the County can be identified, and improvement targets identified. The metrics must be linked to the overall goals of the department. For example, the goals could include:

- Providing a timely response for fire services through a trained, skilled and efficient team;



- Reducing injury, loss of life or property damage;
- Providing public education programs and other prevention services to ensure public safety; and,
- Confirm to government acts, regulations, and municipal by-laws and policies.

In order to develop the key metrics, it is recommended that fire departments do the following<sup>4</sup>:

- Develop an inventory of current key performance indicators (such as response times);
- Identify gaps in performance indicators and determine data sets required to evaluate those indicators;
- Determine which information is essential for management and oversight bodies to know to effectively manage the operation;
- Ensure that the performance indicators selected align to the goals of the fire department;
- Develop the performance indicators by compiling the appropriate data sets;
- Determine the frequency of collection for each performance indicator;
- Develop a worksheet to gather performance indicators and outcomes;
- Test the performance indicators for a period of 3-6 months;
- Update as necessary;
- Provide the report on a quarterly or annual basis to the oversight function for the fire department (fire board or municipal Council) and ensure that the documents are publicly available.

#### IMPLEMENTATION CONSIDERATIONS

Several Fire Chiefs noted that the IT system in use for fire operations was a niche software and support was provided through the particular service provider. Consultation with the IT service provider to understand the data gathering capacities of the software as well as any built in reporting functionality would be beneficial. Where real-time performance monitoring is available that should be captured, possibly with the support of an IT professional or software support help desk.

It is suggested that the Fire Chiefs Association be leveraged for this exercise, as the Fire Chiefs could more efficiently work towards developing metrics and reporting collectively. Note that Rosemont department currently publishes some performance reporting on service levels already and understanding the process used here would be beneficial across fire departments.

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<sup>4</sup> 2017. Measuring what Matters: Performance Measurement in Local Governments. University of Fraser Valley.

#### FINANCIAL IMPLICATIONS

The expected financial impacts of this recommendation are relatively low. Whether completed in-house or through an external consultant, the development of indicators may cost approximately \$25,000. Beyond the initial planning and indicator development phase, during which staff's time will be required, there are no major cost drivers expected for this recommendation.

#### SUMMARY OF BENEFITS

- Data and metrics to support evidence-based decision making for fire operations.
- Increased transparency for the public on the operations of fire services.

## 9. Human Resources (HR) Services

Member Municipalities are compliant with current practices and also able to adapt to new and upcoming changes as they occur with subject matter expertise available when required. In addition, with the transition to a new Health and Safety Coordinator it is necessary to ensure that a shared service delivery model is able to meet service outcomes. In order to achieve that there are two recommendations proposed below:

12. Develop a Health and Safety Memorandum of Understanding
13. Explore retaining a shared HR consulting firm
14. Explore the potential for a common HRIS shared platform

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus area:

- Governance, Accountability, Roles, and Responsibilities
- Business Process and Tools

### 9.1 Recommendation 12: Develop a Health and Safety Memorandum of Understanding

Establish clear terms of reference or a Memorandum of Understanding (MOU) for the new Health and Safety resource that has been hired by the County of Dufferin, along with key performance indicators and targets and anticipated allocation of time across Member Municipalities sharing the resource (with the exception of Orangeville).

#### CURRENT STATE CHALLENGES

- Limited health and safety support from a shared resource due to a transition in staff which left some Member Municipalities challenged to ensure compliance. COVID-19 has also exacerbated these pressures.

#### PROPOSED RECOMMENDATION

A Health and Safety Advisor was added to the County of Dufferin HR team recently, with a revised job description. Under this role, the Health and Safety advisor is responsible for the development and implementation of an Occupational Health and Safety program for the County of Dufferin and participating Member Municipalities. The areas which pertain to the participating Member Municipalities accounts for approximately 45% of the role and includes the following key areas:

- Policy development and amendment in accordance with industry standards and best practices;
- Implementation and monitoring of training related to safety in the workplace; and,
- Joint Health and Safety Committee and Health and Safety Representative Support.

It is recommended that an MOU be prepared and agreed upon between the County and Member Municipalities to ensure that there is clarity on the roles and responsibilities of the Health and Safety Advisor as well as Health and Safety representatives. The MOU should address where responsibilities lie for the following matters:

- Purpose of the municipal site visits by the Health and Safety Advisor;
- Cadence and logistics of municipal site visits;
- Development of training guidelines and procedures; and,
- Attendance tracking for training purposes.

#### FINANCIAL IMPLICATIONS

There are no financial implications of this recommendation as the Health and Safety Advisor was recently added to the County of Dufferin HR team to fill the advisor role that has been vacant since the retirement of the past advisor. Terms of the MOU may alter potential financial impacts.

#### SUMMARY OF BENEFITS

- Clarity on the responsibilities of the Health and Safety Coordinator for the participating Member Municipalities, and the direction of the role.

### 9.2 Recommendation 13: Explore retaining a shared HR consulting firm

Currently several of the Member Municipalities use external support from third-party consulting firms of their choosing, when required. It is recommended that those Member Municipalities that do not have a dedicated Human Resources team (except for Orangeville and the County of Dufferin) share a common HR consulting firm for *ad hoc* yet required HR support.

#### CURRENT STATE CHALLENGES

- While not a formal shared service agreement, Member Municipalities indicated that they may sometimes reach out to the County's HR leadership for general advice on HR services. While there is a desire to support the Member Municipalities in this way, it is not always possible or appropriate for advice to be provided.
- A lack of dedicated in-house HR expertise available to address concerns for several Member Municipalities.
- There is a clear need to have policy creation and regular updates. Currently, half of the member municipalities do not have updated HR policies and one municipality does not have any policies. To update the policies, the municipalities need to keep up with provincial changes.

## PROPOSED RECOMMENDATION

At present, HR services are generally overseen by the CAO/Clerk often with support from Treasurer (or Deputy Treasurer). As larger organizations, the Town of Orangeville and Dufferin County each have HR Departments that focus on HR services. Though the County has provided advice on sensitive matters to leadership to Member Municipalities, it was cited that capacity and the legal implications of providing advice to other municipalities should be considered moving forward. In addition, several Member Municipalities are partnering with different external consultants for a myriad of services, ranging from end to end HR services, to recruitment support, and compensation analysis.

Given that HR needs ebb and flow throughout the year and depend on recruiting needs, sensitive legal issues arising, legislative changes, etc. it would be more efficient to determine a common HR full-service partner for the region. This could be done through a vendor of record (please see the Procurement service profile for more information). Legislative policy changes can be administered efficiently across all Member Municipalities rather than being serviced by different consultants across the county. Municipal leadership could also seek advice on sensitive union or legal HR matters from a legitimate third-party resource. In addition, policy updates of a more comprehensive nature can be viewed as one-time projects that could be outsourced where capacity does not exist internally, in order to ensure that policies and procedures are not only compliant but able to take advantage of best practices in the industry.

## IMPLEMENTATION CONSIDERATIONS

As the Member Municipalities look to procure an HR vendor, these are the functional areas identified as pain points that should be considered:

- HR Strategy and Organizational Planning;
- Labour Relations;
- Compensation Assessment;
- Policy and Procedures review;
- Onboarding and Training;
- Benefits Administration; and,
- Succession Planning.

## FINANCIAL IMPLICATIONS

There are financial implications to this recommendation for the Member Municipalities; however the impact would depend on the services required by Member Municipalities on a yearly basis, and the difference in rates between current and future consultant costs, if any.

Costs associated with developing a Vendor of Record have been provided in *Recommendation #21: Modernization of Procurement Methods*.

#### SUMMARY OF BENEFITS

- Ensuring that Member Municipalities are compliant with current practices and also able to adapt to new and upcoming changes as they occur with subject matter expertise available when required.

### 9.3 Recommendation 14: Explore the potential for a common HRIS shared platform

It is recommended that the Member Municipalities and the County explore shared Human Resources Information System (HRIS) software to find efficiencies as a long-term consideration. This was identified as a tool that may benefit municipal operations, however was not critical or disrupting operations currently.

#### CURRENT STATE CHALLENGES

- Currently, member municipalities other than Orangeville are not using any significant HR management technologies or systems. Only Orangeville uses an HRIS (InfoHR) and a time system (NOVAtime). The rural Member Municipalities do not have an HRIS and use Microsoft Office Excel to track timesheets. Some of the member municipalities use Easypay as a tool; however, there are limitations while using Easypay as it is not a full HRIS.
- Some member municipalities also use other technology such as SharePoint, payroll tools (Great Plains) and document management tool (TOMRMS) for the overall management of the HR services. A staff member from the County acknowledged that the current state of the technology is inadequate. However, a few member municipalities do take initiatives to explore different HR tools.

#### PROPOSED RECOMMENDATION

Exploring a potential common Human Resources Information System (HRIS) was identified as an opportunity in the Draft Interim Report. Given that the County of Dufferin has been recommended to conduct a technology assessment which spans several functional areas, including human resources, it is recommended that the Member Municipalities review the HRIS solutions identified by the County.

#### FINANCIAL IMPLICATIONS

It is recommended that the software procurement process consider the option for Member Municipalities to take advantage of the solution, and that there be cost efficiencies identified for purchasing a larger number of licenses. This would be similar to a past initiative that we understand has resulted in cost savings.

#### SUMMARY OF BENEFITS

- A comprehensive HRIS solution could be beneficial in the long run for Member Municipalities and the County if the solution was able to reduce the administrative burden and improve decision making for municipal leadership regarding key HR concerns.



## 10. IT Services

The review of IT services looked to understand how the services are provided overall, and to identify opportunities to pool resources for enhanced cybersecurity, and to review the service delivery model for a fair distribution of costs. In order to achieve that there are three recommendations proposed below:

15. Develop a costing model for County IT Services
16. Establish a regional working group

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Business Processes and Tools
- Capacity and Competencies
- Service Experience

### 10.1 Recommendation 15: Develop a costing model for County IT Services

The cost and service levels of service provided by the County has made it attractive to many Member Municipalities, however a true understanding of costs incurred by the County to provide this support needs to be developed, and reviewed against the fees/charges to Member Municipalities by the County for the service.

#### CURRENT STATE CHALLENGES

- There are concerns regarding the capacity of IT staff (County or Member Municipality providing internal IT Services) to absorb additional workloads.
- The Member Municipalities receiving IT Services from Dufferin County may not be paying the full cost of the services they receive.

#### PROPOSED RECOMMENDATION

It is recommended that the County develop a costing model for being a managed service provider on behalf of the smaller Member Municipalities. This would be done in partnership with existing Member Municipalities who are participating in the shared service model currently. In conversations with the County IT leadership it was noted that building the costing model would require considerable effort and collaboration between the County and participating Member Municipalities which goes beyond the current involvement and scope of this review.

To align to best practices, it is recommended that the costing model change the cost structure from an hourly rate to a fixed price per month. This is beneficial for both parties as it allows the County to plan services, network updates, training, etc. for the year, and allows Member Municipalities to have a consistent forecasted amount included in their corporate services budget for increased cost control. This would mean that Member Municipalities could determine the

appropriate cost and service level that fits their organizational needs. At the same, the County may include a minimum level of service to create efficiencies in service, but also to ensure that the appropriate security protocols are in place where required.

To develop the costing model, there are a series of inputs that are required to understand true costs. These include, but are not limited to:

- Salaries;
- Number of services (e.g., GIS, Network Planning, Cybersecurity);
- Complexity of services;
- Average number of requests per user; and,
- Software purchases.

### IMPLEMENTATION CONSIDERATIONS

In addition to the review of costing within the model, it is important to consider the need for governance around the provision of services and overall IT security. Decisions around which software to bring into the network environment must be made at the County level for those receiving the service, with any risks associated with software or practices being escalated by Member Municipalities to senior IT leadership. There must be clear guidelines on how decisions are made regarding service levels, encoded within Memorandums of Understanding with each Member Municipality.

In the medium to long term, it is recommended that the County consider the creation of an IT security governance model internally that would then solidify governance for the smaller local municipalities and third party boards that the County provides services to as a manage service provider.

### FINANCIAL IMPLICATIONS

Though costs related to each external contractors has not been compiled, based on estimated hourly rates provided, the rates of external contractors for IT services are considerably higher than that of IT services provided by the County of Dufferin. However, the current rate charged to Member Municipalities receiving County IT services is not correct or sustainable. Once the costing model has been completed, contemplated monthly fee minimums should be compared to costs for internal and contracted IT services for smaller municipalities. The approximate costs to develop the cost model could range up to \$50,000 to \$75,000, depending on data availability and participation.

Note that, at present, those Member Municipalities not receiving IT services from the County are essentially subsidizing the costs for those Member Municipalities that are contracting services, as it is clear the services are not provided on a full cost recovery model.

#### SUMMARY OF BENEFITS

- Both the County and Member Municipalities are able to participate in the development of a costing model that fairly distributes costs for IT service delivery, while also building a more robust and sustainable service for the long term.

### 10.2 Recommendation 16: Establish a regional Working Group

Establish a regional working group to develop and/or share best practices (policies; practices; infrastructure).

#### CURRENT STATE CHALLENGES

- Some stakeholders are concerned about cybersecurity practices and infrastructure currently in place.
- Review Lessons learned from COVID-19 and impact on IT Services.

#### PROPOSED RECOMMENDATION

Given the high degree of collaboration which occurs amongst Member Municipalities in Dufferin, there are several functional regional working groups in place. Similar to these, an IT regional Working Group is recommended to discuss key aspects of operations, including the following:

- **Policies & Procedures:** Sharing best practices and lessons learned on policies and procedures.
- **Procurement:** Exploring joint procurement for cost efficiencies
- **Network Planning:** Exploring joint procurement or management of networks and redundancies required.
- **Licensing:** Exploring joint licensing where required for cost efficiencies.
- **GIS:** Sharing best practices and exploring standardized approach to GIS for public.
- **Cybersecurity:** Sharing best practices related to cybersecurity enhancement, conducting audits.

It is recommended that because “IT” is a broad term, encompassing many different aspects of municipal function and services, and that the County provides services to several Member Municipalities, the membership of the Working Group be a subcommittee of the Dufferin Municipal Officer’s Association (DMOA).

For any Member Municipality receiving IT Services from the County, it is suggested that County IT represent Member Municipalities at these meetings. A County responsibility in providing IT services to a Member Municipality would be to report any relevant information or updates to the municipal leadership as needed.

## IMPLEMENTATION CONSIDERATIONS

Given the heightened importance of IT services during the COVID-19 pandemic, municipal leadership felt strongly that lessons learned from transitions to virtual and the shift to digitizing services wherever possible should be discussed in a broader sense among the Member Municipalities and with the County.

## FINANCIAL IMPLICATIONS

There are minimal financial implications related to the implementation of this recommendation, which are related to staff time dedicated to attending the meetings. However, there are also anticipated efficiencies and lessons learned regarding cybersecurity and other key issues that would benefit the participating municipalities in the long run.

Should the costing model and lessons learned from the Working Group highlight significant investments are required in cybersecurity or other areas of IT services, staff time or an external consultant would be required to define the requirements, and ultimately purchase a solution and therefore additional costs would be incurred on the part of the Member Municipalities and/or the County. Costs for cybersecurity solutions can be up to \$100,000 or more depending on the cost, scale, and sophistication of the solution.

## SUMMARY OF BENEFITS

- A forum for sharing best practices on complex IT related matters, as well as information sharing for enhanced security.

## 11. Planning Services

In reviewing Planning services, the goal was to identify a coordinated approach across Dufferin for streamlining planning resources and processes across Dufferin and identify any opportunities for enhancing technologies. Two recommendations are proposed below:

17. Streamline and Make Consistent the Development Approvals Process
18. Explore GIS Support with the County

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Business Process and Tools
- Capacity and Competencies

### 11.1 Recommendation 17: Streamline and Make Consistent the Development Approval Process

The *Planning Act* specifies the timelines that municipalities are required to adhere to for addressing all types of development approvals. The Act also specifies the role of the municipality versus the applicant throughout the process. It is within the municipalities' domain however to determine the processes and tools that are in place to facilitate approvals. It is recommended that the Member Municipalities streamline and make consistent current processes for responding to development approvals, and enhance the tools used to facilitate the municipal application process.

#### CURRENT STATE CHALLENGES

- Interviewees noted that though the high-level process for official plan amendments is similar across Member Municipalities, every municipality has different processes and requirements for consultation based on their respective Official Plans.
- The variation in planning requirements was noted as a deterrent or barrier for economic development activities as investors were dealing with both upper and lower tier planning timelines or across multiple municipalities. Investors find that the process is different across the municipalities and find it difficult to understand what the process is in any given municipality.

#### PROPOSED RECOMMENDATION

To streamline and make consistent the approval process, there are key steps of the planning process that can be changed. It should be noted that some Member Municipalities already conduct a selection of these proposed activities; however, the goal is to ensure that the planning process and access to information is standardized across Dufferin for a seamless applicant experience. These tools and processes listed below can be used during the different steps of the

development approval process and align to the Association of Municipalities of Ontario (AMO) best practices guide.<sup>5</sup>

- **Website Content:** To encourage better quality applications and approvals, and to enhance the applicants experience in determining and gathering requirements for approvals, it is recommended that information regarding the planning process be available, relevant and accessible.
  - It is recommended that those Member Municipalities who do not have their Official Plans or any documents/plans related to their vision of growth publicly available make them available online on their respective websites. It was also recommended by several stakeholders that copies (or web links) to the official plans of all Member Municipalities, and contact information, be made available on the County's website so that there is one central repository to make the process easier for applicants. The County's website was cited as the 'first stop' for and this will ease the search for information.
  - In addition to official plans, informing applicants through land use maps about prime development areas where the Member Municipalities can accommodate growth and infrastructure is seen as best practice. This would also include identifying any vacant land parcels. The County website, for example, currently host maps with featured content such as assessment lot parcels, conservation authority jurisdictions, and the Town of Mono hosts a planning map for to allow review of parcels and subdivision boundaries within the municipality.
  - Add messaging and contact information which demonstrates that discussions with staff (in the form of a pre-consultation meeting) before submitting an application is encouraged to ensure that the applicant has gathered all the requirements necessary and understood the timelines associated with the process.
- **Pre-consultation Meeting:** A pre-consultation meeting with key Planning personnel and the applicant at the start of the approval process can reduce delays caused by incomplete or low-quality applications and ensure a more coordinated approval process. Mono indicated that their municipality also charges a pre-consultation fee, as it requires staff effort to prepare, and conduct the pre-consultation meeting; however, introducing a pre-consultation meeting has helped to reduce timelines overall. Pre-consultation meetings can include a site visit with all parties involved in the process (such as building inspectors, conservation authority, etc.) or through the use of an information package that is provided to the applicant. Pre-consultation meetings can help to determine where proposals are more complex versus straightforward to set expectations around timelines for approval. It is recommended that all Member Municipalities move to this.
- **Checklist & FAQ:** A planning checklist is a helpful tool that should be made available online for the most common planning approval requests. Several Member Municipalities host Frequently Answered Questions (FAQ) or Guides to such requests,

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<sup>5</sup> January 23, 2020. Association of Municipalities of Ontario. *Streamlining the Municipal Development Review Process*.



and those could be leveraged to create a checklist of documents, reports, surveys, etc. that are required for the submission of a complete application. Member Municipalities are also able to request letters from a registered planner that states the application is complete. Another tool available to municipalities is the ability to provide a conditional approval, which would allow staff to bring the report forward to Council with conditions. Council can attach timelines to those conditions to enforce approval and it's the responsibility of the applicant to ensure they meet those conditions or timelines would be delayed. It is recommended that Councils review this tool as an option.

In addition to the changes to the key planning process steps, a model that could be considered for the long term is the Community Planning Permit System (CPPS), also known as the development permit system and is an alternative to traditional zoning and site plan minor variance approvals. Councils can establish a by-law that allows the CPPS, which combined zoning, site plan control, and minor variance applications into one process – to achieve local growth objectives. This requires a study of planning and infrastructure related matters, and public input is required. However it has been shown to not only reduce application timelines but to also enhance the applicant's experience (this has been used in the Town of Gananoque).

## IMPLEMENTATION CONSIDERATIONS

As changes to the planning process occur, there are several factors that would need to be considered for successful implementation:

- **Municipal Comprehensive Review:** At this time, the Municipal Comprehensive Review (MCR) is a considerable effort for planning staff across the Member Municipalities and Dufferin. Where possible, these recommendations should dovetail with changes required by the MCR process.
- **Standardizing Timelines and Processes:** Where possible, as changes are being made to the planning process to streamline timelines it is important for Member Municipalities to review how these changes and the current timelines align with other Member Municipalities to ensure that these match up as closely as possible barring significant resourcing concerns.
- **GIS Support:** GIS support is considered in the subsequent recommendation, and would need to be leveraged for online mapping capabilities for planning purposes. There has been significant work in this area by County, Mono and Orangeville staff to date, and it would be most efficient and enhance the applicant experience if a central online map for Dufferin was made available with local municipal information added as layers.
- **Change Management:** There may be some change management involved for applicant that have previously dealt with the Member Municipalities on changes made to the planning process. There may be opportunities to use any information sessions to advise the developer community of changes to the process to get buy in and more uptake of pre-consultation meetings or publicly available information.



## FINANCIAL IMPLICATIONS

There are financial implications to this process, as staff time would be required. It is recommended that the already occurring Planners of Dufferin (PoD) meetings be leveraged to discuss and coordinate the content required. It would be a most efficient use of staff time if there was a sub-committee, or lead municipality that took ownership of different aspects of the content development which could then be shared by the remaining Member Municipalities.

## SUMMARY OF BENEFITS

- Consistent and streamlined municipal application process that enhances the applicant experience in Dufferin so developers can better navigate the development approval process.

### 11.2 Recommendation 18: Explore GIS Support with the County

It is recommended that all Member Municipalities explore the cost benefit analysis of receiving GIS Support from the County.

## CURRENT STATE CHALLENGES

- Currently, the 9 Member Municipalities have a varied approach to GIS support and planning software. Three of the nine municipalities are currently contracting out GIS related software support to external consultants, whereas two others are contracting out to consultants and have GIS capabilities in-house.
- Though external consultant fees were not provided for all Member Municipalities, these are likely important cost drivers as planning work has been indicated by interviewees to be on the rise. It was noted in interviews that there are opportunities to review consultant spending across the County.

## PROPOSED RECOMMENDATION

As recommended under IT services, a cost recovery model must be developed in order to determine the true costs of the County's IT services. It is recommended that as part of that model, GIS support also be factored in and then compared to the cost of internal support and external consultants.

## IMPLEMENTATION CONSIDERATIONS

It should be noted that the local area municipalities have shifted to using CityWide software for building services. A similar rollout across the Member Municipalities for planning services could be explored as part of the cost benefit analysis. This would allow for there to be integration

between building and planning services, and also for there to be a more seamless experience for the residents and development community who use these services, often simultaneously.

#### FINANCIAL IMPLICATIONS

The financial implications for each Member Municipality are pending the development of the cost recovery model developed in partnership between the County and Member Municipalities.

#### SUMMARY OF BENEFITS

- A review of GIS support costs would determine whether there are cost efficiencies to be found for the Member Municipalities.

## 12. Procurement Services

Due to the many changes in procurement legislation that impacts municipalities (e.g. recent Free Trade agreements, etc.) it is important to ensure that procurement practices in Dufferin align to Broader Public Sector guidelines and requirements that promote fair and effective procurement. In addition, the business of running municipalities requires the purchase of much of the same goods and services, and procurement services can maximize cost savings by pooling resources where possible. In order to achieve that there are two recommendations proposed below:

19. Modernize of Procurement Methods
20. Establish a Dufferin Procurement Working Group

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus area:

- Business Processes & Tools

### 12.1 Recommendation 19: Modernize Procurement Methods

Modern procurement methodologies can be used to reduce staff time and effort for various procurement methods, improving ROI, and procuring solutions sooner. While some activities are already in use within the Member Municipalities, formally codifying these will ensure that all staff know acceptable procurement methods.

#### CURRENT STATE CHALLENGES

- A lack of awareness of changes to and/or the existence of new free trade agreements impacting municipal procurement policies, and therefore updates required to ensure compliance for several Member Municipalities (this is also linked to the finding that there has not been a regular review of procurement policy and by-laws by all Member Municipalities).

#### PROPOSED RECOMMENDATION

In order to modernize procurement methods across the Member Municipalities, it is recommended that the following key elements be explored:

- **Updates and Review of Existing Policies:** To ensure that all policies are in line with the current free trade agreements impacting municipal procurement policies, there are updates required where this has not already occurred. When looking at the current landscape, Ontario is recently impacted by the Canadian Free Trade Agreement and the Comprehensive Economic and Trade Agreement (CETA).
- **Establishing a Vendor of Record:** A Vendor of Record (VOR) will enable Member Municipalities to have a faster, easier procurement process for those items that are frequently purchased. VORs effectively create a prequalified lists of suppliers who can

support the Member Municipalities for a number of tasks for periods ranging from 1 – 5 years. These systems usually will make it clear that the Vendor of Record is not a guarantee of activity for proponents (even those who qualify), and that those proponents who do qualify should not expect a minimum level of work as a result of prequalifying. Multiple VORs can be established to reflect different goods and services purchased by the Member Municipalities. These are effective tools as they allow the Member Municipalities to identify preferred suppliers and can reduce the need to source three or more quotes if it is known that a prequalified vendor is able to effectively meet procurement needs.

- **Participating in a Group Purchasing Organization:** These are agreements with a third party company (such as the Municipal Group Buying Program) where the Member Municipalities would agree to purchase specific items through this group, in return for lower costs than they would otherwise receive. Participating in a Group Purchasing Organization allows Member Municipalities to reduce administrative challenges and support swift, efficient, and cost-effective procurements.

#### IMPLEMENTATION CONSIDERATIONS

The administration of the Vendor of Record can take shape in three different ways, depending on what the Member Municipality desires:

- **Secondary RFX Processes:** Once an initial list of vendors is approved, secondary RFX processes are issued to the entire group, or a subset of the group.
  - These usually request more specific information, such as exact processes that would be used to address a specific challenge, binding quotes, or the name of staff who would provide services.
  - The Member Municipality would then review all responses and select a bidder dependent on previously developed evaluation criteria, which would be specific to the project in question.
- **Sequential Awards:** Once an initial list of vendors is approved, the Member Municipality would move through the list and award contracts in a sequential manner.
  - The list could be organized alphabetically or in some other manner, but the core of this is that each contract to be issued is issued in sequence. Once the full list has received a contract, the Member Municipality would once again start from the beginning and would continue the process.
- **On-Demand, Rate Approved Services:** Where one or more vendors prequalify to provide support on a specific task on an on-demand format (e.g., snow plowing or HVAC support).
  - The vendors' hourly rates are guaranteed through the initial procurement process, and they are now "prequalified" to be contacted for on-demand services.
  - In the event that the first proponent on the list is unable to provide the on-demand service for any reason, the second individual can be contacted.
- The selection of which model to use would be based on the Member Municipality's needs, and what it believes to be most beneficial for its purposes.

- Regardless of the model selected, the Member Municipality will need to be clear with potential proponents at the outset of the pre-qualifying stage how future work will be distributed.

#### FINANCIAL IMPLICATIONS

There are financial implications related to the implementation of this recommendation, including staff time or the use of an external consultant dedicated to policy review and coordinating procurement activities. The approximate cost of updating policies and procedures for each municipality can range from \$20,000 to 35,000. The cost to establish a vendor of record would require effort in the front end to set up the VOR, and would have an approximate total cost of \$25,000. There are anticipated savings, however, for Member Municipalities that would come as a result of group purchasing, as well as more streamlined contract and procurement administration which would also result in savings of staff time.

#### SUMMARY OF BENEFITS

- Updated Procurement methods will support the Member Municipalities in ensuring they have all of the required tools and processes they need to conduct efficient, cost-effective procurements with minimal administrative burden or hassle.

### 12.2 Recommendation 20: Establish a Dufferin Procurement Working Group

Given the high degree of collaboration which occurs amongst Member Municipalities in Dufferin, there are several functional county-wide working groups in place. It is recommended that a regular (annual or more frequent) meeting of procurement officers (or those designated as such) occur for enhancing and formalizing best practice sharing.

#### CURRENT STATE CHALLENGES

- A lack of expertise in writing policies, or the lack of capacity for staff to spend time researching and being aware of best practices.
- A lack of a coordinated procurement strategy or approach across the County, though examples shared during interviews with Member Municipalities indicated informal opportunities for sharing procurement practices or group purchasing options.

#### PROPOSED RECOMMENDATION

The Dufferin Procurement Working Group is recommended to discuss key aspects of procurement operations, including:

- Review and sharing of existing policies;

- New provincial or federal procurement agreements and their impact on municipal policies;
- Participation in a Group Purchasing Organization;
- Best practices regarding the establishment of a vendor of record;
- Develop a Dufferin-wide list of group buy discounts available to municipalities;
- Sharing of any municipal resources on procurement; and,
- Discussing upcoming items for procurement that may be eligible for group purchases.

#### **IMPLEMENTATION CONSIDERATIONS**

As stated in the last bullet, the Working Group can be a productive forum for the discussion of upcoming procurement activities. It was noted during discussions with staff that Member Municipalities often informally shared information regarding opportunities for group purchases, vendor availability, and group discounts available to municipalities. Staff believed that there were potential additional savings available if the timing of purchases at Member Municipalities were coordinated. In order to take further advantage of such collaboration, it is recommended that the Working Group captures timelines around when key municipal items are procured and items where group purchases are possible (such as vehicles, equipment, salt, etc.). Creating an inventory of these items and their timelines for each Member Municipality would allow the Working Group to identify where timelines for procurement can be shifted in order to collaborate on significant procurement initiatives and achieve cost efficiencies through group purchases. Several Member Municipalities cited that they add clauses allowing other Member Municipalities in Dufferin to participate in Requests for Proposals at the same price. This practice should also be leveraged by the Working Group as they identify efficiencies related to coordinate purchases.

#### **FINANCIAL IMPLICATIONS**

There are minimal financial implications related to the implementation of this recommendation, which are related to staff time dedicated to attending the meetings. However, there are also anticipated efficiencies to be found in the process which would attribute to reducing the administrative burden of procurement activities and to identify additional cost savings.

#### **SUMMARY OF BENEFITS**

- A forum for sharing best practices on complex procurement matters, as well as information sharing for more cost-effective purchasing.



## 13. Roads Services

The objective of the review of Roads was to reduce duplication of resources and address any capacity constraint through resource sharing, and to enhance the overall road network. In order to achieve that there are two recommendations proposed below:

21. Continue the development of the Transportation Master Plan
22. Develop a Dufferin-wide Public Works Asset Management Plan for equipment/vehicles

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Governance, Accountability, Roles and Responsibilities
- Capacity and Competencies

### 13.1 Recommendation 21: Continue the development of the Transportation Master Plan

Since the Interim Report was issued, the County of Dufferin and its Member Municipalities identified the need for a Regional Transportation Master Plan (TMP), and have used the Municipal Comprehensive Review (MCR) Process to begin the development of the Plan. The development of a regional TMP would include within it, strategies, policies and tools to meet the County's transportation needs in a safe, effective and cost-efficient manner. This is an important step for Dufferin, as many municipalities in the Southern GTA have invested in the development of TMPs at the upper tier (York Region, Halton Region, Waterloo Region, Peel Region) and local municipal level to further their planning priorities of sustainable, and economically prosperous regions.

#### CURRENT STATE CHALLENGES

- A lack of a current, county-wide comprehensive Transportation Master Plan that includes the County and Member Municipalities.
- In the absence of a current master plan, there is a risk that the current roads structure does not optimally service the community – i.e. limited guidance on a road network to facilitate or accommodate growth in the region; use and access to employment lands; transit considerations; safety; and alignment with various infrastructure policies.

#### PROPOSED RECOMMENDATION

The purpose of a Regional TMP is to guide transportation planning and infrastructure needs that accommodates anticipated population growth in the County. The plan should serve as a foundation for future transportation infrastructure programming, capital investments and act as an input into development charges. The development of an integrated plan requires a high



degree of involvement from all Member Municipalities and the County to ensure that there is an integrated road network and transportation planning activities for the county.

The TMP is being executed by an external consultant, and the timelines are as follows:

- **Q4 2020/Q1 2021:** TMP initial assessment;
- **Q1/Q2 2021:** Transportation assessment alternatives;
- **In Q1/early Q2, 2021:** Develop a Public Information Centre for Growth Management and TMP; and,
- **Q3/Q4 2021 and Q1,2022:** Draft and finalize the TMP.

The MCR and the TMP are due to the Province by July 1, 2022.

Based on leading practices, the following are key components of an Integrated Regional TMP for consideration:

- **Vision/Mission & Guiding Principles:** The Steering Committee should define the goals, objectives and outcomes of the TMP for the overall region (e.g. fostering a strong economy, promoting travel options, sustainable development).
- **Community consultations:** Incorporate public and agency consultation in the process to provide opportunities for key stakeholders to engage in meaningful dialogue.
- **Leading Practices:** Research into the leading practices in the transportation master planning process and initiatives throughout North America.
- **Technical Considerations:** Identify growth scenarios to inform policy discussion and development.
- **Strategies & Actions:** Define the strategies and actions/initiatives that would allow Dufferin to achieve the goals and outcomes outlined in the vision, with an understanding of the growth scenarios and community needs.

#### IMPLEMENTATION CONSIDERATIONS

As a forum for collaboration with neighboring municipalities, and amongst the Dufferin public works network, the Dufferin Caledon Roads Supervisors Association could be leveraged to have discussions on emerging trends, operational issues, and collaborative planning.

#### FINANCIAL IMPLICATIONS

There are no financial implications to indicate here, as this work has already begun and been accounted for.

#### SUMMARY OF BENEFITS

- An integrated Regional TMP reviews transportation holistically and brings Dufferin County together on a key priority to foster economic development and strategic capital planning.

- The development of a Regional TMP, the plan streamlines the effort required to duplicate the process at the local level, rather it would be done in conjunction with the County for a more efficient process.

### 13.2 Recommendation 22: Develop a Dufferin-wide Public Works Asset Management Plan for equipment/vehicles

Asset management is an essential service for municipalities and drives economic development and determines quality of life for residents in these communities. Though not within scope of this review, it was noted that asset management planning is happening to varying degrees within each Member Municipality and at the County. It is recommended that a shared asset management plan be developed for Dufferin which focuses on the public works equipment in order to facilitate more efficient use of public works assets and solidify an existing understanding of collaboration between the municipalities.

#### CURRENT STATE CHALLENGES

- Limited proactive sharing of Roads Services equipment, with sharing that does occur reactive and responding to urgent requirements.
- Low utilization in several instances of pieces of equipment owned by multiple Member Municipalities or the County (e.g., multiple excavators and loaders across the Public Works departments).
- Stakeholders from the County and Member Municipalities did not identify any gaps or barriers related to equipment that prevents the delivery of Roads Services. Staff generally have access to the equipment required, whether owned or rented for one-off/infrequent jobs. There were however comments that equipment could be better shared so that its use is more cost effective (e.g., prevent the need for multiple rentals, overlapping purchases of equipment that is not fully utilized, etc.).

#### PROPOSED RECOMMENDATION

As was indicated in the current state, there is a high degree of collaboration, with municipalities sharing equipment when the need arises. The goal of developing a shared Public Works Asset Management Plan would be to take on a proactive stance on the use of public work assets to allow for better operational and capital planning. A shared Public Works Asset Management Plan would include the following components:

- **Establish a Process:** Establish an approach and process for annual information sharing and planning of work requiring specialized equipment that could be shared, along with workplans that coordinate the usage of equipment.
- **Develop Inventory:** Inventory Public Works Roads equipment (and frequency of any rented equipment) from across the County, its annual usage, and current condition to identify surpluses in equipment at a regional level to identify potential sharing opportunities.

- **Rebalance equipment:** Identify opportunities from rebalancing equipment and vehicle inventories and coordinated planning activities
- **Share inventory records:** Ensure equipment inventories are shared so that Public Works stakeholders are aware of common equipment across the County, and can potentially pool spare parts to reduce inventory costs and storage space requirements
- **Inform future procurements:** As outlined in *Recommendation 19* it is recommended that opportunities to collaborate on procurement needs be explored by the County and Member Municipalities. A Dufferin-wide County Asset Management Plan could be used to inform that process – by either identifying opportunities to eliminate the need to purchase new equipment (i.e. by finding opportunities for cross-municipality sharing) and/or reduce purchase costs through collaborative purchasing.

#### IMPLEMENTATION CONSIDERATIONS

The Public Works Asset Management Plan requires that Member Municipalities are currently employing asset management planning for operational and capital decisions. To avoid duplication of effort, wherever existing inventories and conditions of assets have been recorded, this would be exported for the purpose of a shared Public Works Asset Management Plan.

#### FINANCIAL IMPLICATIONS

There are minimal financial implications to this recommendation, as there is some staff time required to pull the information together to develop the Plan. The approximate cost of staff time or an external consultant for this work is \$40,000.

#### SUMMARY OF BENEFITS

- By developing this plan, the goal is to find cost efficiencies where renting or purchasing of equipment is avoided due to better information sharing and coordination of equipment usage across the county.

## 14. Winter Control Services

Improvements in service delivery for Winter Control services are heavily dependent on recommendations proposed for Roads services. For Winter Control in particular it was important to identify ways in which to integrate winter maintenance across Dufferin to improve services for residents, and to identify opportunities to reduce costs where possible. In order to achieve that there are three recommendations proposed below:

23. Develop a business case for establishing a second County operations centre
24. Enhance communications protocols
25. Increase storage space

These recommendations are detailed further below, and align to the following Service Delivery Review Framework focus areas:

- Business Processes and Tools
- Capacity & Competencies

### 14.1 Recommendation 23: Develop a business case for establishing a second County operations centre

Develop a business case that explores the financial and operational impacts of establishing a second County operations centre in the southern part of the County.

#### CURRENT STATE CHALLENGES

- The County and Member Municipalities each maintain a Public Works Yard used to store vehicles, equipment, and supplies used for Road Services. Stakeholders believed that these facilities were generally operating at capacity with respect to available space for any additional equipment.
- there is difficulty pre-staging winter control equipment at different locations. Public Works stakeholders commented that their Public Works Yards are each at capacity for indoor vehicle storage and there is limited available space for additional equipment.

#### PROPOSED RECOMMENDATION

The County noted that a new Operations Centre/Public Works Yard in the South of the County could provide additional storage space and enhanced operational response to network issues. It is recommended that the County develop a business case to review the feasibility for a second Operations Centre. The business case should be presented to senior leadership, and then to Council for approval. It should consider the following key elements:

- **Equipment Inventory:** Update the current equipment inventory to determine the space required and consider seasonal usage of equipment.

- **Site Options:** Determine the best suited location(s) for a new public works yard, and determine the size required based on the equipment inventory.
- **Environmental Scan:** Conduct a review of Canadian municipalities with similar road network size and scope of winter control services to understand operational needs, and any lessons learned. For neighboring municipalities, site visits may be considered.
- **Cost estimate:** The planned budget, including capital reserves, should be reviewed in order to determine the financial feasibility of the yard. A cost estimate should be determined based on land purchase and construction costs.
- **Cost sharing opportunities:** There may be an opportunity to consider sharing costs with Member municipalities who may want to use the second Operations Centre/Public Works Yard on a permanent basis.

Following the initial business case prepared by staff, a formal, external review by a third-party should be undertaken to complete detailed requirements gathering, planning and option consideration, and cost estimates.

#### IMPLEMENTATION CONSIDERATIONS

Some comparable upper-tier Counties in Ontario operate out of more than one Operations Centre/Public Works Yard (or equivalent). Select examples include:

- The County of Essex has a slightly higher land mass (sq Km) than the County of Dufferin, and more than double the Km of total roads paved and Km lanes maintained in the Winter. The County of Essex has 4 Active Depots.
- Similarly, the County of Simcoe has a land mass nearly three times larger than the County of Dufferin, and nearly 3x the total Km of total paved roads and Km lanes maintained in the Winter. Winter maintenance equipment in the County is dispatched from 5 district garages.

There are several phases for the County to consider for the financial impact of an additional operations centre.

- **Phase 1:** Staff to develop a business case, as is recommended;
- **Phase 2:** County to engage external support to develop a Public Works Yard strategy which would confirm where equipment would need to be housed, space use analysis and if renovations in the existing operations centre are required.
- **Phase 3:** Site identification once the appropriate studies required for the development of the Operations Centre (site analysis, environmental, engineering) have been conducted.
- **Phase 4:** Proceed with construction if approved by Council.



## FINANCIAL IMPLICATIONS

There are minimal financial implications to this recommendation, however this does require staff effort in order to complete a business case. It should be noted however that the cost of building an additional operations centre would be a significant investment, the amount would be determined during the business case. Additionally, a public works yard strategy, if conducted externally as recommended, may cost between \$200-250,000.

Please note that the County has allocated funds through development charges and reserve funds for the capital costs of an additional Operations Centre. During the development of the business case, the DMOA should table a discussion around whether any Member Municipalities would have interest in a partnership with the County which would result in a cost and space sharing arrangement for the Operations Centre. A shift in equipment or resources from the existing Rosemont facility to a southern operation could free up space for Member Municipalities in the north. Vice versa municipalities in the South may benefit from additional storage space in the new facility and can participate in cost sharing with the County.

## SUMMARY OF BENEFITS

- Additional storage space for winter control equipment and an enhanced operational response to network issues; and
- Opportunity for efficiencies and cost-savings in partnership with Member Municipalities who may wish to pursue cost sharing arrangements.
- Ability to strategically position specific equipment required to service areas of the County
- Reduced reliance on a single facility (single point of failure)
- Can be planned and designed to support anticipated growth across the County

### 14.2 Recommendation 24: Enhance communications protocols

Currently there has been ongoing equipment and information sharing to support Winter Control Services, including:

- access to Weather Monitoring applications;
- two-way radio for the six rural Member Municipalities; and
- access to and use of Municipal511.ca to provide real-time updates for road closures.

However, based on discussions with staff and elected officials, gaps in communication were identified, and therefore two communication protocols are recommended.

## CURRENT STATE CHALLENGES

- A communications gap between municipal staff and politicians (and potentially the larger community) regarding the legislative requirements associated with road service levels

and operational realities (e.g., a vehicle may travel in a 'plow up/spreader off' condition because it is loaded with sand for a gravel road and the road it is traveling on is a paved road requiring a mix of brine and pre-treatment and salt, rather than for a lack of cooperation or concern about potential liability).

- Decisions by the County to close roads because of road conditions are not always well communicated to Member Municipalities, causing knock-on effects to winter control operations of Member Municipalities as travelers look to find alternate routes, resulting in turn in a need to redeploy resources to maintain local roads to a higher standard than is planned for/required.

#### PROPOSED RECOMMENDATION

Developing communications (such as Frequently Asked Questions style guide) that highlights key operating considerations and guidelines for winter control operations would be beneficial for the public. Communications could be posted on County and/or municipal websites where road conditions and Municipal 511 data is reported. Ensure that communication is targeted towards individuals without experience in public works or winter control (i.e. plain language).

An example of communications aimed at the public regarding service standards regarding winter control is depicted below, from the City of Orillia:



## Winter Control

Snow removal service for the City of Orillia follows a Council-approved **Winter Control Policy**. This Policy was developed to ensure that roads and sidewalks are plowed, sanded or salted in the most timely and effective manner.

According to past climate data, Orillia's historical low snowfall occurred in 1935 where 136 centimetres (4.5 ft) was received. Orillia's historical high occurred in 2008 when we received a total of 543 centimetres (17.8 ft) of snow. The average winter, according to the overall climate data (ranging from 1925 to 2017), provides approximately 272 centimetres (8.9 ft); however the average snowfall has been increasing, resulting in a 5 year average (2013-2017) snow accumulation of 367 centimetres (12.05 ft). December and January tend to be the months we receive the most snow within the City. A major snowfall event can produce an accumulation of 30 to 60 centimetres (12 to 24 inches) of snow.

The City of Orillia maintains the following equipment to clear snow from 504 (lane) kilometres of roads, 143 kilometres of sidewalks, 19 parking lots, 34 signalized intersections, and five bridges:

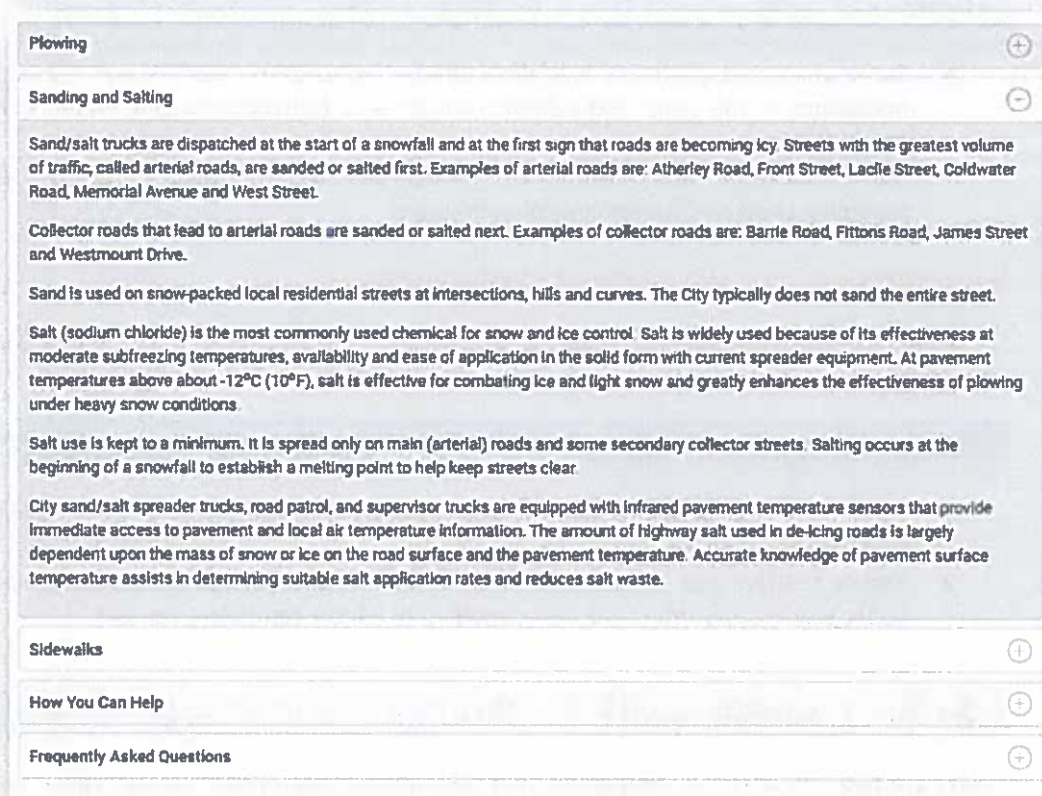
- Nine snow plows
- Four sanders
- Eight sidewalk plows
- two motor graders
- One loader plow
- One tractor/blower

Residents in the expanding Stoneridge Subdivision may be struggling with whether the City has assumed maintenance of their street or whether it is still the developers responsibility. There are several variables that determine whether a street can be assumed for winter control operations in the winter season. Streets under continued development have obstructions including incomplete buildout of infrastructure, like incomplete sidewalks, grades and raised maintenance holes due to asphalt not being completed; contractor parking (many active build sites have contractors parking on them), and storage of materials and supplies used in the construction that become undetectable beneath the snow.

Those streets that are not complete are the responsibility of the developer to ensure winter maintenance occurs. Attached is a **map** of where the City has assumed maintenance operations and where the developer is still responsible.

20 James Street West  
Orillia, ON L3V 6Y3  
Phone **705-326-4585**  
Collection & Distribution Inquiries  
**705-329-7249**  
Email: [enviroservices@orillia.ca](mailto:enviroservices@orillia.ca)

In addition to the information regarding equipment and a change in their winter control program, common areas of resident concern have also been highlighted:



It is also recommended that a formal process/governance structure be established for informing Member Municipalities about the closure of County Roads due to winter weather conditions. The process should consider including a lead contact for each municipality, and a designate back up contact. Once the Member Municipalities have been informed, the municipal lead and the County must determine if there are impacts to local roads due to the County road closures, and how to mitigate these.

#### IMPLEMENTATION CONSIDERATIONS

Closures of County roads requires the involvement of the Ontario Provincial Police, and therefore this group must be considered in the process.

#### FINANCIAL IMPLICATIONS

There are minimal financial implications to this recommendation, as staff time would be used to develop any communications material for the public. Those who are responsible at the municipal level for website and communications updates would collaborate with their Public Works team to ensure messaging has been updated.

#### SUMMARY OF BENEFITS

- Communications protocols will allow the public to better understand winter control operations as the users of the service and be able to better navigate winter conditions within Dufferin.
- More education around winter control services may reduce any negative feedback regarding snow and winter control operations.

#### 14.3 Recommendation 25: Increase storage space

Assess opportunities for enhancing appropriate storage space for winter control equipment, while mitigating non-productive 'blade up/spreader off' travel time.

#### CURRENT STATE CHALLENGES

- Equipment used for Winter Control is not standardized, which results in the need to carry an inventory of spare parts across the County.
- Mostly reactive and *ad hoc* collaborative support and mutual aid provided across the public works departments to share equipment winter control equipment.

#### PROPOSED RECOMMENDATION

There are two sets of recommendations that can enhance appropriate storage space for winter control equipment, while mitigating non-productive 'blade up/spreader off' travel time:

- Identify, for each Member Municipality and the County, where winter control equipment could be stored/pre-positioned to mitigate non-productive 'blade up/spreader off' travel time (recognizing that there may be difficulties finding appropriate space to store winter control equipment); and
- Identify opportunities for winter control vehicles to refill sand/salt from the Public Works Yards of other Member Municipalities where it would prevent non-productive travel time to refill sand/salt (one example of a shared salt dome was already identified).

#### FINANCIAL IMPLICATIONS

There may be an opportunity to consider sharing costs with Member municipalities who may want to share costs of using Winter Control Equipment and minimize non-productive/spreader-off travel time.

#### SUMMARY OF BENEFITS

- Minimized non-productive 'blade up/spreader off' travel time.
- Maximized storage efficiency and productive time.
- Opportunity for cost-sharing with Member Municipalities.



## Corporation of the Township of Melancthon

Moved by .....

Seconded by .....

Date ....., 2021

Be it resolved that:

Schedule A to By-law No. 4-2020, Tariff of Fees By-law be amended to add a fee of \$250.00 for Business Licenses Renewal.

<u>Recorded Vote</u>	<u>Yea</u>	<u>Nay</u>
Mayor Darren White		
Deputy Mayor David Besley		
Councillor Wayne Hannon		
Councillor Margaret Mercer		

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

MAYOR

GB#15.3.2

JAN 14 2021



## Township of Melancthon Environmental Sustainability Committee

Moved by .....White.....

Seconded by .....Hannon.....

Date .....Jan 8....., 2021

Be it resolved that:

The Environmental Sustainability Committee recommends to Council that the Terms of Reference for the Environmental Sustainability Committee be approved as presented.

<u>Recorded Vote</u>	<u>Yea</u>	<u>Nay</u>
Chair Margaret Mercer		
Member Wayne Hannon		
Member Darren White		

Carried/Lost: \_\_\_\_\_ M Mercer \_\_\_\_\_  
CHAIR

GB# 15.3.3

JAN 14 2021

**Township of Melancthon  
Environmental Sustainability Committee  
(Draft) Terms of Reference  
January 8, 2021**

**PURPOSE:**

The purpose of the Township of Melancthon's Environmental Sustainability Committee is to guide the township by identifying and potentially resolving various environmental issues negatively impacting the community.

The committee will focus on community outreach and engagement with local organizations, conservation authorities, other municipalities, businesses, and stakeholders to gather information and learn about best practices related to environmental sustainability.

These best practices may be incorporated into Township operations if and when financially and operationally possible and practical.

**MANDATE:**

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

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

- Work to develop, implement and administer an annual "living plan" intended to guide Melancthon on its path to sustainability;
- Work to identify immediate priorities;
- Provide advice and recommendations on items requiring action by the Township;

## **OBJECTIVES/GOALS:**

The objectives of the Committee are to enhance sustainability initiatives related to the natural environment in order to foster a healthy community.

The primary focus of the Committee will be on education and knowledge related to environmental sustainability including understanding best practices that can be introduced into the Township.

Examples of initiatives related to this committee may include: dealing with invasive species; protection measures for township property related to nuisance beavers; extermination of gypsy moth; protection of bat populations; mosquito control.

These initiatives fall under the purview of this committee because they represent potential hazards to township infrastructure, residential properties, and individuals, and are therefore deemed harmful to the community.

The Committee may potentially further work to reinforce a commitment in the Township to preservation of natural resources where possible.

## **WORK PLAN:**

The Committee will prepare a living plan and budget for consideration of Council related to these terms of reference. The plan will encompass activities, initiatives, and costs covering a one-year (12 month) period.

## **OPERATIONS/AUTHORITY:**

The Environmental Sustainability Committee shall operate according to the Council Procedural By-law regulating the operation of meetings of Council and its Committees. Members are required to attend monthly meetings to discuss issues related to the mandate of the Committee.



## **COMMITTEE RESPONSIBILITIES:**

The Committee is responsible for:

- 1) Identifying, pursuing solutions, and potentially resolving environmental issues in the Township.
- 2) Educating and learning about best practices for environmental sustainability concerns and projects related to the Township.

## **MEMBERSHIP:**

The Committee will consist of three members of Council who serve for the full Council term. One member will serve as Chair for the term of Council. Community participation will be requested with up to two members of the public invited to serve on the committee.

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

One Melancthon Township employee will be assigned to attend the monthly meetings to provide administrative and procedural support as required.

## **MEETINGS:**

The Committee will prepare an annual schedule of meetings. Meetings will occur once per month with July and August meetings optional.

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.

Meetings will focus on learning and solutions that will be brought forward to council for discussion.

Guests will be invited to meetings in order to present and discuss potential solutions and options for the township's various environmental concerns.

**DECISION-MAKING AND VOTING:**

Where possible, decisions will be made by way of consensus. When a vote is required, a motion must be moved and seconded prior to voting. Recommendations will be brought to Council by way of motion from the Committee.

**BUDGET/FINANCIAL REPORTING:**

The fiscal year of the Committee shall be from January 1 to December 31. The Committee will work to identify costs related to environmental sustainability initiatives undertaken each year for approval by Council.

**RUMUNERATION:**

Council members will receive the standard meeting stipend for each meeting.



## CORPORATION OF THE TOWNSHIP OF MELANCTHON 2021 SPRING/SUMMER NEWSLETTER

**Address:** 157101 Highway 10, Melancthon, Ontario, L9V 2E6

**Telephone:** (519) 925-5525 **Fax:** (519) 925-1110

**Email:** [info@melancthontownship.ca](mailto:info@melancthontownship.ca) **Website:** [www.melancthontownship.ca](http://www.melancthontownship.ca)

**Office Hours:** Monday to Friday, 8:30 a.m. – 4:30 p.m.

*(Office is closed Fridays in August, September 3, 2021 and Statutory Holidays)*

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### TOWNSHIP STAFF

**CAO/Clerk:** Denise B. Holmes, AMCT

**Treasurer/Deputy Clerk:** Wendy Atkinson

**Public Works Superintendent:** Craig Micks

### COUNCIL

**Mayor:** Darren White 519-278-8234

**Deputy Mayor:** Dave Besley 519-373-1227

**Councillor:** Wayne Hannon 519-923-5763 or  
416-904-5763

**Councillor:** Margaret Mercer

**Councillor:** Vacant

*Email addresses are available on the Township website*

**Council Meetings** are held the 1<sup>st</sup> and 3<sup>rd</sup> Thursday of the month, meetings are currently being held electronically due to COVID-19. There will only be one meeting in July, August and December 2021.

**Agendas and Minutes** of meetings can be found at the Municipal Office and on the website. Correspondence and General Business pertaining to each Council meeting is posted on the website by the close of business on the Monday before the Thursday meeting. In the event that the Monday is a Statutory Holiday, the information will be posted by the close of business on the Tuesday.

**Committee of Adjustment** is held the 3<sup>rd</sup> Thursday of the month, meetings are currently being held electronically due to COVID-19.

**Public Question Period** is held after Point of Privilege on the agenda for a maximum of 20 minutes.

*Please check the website for further information on Public Question Period*

### TAXES/FINANCIAL INFORMATION 2021

**Interim** will be billed on or around February 1, 2021

**1<sup>st</sup> Installment Due Date:** February 22, 2021; **2<sup>nd</sup> Installment Due Date:** May 21, 2021

Please refer to the back of your tax bill for important information on how to pay your taxes.

Please note that credit card payments are not accepted. Debit and online payments are accepted.

*If paying by Internet/Telephone Banking, please allow 3-4 business days for your payment to reach our office in order to avoid late charges*

### ROAD BUSINESS

**Half Load Season** will commence on March 1, 2021 and end on May 15, 2021 (subject to weather conditions), this applies to all roads as per By-law 49-2015 (available on the website).

**Off Road Vehicles** – Effective **January 1, 2021**, the province has expanded the on-road opportunities for off-road vehicle riders in some parts of Ontario. Off-road vehicle riders are expected to experience enhanced trail access resulting from the increased on-road connections to Ontario's off-road vehicle trail network. The changes apply only to municipalities listed in Ontario Regulation 8/03 and amend the way permitted off-road vehicles are allowed on-road access to municipal highways. Melancthon Township is listed in the regulation. For more information, please refer to Ontario Regulation 8/03, 316/03 and 863 and Township By-law 49-2015.

**Fences** - a permit is required to construct a fence along the frontage of your property. Please contact the Public Works Superintendent for further information.

**Pushing snow/ice on Roadways:** Anyone guilty of depositing snow or ice on Township roads or right of ways, causing an obstruction to traffic, is liable personally for whatever damages may result from same and may be charged under the Highway Traffic Act.

GP# 15.3.4  
JAN 14 2021

### DID YOU KNOW

TeleCheck-Dufferin offers a free daily check in call for Adults 55+ supporting independent living. For more information please call (519) 415-3764 or visit [www.torchlightcanada.org](http://www.torchlightcanada.org)

### LIVESTOCK INVESTIGATOR

Mike Swidersky is the Township's Livestock Investigator and can be reached at (519) 370-8586

### CANINE CONTROL

Services are handled by Olympus Dog Training. For dogs running at large, lost or found call the Municipal Office during office hours. For after hours, please call Olympus at (519) 942-1508, leave a message and someone will return your call.

You are required to licence each dog you own or harbour. Dog tag renewal invoices will be mailed out based on information collected in 2020. New tags will not be mailed out with the renewal invoice, if you require new or additional tags please contact the office.

### PROPERTY STANDARDS BY-LAW 27-2019

On May 16, 2019, Council passed a new By-law prescribing standards for the Maintenance and Occupancy of Properties within the Township of Melancthon. The By-law can be found on the Township's website.

### EMERGENCY PREPAREDNESS

We encourage residents to sign up for Dufferin County Emergency Management Notifications to keep you informed of watches, warnings and notices at

[www.dufferincounty.ca/residents/emergency-services](http://www.dufferincounty.ca/residents/emergency-services).

### THANK YOU TO STRADA AGGREGATES

Thank you to Strada Aggregates for their community development donation of \$2,500.00.

The donation was divided among three organizations: Dundalk Food Bank, Dufferin Child and Family Services and the OPP Toy Drive.

### FIRE INFORMATION

**Fire Permits-** If you intend to burn at your property, a fire permit must first be obtained from the Municipal Office. The cost is \$15.00 (**payment must be received before permit is issued**) and is good for the calendar year. You do not need a fire permit to burn in a barrel, but the fire must be under control at all times. In accordance with By-law 10-2007 all persons setting open fires shall be totally responsible and liable for any damage to cost of any firefighting equipment and personnel necessary and called in to extinguish the said fire, if conditions of the permit are not complied with. If you are unable to attend the office during regular business hours, you can apply for a fire permit on our website.

**Smoke Alarms & Carbon Monoxide Detectors** are mandatory and should be installed on every level of your home. Check these devices at least once a year and if an alarm is over 10 years old, it should be replaced. Consider practicing your home fire escape plan regularly. More information can be downloaded from the Office of the Fire Marshall at [www.ofm.gov.on.ca](http://www.ofm.gov.on.ca)

### CIVIC NUMBERING

It is mandatory that all properties (including vacant properties) post a civic number. If your property does not have a civic number please visit the County of Dufferin website to access the application form.

<https://www.dufferincounty.ca/roads-infrastructure/emergency-number-application>



The Corporation of

**THE TOWNSHIP OF MELANCTHON**

157101 Hwy. 10, Melancthon, Ontario, L9V 2E6

Telephone - (519) 925-5525

Fax No. - (519) 925-1110

Website: [www.melancthontownship.ca](http://www.melancthontownship.ca)

Email: [info@melancthontownship.ca](mailto:info@melancthontownship.ca)

Denise B. Holmes, AMCT  
CAO/Clerk

## MEMO TO COUNCIL

**TO: MAYOR WHITE AND MEMBERS OF COUNCIL**

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**DATE: JANUARY 7, 2021**

**SUBJECT: COUNCIL VACANCY PROCEDURE - UPDATE TIMELINES FOR OPTIONS**

---

Further to my Report of November 13, 2020 and the Council Vacancy Procedure, as this matter will be further discussed at the January 14<sup>th</sup>, 2021 Council meeting, I wanted to update the dates for the Appointment Process, as well as provide Council with the dates if a By-election is the selected choice.

### Appointment Process

1. Complete and sign a Council Vacancy Application Form, a Council Vacancy Declaration of Qualification Form and a Consent to Provide Candidate Contact Information Form and submit all forms by Friday, February 5, 2021 at 2:00 p.m. Advertising will begin after the January 14, 2021 Council meeting.
2. Applications will be reviewed for completeness when filed and will be certified on or before 4:00 p.m on Friday, February 5, 2021.
3. A candidate may withdraw their nomination by filing a written withdrawal on the prescribed form in the Clerk's Office before February 5, 2021 at 2:00 p.m. The candidate shall appear in person with identification in order to withdraw the nomination.
4. A vote to fill a vacancy on Council by appointment shall occur at an open Special Electronic Council Meeting on Tuesday, February 16, 2021 at 7:00 p.m. The appointment of the candidate shall be made by By-law at the conclusion of the Special Electronic meeting. A By-law confirming the appointment shall be enacted by Council and shall direct the Clerk how to proceed further.

5. The Clerk will administer the Declaration of Office required by subsection 232(1) of the Act at the regular meeting scheduled for February 18, 2021 at 5:00 p.m.

#### By-election Process

If Council chooses to call a By-election, Council is required to state its intentions to do so by By-law and the By-law must be passed within 60 days of declaring the seat vacant. If a By-law is passed on January 14, 2021, Nomination Day would be not less than 30 days and not more than 60 days after Council passes the By-law and voting day is 45 days after nomination day.

#### Scenario # 1

I have gone through various scenarios within the above legislated requirements and either the nomination day or the voting day would fall on a week-end, Statutory holiday, or a Council meeting day. If a By-election is selected, the below dates will give Staff time to do what they need to do to prepare for the By-election, such as posting notices, preparing a By-election procedure, Staff training, etc.

January 14<sup>th</sup> - Pass By-law to hold a By-election

January 15<sup>th</sup> - Nomination Period Begins

March 5<sup>th</sup> - Nomination Day - 2:00 p.m.

April 19<sup>th</sup> - Voting Day

April 20<sup>th</sup> - Official Results

May 6<sup>th</sup> - New Council member sworn in at regular Council meeting

I have contacted both Datafix and Intelivote, the companies we used in the 2018 election to obtain an accurate cost from them for the By-election. The cost for Datafix is \$4,750.00 + HST and Intelivote charges \$2.00 per eligible elector between 1,501 and 3,000 eligible electors and the Voter Instruction Letter would be \$1.30/elector for the production work, print and postage that Intelivote coordinates, so the total would be \$3.30/elector plus any applicable taxes. During the 2018 election, Melancthon had 2,444 eligible voters so the cost for Intelivote would be \$8,065.20 + HST. The total for both of these services would be \$12,815.20 + HST. There will also be additional costs for Staff time, County of Dufferin IT services and advertising. During the last election, the voter turnout was 24.5%. There will be no option to vote at the Municipal Office, as there was in 2018, due to COVID-19. Staff will assist voters over the phone during regular office hours, so as not to incur any additional expense in overtime wages.

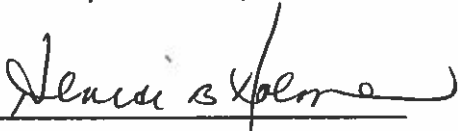
#### Summary

Staff recommends Option 1 of Selection by Appointment from Nominations as the preferred choice. This option encourages community participation while minimizing the costs to the Township, including staff time and election financial resources, as outlined above. Amaranth Council chose the appointment option and was successful at having five candidates apply.

Option 2 would be occurring at Township Staff's busiest time of the year when we will be completing year-end functions, billing for the Interim Tax Bills, Budget 2021 preparation and the

2020 Audit preparation, as well as the expense of the by-election to the taxpayers.

Respectfully submitted,

---

Denise B. Holmes, AMCT





The Corporation of  
**THE TOWNSHIP OF MELANCTHON**  
157101 Hwy. 10, Melancthon, Ontario, L9V 2E6

Denise B. Holmes, AMCT  
CAO/Clerk

Telephone - (519) 925-5525

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Website: [www.melancthontownship.ca](http://www.melancthontownship.ca)

Email: [info@melancthontownship.ca](mailto:info@melancthontownship.ca)

## REPORT TO COUNCIL

**TO: MAYOR WHITE AND MEMBERS OF COUNCIL**  
**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**  
**DATE: NOVEMBER 13, 2020**  
**SUBJECT: COUNCIL VACANCY PROCEDURE**

---

## RECOMMENDATION

That Council receives the Report of the CAO/Clerk regarding Council Vacancy Procedure dated November 13, 2020 as presented;

And further that Council shall fill the vacant seat on Council by selecting Option No. \_\_\_\_\_.

## BACKGROUND AND DISCUSSION

On November 6, 2020, Councillor David Thwaites provided his written notification that he was resigning from his Council position, effective immediately.

The *Municipal Act* directs that if the Office of a Member of Council becomes vacant, that Council shall at its next meeting, declare the office to be vacant. In accordance with the *Municipal Act, 2001*, as amended (the Act), when a seat of a Member of Council becomes vacant during the term of office, Council may fill a vacancy, subject to Section 263, by either:

1. Appointing a person who has consented to accept the office if appointed; or,
2. Requiring a By-election to be held to fill the vacancy in accordance with the *Municipal Elections Act, 1996*.

A person appointed or elected to fill this vacancy will hold office for the remainder of the term of the person they replaced as per Section 264 of the Act.

In accordance with the Act, if a vacancy occurs in the Office of a Member of Council, the Municipality shall, within 60 days after the day a declaration of vacancy is made, appoint a person to fill the vacancy or pass a by-law requiring a By-election be held to fill the vacancy.

#### **Options Available to Council and Discussion**

**Option 1** - If Council chooses to Select by Appointment from Nominations, Council would approve a Council Vacancy Procedure, prepared by the Township CAO/Clerk, at the December 10, 2020 Council meeting. In order to comply with time frames stated in the Act, the nominations would be reviewed by Council and the appointment to Council would need to be made no later than January 18, 2021.

**Option 2** - If Council chooses to call a By-election, Council is required to state its intentions to do so by By-law and the By-law must be passed within 60 days of declaring the seat vacant, so no later than January 18, 2021. If Council chooses to do this, Nomination Day would be not less than 30 days and not more than 60 days after Council passes the By-law and voting day is 45 days after nomination day.

#### **FINANCIAL IMPACT**

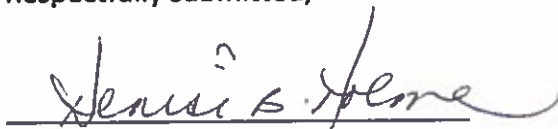
**Option 1** - Selection by Appointment from nominations will cost staff time, newspaper advertising, some office resources and other supplies, depending on the number of applicants.

**Option 2** - Section by By-election will cost approximately the same as the regular election in 2018 (approximate cost \$10,000.00), due to advertising and printing costs, staff time, electronic licensing and training, Canada Post postage costs, etc.

#### **Summary**

Staff recommends Option 1 of Selection by Appointment from Nominations as the preferred choice. This option encourages community participation while minimizing the costs to the Township of staff time and election financial resources, as outlined above. Option 2 would be occurring at Township Staff's busiest time of the year when we will be completing year-end functions, office closure due to the Christmas holidays, Budget 2021 preparation and 2020 Audit preparation.

Respectfully submitted,

  
Denise B. Holmes, AMCT



The Corporation of

**THE TOWNSHIP OF MELANCTHON**

157101 Highway 10, Melancthon, Ontario, L9V 2E6

## **COUNCIL VACANCY PROCEDURE**

### **Notice of Vacancy**

The Clerk shall post a Council Vacancy Notice on the Township website, in the local newspaper (Dundalk Herald and Shelburne Free Press) and via the Township's Mailchimp platform for two consecutive weeks following Council's decision to fill the vacancy by appointment. The notice shall indicate Council's intention to appoint an individual to fill a vacancy and shall outline the nomination process.

A vote to fill a vacancy on Council by appointment shall occur at an open Special Electronic Council Meeting on Monday, January 18, 2021 at 7:00 p.m.

### **Nominations**

Any individual wishing to be considered for appointment to the vacancy shall:

1. Complete and sign a Council Vacancy Application Form, a Council Vacancy Declaration of Qualification Form and a Consent to Provide Candidate Contact Information Form and submit all forms by Monday, January 11, 2021 at 2:00 p.m.
  - a) Applications must be on the Council Vacancy Application
  - b) All candidates must provide the Clerk with government issued identification and proof of eligibility within the municipality when filing a nomination.
  - c) The surname on the application and the surname on the identification must be the same. Some flexibility will be given to first names (e.g. Nick for Nicholas), subject to approval of the Clerk.
  - d) Applications will be reviewed for completeness when filed and will be certified on or before 4:00 p.m on January 11, 2021.
  - e) An unofficial list of persons who have submitted application forms will be prepared and updated as soon as practical after receipt of the required forms. The list will be posted on the Township website.
  - f) An official list of nominated personal shall be posted in the same manner as specified in Section 1(e) once nomination forms have been certified and the nomination period has expired.
  - g) A candidate may withdraw their nomination by filing a written withdrawal on the prescribed form in the Clerk's Office before January 11, 2021 at 2:00 p.m. (14:00 hours). The candidate shall appear in person with identification in order to withdraw the nomination.

GB# 13.4.1.1

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2. **Submit to the Clerk a personal statement of qualification for consideration of Council, attached to their Council Vacancy Application.**

- a) Personal statements will be typewritten on letter size (8.5" x 11:) paper, shall not exceed two (2) pages in length, and will include the Candidate(s) name and address.

Statements and applications that do not meet these requirements shall not be included in any Council meeting agenda or provided to Council by the Clerk.

Statements and applications are public documents and shall be provided for inspection only to any member of the public who asks to see such documents.

**Special Electronic Council Meeting**

At the Special Electronic Council meeting being held on Monday, January 18, 2021 at 7:00 p.m., the following shall take place:

- a) The Mayor will make a short statement of the purpose of the meeting and the general order of proceedings to be followed.
- b) The Clerk will provide to the Mayor a list of the names of those individuals who have indicated, in writing, their interest in being appointed to the vacancy and the Mayor will call for a motion from Council in the following form:

"THAT the following individuals, who have signified in writing that they are legally qualified to hold office and consented to accept the office if they are appointed to fill the vacancy, be considered for appointment to fill such vacancy."

- c) Each of the candidates shall be afforded the opportunity to address Council for a period of not more than ten (10) minutes. The order of speaking will be determined by Lot. The Clerk shall place the names of all candidates in a container and randomly draw the names.

**Note: Candidates will be timed.**

- d) Each member of Council will be permitted to ask two (2) questions to each Candidate. Candidates have two (2) minutes to answer each question. Candidates will be sequestered in the "waiting room" on Zoom until it is their time to answer the questions posed by Council. Once a candidate has answered the questions, they may remain in the open meeting.
- e) Upon hearing all the submissions of the candidates, Council will proceed to vote as follows:
- i) Members of Council will vote by way of public vote.
  - ii) Members of Council will be provided with a listing of the Candidate names in alphabetical order.
  - iii) Members of Council will vote for only one candidate.
  - iv) The Clerk will call out the name of each candidate and Members of Council

- shall vote by show of hands or recorded vote, if requested.
- v) The Clerk shall tabulate the results.

After the votes are cast, if the candidate receiving the greatest number of votes does not receive more than one-half of the votes of all voting members of Council, the candidate (or candidates in the case of a tie) who received the fewest number of votes shall be excluded from further consideration.

The vote will be taken again by the Clerk and, if necessary, more than once, excluding in each successive votes the candidate (or candidates in the case of a tie) who receive the fewest number of votes.

This process shall be repeated until the candidate receiving the greatest number of votes has also received more than one-half of the votes of the voting members of Council.

- f) Where the votes cast are equal for all the candidates, and;
  - i) There are three or more candidates remaining, the Clerk shall by Lot select one such nominee to be excluded from the subsequent voting; or
  - ii) Only two candidates remain, the tie shall be broken by selecting a candidate by Lot, as conducted by the Clerk.

Upon conclusion of the voting, the Clerk will declare the candidate receiving the votes of more than one-half of the number of the voting members of Council or the candidate selected through section f) i) or ii).

### **Appointment**

The appointment of the candidate shall be made by By-law at the conclusion of the Special Electronic meeting. A By-law confirming the appointment shall be enacted by Council and shall direct the Clerk how to proceed further.

### **Oath of Office**

The Clerk will administer the Declaration of Office required by subsection 232(1) of the Act at the regular meeting scheduled for February 4, 2021 at 5:00 p.m.

### **Additional Notes**

Where a situation occurs that is not otherwise accounted for in these procedures, the Clerk shall recommend an alternate process to Council, which Council may adopt by simple majority vote.

## Denise Holmes

---

**From:** David Thwaites [REDACTED]  
**Sent:** Tuesday, December 8, 2020 7:56 AM  
**To:** Denise Holmes  
**Subject:** Council vacancy procedure

Denise:

Have read the proposed process, assuming the Appointment route.

Wondered whether consideration might be given to members of the public to ask candidates, if more than one candidate, question(s). There in fact may be none but might it not be at least something short of an election.

Should not matter how long the process takes, especially in view of all that has gone on bringing Melancthon to this point.

The possibility of questions, even if some/all current Council members have made up their mind by the night of the Council meeting based on the slate of candidates, might at least offer citizens the opportunity to ask questions even if they otherwise have no input/ vote. By way of reference Melancthon gave the public the opportunity to participate at a public meeting about a Hall, one might think that the appointment of a governance representative is more important. Who knows the "questions" (and resulting answers) may prove more insightful and helpful than the maybe 8 questions that might be asked by Council.

Thanks,

David Thwaites

Sent from my iPad

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**BY-LAW NO.        -2021**

**BEING A BY-LAW TO PROVIDE FOR A BY-ELECTION IN THE  
TOWNSHIP OF MELANCTHON**

**WHEREAS** the Council of the Corporation of the Township of Melancthon has declared a seat vacant; and,

**WHEREAS** the *Municipal Act, 2001*, as amended, provides that Council may be By-law require a By-Election to fill the vacancy;

**NOW THEREFORE BE IT RESOLVED THAT** the Corporation of the Township of Melancthon enacts as follows:

1.        THAT a By-Election be held and is hereby required to fill the vacancy of Councillor.
2.        THAT this By-law shall come into effect on the day that it is enacted.

BY-LAW READ A FIRST AND SECOND TIME THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.

BY-LAW READ A THIRD TIME AND PASSED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2021.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK





## Corporation of the Township of Melancthon

Moved by ..... "D. Besley" .....

Seconded by ... "W. Hannon" .....

Date .... November 5, ..... 2020

Be it resolved that:

Whereas the Townships of Melancthon and Mulmur, jointly, have commissioned Sierra Planning and Management to undertake the North Dufferin Community Centre (NDCC) Efficiency Review; and Whereas the consultant has provided a draft report addressing the plans for future investment in the NDCC as well as alternative plans for replacement of the facility over time; and Whereas, the long-term strategy is for the replacement of the community centre at the Honeywood campus subject to a full assessment of design and capital cost feasibility;

Therefore be it resolved that the Township of Melancthon:

1. Receive the North Dufferin Community Centre Efficiency Review Report, dated October 2020, for information;
2. Instruct staff to develop a reserve fund and contributions strategy commencing in budget year 2021 and extending for a period of 5-7 years, as required;
3. Maintain a commitment to undertaking necessary annual capital investment as required on the advice of staff to maintain the operational functionality of the arena for the foreseeable future pending a major retrofit or replacement;
4. Resource internally or through consulting contracts, staff capacity to plan for the replacement of the facility over the medium term; and
5. Confirm the appropriate governance structure to oversee operations based on the advice of the consultant contained in the report.

"Tabled to November 19, 2020"

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

GB # 15.4.2  
JAN 14 2021

GB # 13.4.2  
DEC 10 2020

GB # 15.4.1  
NOV 19 2020



## North Dufferin Community Centre Board of Management



Moved by Dave Besley

Seconded by Keith Lowry Date Nov 10, 2020

Be it resolved that:

Where as; the Sierra Group has presented their final report and recommendations to the Townships of Mulmur and Melancthon and the NDCC Board of Management.

And where as; the report recommends that the preferred option is to replace the current facility with a new complex .

And where as; the current facility may be unusable without upgrades by 2025 .

Be It resolved; the NDCC Board of Management recommends that the Townships of Mulmur and Melancthon reach a consensus on moving forward with building plans for a new NDCC Complex.

And further, the municipalities in conjunction with the NDCC Board seek to be in a current and shovel ready state in order to take advantage of government funding opportunities immediately and begin fund raising activities in our respective communities.

<u>Recorded Vote</u>	<u>Yea</u>	<u>Nay</u>
Chair Chester Tupling		
Vice Chair Dave Besley		
Member Emma Holmes		
Member Debbie Fawcett		
Member Keith Lowry		
Member Nancy Noble		
Member Clayton Rowbotham		
Member Patricia Clark		

Carried/Lost:

Chester Tupling  
CHAIR

GB#15.4.3  
JAN 14 2021

GB#13.4.2.1  
DEC 10 2020

GB#15.4.2  
NOV 19 2020

# CORPORATION OF THE TOWNSHIP OF MELANCTHON

## HORNING'S MILLS COMMUNITY HALL

BY-LAW NO. -2021

Being a Bylaw to establish a Municipal Service Board to operate a Community Hall, known as the Horning's Mill's Community Hall and to repeal By-law No. 16-2013

WHEREAS Section 196 of the *Municipal Act, 2001*, authorizes a municipality to establish a Municipal Service Board;

AND WHEREAS Section 198 of the *Municipal Act, 2001*, provides that a municipality may give a Municipal Service Board the control and management of such services and activities of the municipality consider as appropriate and shall do so by delegating the powers and duties of the municipality to the Board.

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

### Board Appointment

1. The Board shall be appointed by By-law on an annual basis in accordance with Section 196(1) of the Act or The Board shall be appointed by By-law in accordance with Section 196(1) of the Act to coincide with the Term of Municipal Council. [Council – please review this section. Section 196 of the Municipal Act does not require annual appointment but would allow it]
2. The Board shall be composed of a total of seven (7) members:
  - Two (2) members shall be an elected member of Council
  - One (1) member shall be from the Horning's Mills Women's Institute
  - Four (4) members shall be appointed by the Council of the Corporation of the Township of Melancthon

### Administration

3. The said Board shall meet on a regular basis.
4. The said Board shall elect a Chairperson and Vice-Chairperson annually from among its members and such other officers as may be required.
5. The said Board shall submit to Council, an annual report of its activities and such other reports as may be required from time to time.

### Staff

6. The Board may recommend to Council, the appointment of recreation works and shall be responsible for assigning the duties and responsibilities of such employees.

### Programs and Facilities & Functions (in accordance with Section 198(1) of the Act)

7. The Board shall conduct or encourage and assist with programs of recreation which will meet the needs and interest of the residents of the Township of Melancthon in the Horning's Mills area.
8. The Board is responsible to operate, maintain and manage on behalf of the said Corporation, the Horning's Mills Community Hall in the Township of Melancthon,

GB# 15.4.6

JAN 14 2021

County of Dufferin pursuant to the Municipal Act, 2001, S.O. 2001, c.25 or the regulations made thereunder.

9. The said Board shall assist in the co-ordination of community recreation services.

**Finance**

10. Annually, by January 1<sup>st</sup>, the Board shall submit and interpret to Council, a budget for its approval and shall make to Council, a full and complete financial report of its previous year's operation.
11. The Board shall not have its own bank account. All deposits and payments will be made through the Treasurer as regulated by the Municipal Act.
12. The Board may solicit or receive on behalf of the Municipality any gifts or bequests of money or services or any donations to be applied, principal or income, for either the temporary or permanent use for facilities, equipment, program or other recreational purposes.
13. The said Board may incur expenditures, to the extent provided in the annual approved budget or as approved by Council.
14. The said Board may prescribe fees for participation in or admittance to any part of the community programme of recreation conducted in the Horning's Mills Community Hall.

**Closure**

15. This By-law goes into effect forthwith on the passing hereof and other By-laws conflicting with this By-law are hereby repealed and rescinded.
16. In carrying out the provisions of this By-law, the said Board shall at all times be the agent of the Municipal Corporation and while acting bona fide within the limits of the authority of this By-law, neither the Board nor any member thereof shall incur any liability by reason of anything done or left undone by the Board; provided however that nothing in this paragraph contained shall authorize or empower the Board to incur any debt, liability or obligation of which the Municipal Corporation shall become liable without having previously obtained the consent of the Council of the Corporation of the Township of Melancthon.
17. By-law read a first and second time this                      day of                      , 2021  
By-law read a third time and passed this                      day of                      , 2021

---

MAYOR

---

CLERK

Jan. 14, 2021  
9:45 a.m.

R.J. Burnside & Associates Limited 15 Townline Orangeville ON L9W 3R4 CANADA  
telephone (519) 941-5331 fax (519) 941-8120 web www.rjburnside.com



[THE DIFFERENCE IS OUR PEOPLE]

October 16, 2020

Via: Email

Ms. Wendy Atkinson  
Treasurer / Deputy Clerk  
Township of Melancthon  
157101 Highway 10  
Melancthon ON L9V 2E6

Dear Wendy:

Re: **Drainage Superintendent Services**  
**File No.: D-ME-SUP**  
**Project No.: MSO019743.2020**

As we are into the last quarter of the business year, we would appreciate updating our account for Professional Services. The enclosed invoice covers the time period from July 1, 2020 through September 24, 2020.

#### July 2020

- Discussions with Dufferin County representative regarding proposed cleanout at the upstream end of the McNabb Drain to aid in the replacement of the existing road culvert.
- Prepared and forwarded letter to CAO/Clerk regarding maintenance work on the Curphy Drainage Works, Doyle Drainage Works and the Henderson Drainage Works including updated plans showing the extent of the recommended work.

#### August 2020

- Received and reviewed resolutions from Council regarding maintenance work on the Curphy Drainage Works, Doyle Drainage Works and Henderson Drainage Works.
- Prepared and forwarded notification form for the maintenance/repair of the Doyle Drainage Works to the Grand River Conservation Authority (GRCA). No Department of Fisheries and Oceans (DFO) circulation required.
- Prepared and forwarded notification form for the maintenance/repair of the Henderson Drainage Works to the GRCA and DFO. Received and reviewed DFO Authorization.

#### September 2020

- Prepared and circulated notices to the affected owners on the Curphy Drainage Work and Henderson Drainage Works regarding the maintenance work to be undertaken. Telephone discussions with several owners regarding the work, cost distribution etc.
- Site meeting with Ministry of Transportation (MTO) representatives regarding the Curphy Drainage Works cleanout on the east side of Highway No. 10.

DEL #1  
JAN 14 2021

INFO # 3  
NOV 05 2020

- Site meeting with County of Dufferin representative regarding the Curphy Drainage Works cleanout on the north side of Dufferin County Road No. 17.
- Discussion with Leo Blydorp and Township staff regarding beaver dam on the Gray Drain in Lot 17, Con 6, S.W. Follow up discussions regarding owners' signature (K. Holmes) required for the County Trapping program.

As you are aware, the cost of employing a Drainage Superintendent is eligible for a 50% grant. The Ministry has requested that the grant application be submitted yearly. As such, the application will be completed for you at year's end.

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

Yours truly,

**R.J. Burnside & Associates Limited**

Drainage Superintendent



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

Enclosure(s)      Invoice No. MSO019743.2020-3

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

019743 2020 WAtkinson Drainage Sup Services Q3 101320 docx  
13/10/2020 9 25 AM



# BURNSIDE

R.J. Burnside & Associates Limited  
15 Townline  
Orangeville, ON L9W 3R4  
Phone: (519) 941-5331 Fax: (519) 941-7721  
www.rjburnside.com

Township of Melancthon  
157101 Highway 10  
Melancthon, ON L9V 2E6

October 13, 2020

Invoice No: MSO019743.2020 - 3

Project MSO019743.2020 RJB File: D-ME-SUP-2020  
Professional Services through September 24, 2020

	Hours	Amount	
Senior Engineer I			
Pridham, Thomas	54.50		
Vander Veen, Sidney	10.00		
Tech I			
Bergsma, Gavin	4.30		
Tech IV			
Pridham, Kelly	5.10		
Uderstadt, Gerd	3.00		
Project Support III			
Linton, Kelly	10.40		
Totals	87.30		
<b>Total Labour</b>			<b>14,176.20</b>
Travel - Mileage		190.94	
Misc Reimbursable Expense		95.08	
<b>Total Reimbursables</b>		<b>286.02</b>	<b>286.02</b>
HST #885871228	13.00 % of 14,462.22	1,880.09	
<b>Total Tax</b>		<b>1,880.09</b>	<b>1,880.09</b>
<b>Total Amount Due in CDN Funds</b>			<b><u>\$16,342.31</u></b>

## Billings to Date

	Current	Previously	Billed to Date
Labor	14,176.20	11,737.60	25,913.80
Expense	286.02	349.52	635.54
Tax	1,880.09	1,571.32	3,451.41
<b>Totals</b>	<b>16,342.31</b>	<b>13,658.44</b>	<b>30,000.75</b>

Payment terms are net 30 days. Late payments are subject to a penalty of 1% per month (12% annually).

*[Handwritten signature]*



Project	MSO019743.2020	RJB File: D-ME-SUP-2020	Invoice	3
Project Manager:	Thomas Pridham			

Client Number: 1008

Please reference your billing client number when making payments via direct deposit or electronic transfer.

To pay via e-Transfer please use [etransfers@rjburnside.com](mailto:etransfers@rjburnside.com) as payee.



# DUNDALK FIRE DEPARTMENT



# STAFF

- 1 Fulltime Fire Chief
- 1 Full time Fire Prevention Officer
- 1 Part time Deputy Chief ( retired will look to rehire)
- 5 Volunteer Fire Officers
- 20 Volunteer Fire Fighters
- 8 Auxiliary Firefighters

Total of 35 active members 1 newly vacated Deputy Chief





# SERVICES CURRENTLY OFFERED

- Full interior fire suppression
- Motor Vehicle accident response
- Medical response higher then what is offered in Southgate
- Fire Inspections on Request and Complaint basis
- Melancthons emergency management team (attends training and meetings as needed)
- Fire Chief enacted as Chief Fire Official for response zone in Melancthon

This includes fire investigations, burn complaints, life safety fire inspections





# 6 YEAR CALL HISTORY



- 2015  
25 calls in Melancthon Township
- 2016  
33 calls in Melancthon Township
- 2017  
23 calls in Melancthon Township
- 2018  
28 calls in Melancthon Township
- 2019  
33 calls in Melancthon Township
- 2020  
27 calls in Melancthon Township



# CURRENT FEES FOR SERVICE

- In 2016 it was established that a operational cost of \$23,860.00 per year to cover operating costs for Fire Protection Services in Melancthon indexed annually from year 2-5 based on the October annual cost of living increase.
- **2016**  
33 calls at \$23,860.00 averages \$723.00 flat rate per call. 9 calls over an hour
- **2017**  
23 calls at \$24,361.00 averages \$1059.17 flat rate per call. 5 calls over an hour 1 being 12 Hrs
- **2018**  
28 calls at \$24,678.00 averages \$881.36 flat rate per call. 7 calls over an hour
- **2019**  
33 calls at \$25,295.00 averages \$766.52 flat rate per call. 16 calls over an hour
- **2020**  
27 calls at \$25,725.00 averages \$952.78 per call. 9 calls over an hour



# **SOUTHGATES FEES AND CHARGES**

- \$488.40 per apparatus /hr
- \$51.00 per firefighter /hr
- Average medical call is 1 hour or less. Average firefighter turn out is 10 this would result in \$998.40 per medical call
- MVC is a 3 vehicle response if we have Average 15 firefighters arrive for that call this would result in \$2230.20 /hr for a MVC response

In 2020 if our fire protection agreement was using pay per call Melancthon would have been billed a total of \$106,699.60 for fire protection services.





# CAPITAL CONTRIBUTION

- Melancthon total contribution: \$7000.00 a year to Southgate capital reserve.
- Dundalk purchases \$8000.00 dollars of bunker gear per annum, complying with NFPA standard of all firefighters gear, which expires every 10 years of manufacturing.
- Additional capital purchases include SCBA Air Cylinders.
- Firefighting boots which were purchased by the Dundalk Fire Fighters Association in 2019 for approximately \$10,000.00
- New fire pick-up truck which was approximately \$75,000.00
- New Pumper Tanker Truck which will service the Melancthon area, for approximately \$700,000.00





# REQUIREMENTS AS CHIEF FIRE OFFICIAL

- Under the Fire Prevention and Protection act ALL fires must be investigated. This is additional time spent on the scene of an incident by the Chief Fire Official. If the OFM is contacted and attending this is a 1-2 day process of the Chief Fire Official being on scene to help with the investigation.
- Inspections are completed by the Chief Fire Official being the Dundalk Fire Chief. Currently 3 properties have been issued to the fire chief for his involvement. Some inspections result in orders to comply which add more inspections and possible appearances in Court.
- Burn Complaints and site inspections as per the Melancthon Open Air Burn bylaw is the responsibility of the Chief Fire Official.
- Emergency control meeting and training are attended by the Dundalk Fire Chief.

These are all additional duties currently being completed with no extra compensation.



# WHAT IS BEING OFFERED

- 5 year Fire Protection Agreement with Pricing as follows

Operating cost	Capital contribution	Chief Fire Official
2021 - \$48,000.00	\$8,000.00	\$4,000.00
2022 - \$51,600.00	\$9,000.00	\$4,400.00
2023 - \$56,200.00	\$10,000.00	\$4,800.00
2024 - \$59,800.00	\$11,000.00	\$5,200.00
2025 - \$62,400.00	\$12,000.00	\$5,600.00

Melancthon averages 20-24% of response calls for Dundalk Fire Department. The net value is divided by 24%, equaling \$79,000.00. This explains the gradual increase until \$80,000.00 is reached.



# AUTOMATIC AID AGREEMENTS

Southgate has made significant investments in creating a fire department that is able to respond to multiple calls at once with an above average firefighter response.

Southgate would be willing to enter into an automatic aid agreement with any of the other fire departments servicing Melancthon if there is a need for it at an additional cost.

- Automatic Aid agreements can be set for specific response times, e.g. day calls only, evening calls only, 24/7 if needed.
- Automatic Aid agreements can be set for specific response types, e.g. structure fires, large brush fires, chimney fires, grass fires, vehicle extrication, industrial or farm accidents.





The Corporation of  
**THE TOWNSHIP OF MELANCTHON**  
157101 Hwy. 10, Melancthon, Ontario, L9V 2E6

**CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**MEMORANDUM**

**TO: MAYOR WHITE AND MEMBERS OF COUNCIL**

**FROM: DENISE HOLMES, CAO/CLERK**

**SUBJECT: AGREEMENT BETWEEN THE TOWNSHIP OF MELANCTHON AND  
TOWNSHIP OF SOUTHGATE FOR FIRE PROTECTION SERVICES**

**DATE: DECEMBER 18, 2020**

---

To follow up on my Memo of December 4, 2020, a revised Schedule B has been received from the Township of Southgate.

The changes to Schedule B are as follows:

1. Fees increased from the proposed \$40,000.00/year base operating cost to the schedule below:

2021 Fee for service	\$60,000.00
2022 Fee for service	\$65,000.00
2023 Fee for service	\$70,000.00
2024 Fee for service	\$75,000.00
2025 Fee for service	\$80,000.00

The Fire Chief outlined the number of calls that Melancthon has experienced since 2016 and explained the reasoning for the increase as follows:

2016 Dundalk had 28 calls in Melancthon  
2017 Dundalk had 25 calls in Melancthon  
2018 data I will have to dig through archives as something happened to the data  
2019 Dundalk has 33 calls in Melancthon  
2020 Dundalk has 27 calls in Melancthon

Currently the agreement is at \$32,000 approximately for the year, which has us averaging \$1000.00 per call. If we have a crew of 8 firefighters arrive to a call this is \$255.00 per hour in wages alone, not including fuel, wear and tear on vehicles, maintenance of equipment. Also, what is the cost of inspections, investigations?

DEL# 16.21  
JAN 14 2021

The price was selected based of Melancthon having an average of 24% of our calls. From there we divided our projected net by the end of the year which is \$324,462.19 by 24 percent which is \$77,870.93.

I have asked Fire Chief Malynyk and CAO Milliner to attend the January 14<sup>th</sup> Council meeting to explain changes to the Agreement and to answer any questions Council may have.

The other change to Schedule B is # 4 and all incidents will be reported to the Township by the Fire Chief or designate so they can be invoiced accordingly.

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**BY-LAW NUMBER \_\_\_\_\_ - 2021**

**BEING A BY-LAW TO AUTHORIZE THE EXECUTION OF AN  
AGREEMENT BETWEEN THE CORPORATION OF THE TOWNSHIP OF  
SOUTHGATE AND THE CORPORATION OF THE TOWNSHIP OF  
MELANCTHON**

**WHEREAS** it is deemed expedient that the Corporation of the Township of Southgate and the Corporation of the Township of Melancthon enter into an agreement for Fire Protection Services;

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

1. THAT the Head of Council and Clerk are hereby authorized to execute the agreement, in the same form or substantially the same form, as attached hereto as Schedule "A" to this By-law.

BY-LAW READ A FIRST AND SECOND TIME THIS 14<sup>TH</sup> DAY OF JANUARY, 2021.

BY-LAW READ A THIRD TIME AND PASSED THIS 14<sup>TH</sup> DAY OF JANUARY, 2021.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK



**AGREEMENT** made this \_\_\_\_\_ day of \_\_\_\_\_ 2020.

**BETWEEN**

**THE CORPORATION OF THE TOWNSHIP OF SOUTHGATE**

Hereinafter called "Southgate"

**AND**

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

Hereinafter called "Melancthon"

**WHEREAS** By-laws have been duly enacted by the corporate parties pursuant to the provisions of the Fire Protection and Prevention Act, as amended, to authorize an agreement between the parties; and

**WHEREAS** Southgate operated fire protection services and assets suitable to meet municipal responsibilities required by the Fire Protection and Prevention Act, through a department situated within the Township of Southgate,

**NOW THEREFORE**, in consideration of the mutual covenants and agreements herein contained, it is mutually agreed between the parties hereto, as follows;

1. In this agreement,

**"Designate"** means a person who in the absence of the fire chief has the same powers and authority as the fire chief;

**"Fire area"** means the fire area(s) of Melancthon as described in schedule "A" attached to and forming part of this agreement:

**"Fire Chief"** means the chief of the Dundalk Fire Department;

**"Fire department"** means the Township of Southgate Fire Department (Dundalk);

**"Fire protection services"** means and includes activities defined in the Fire Protection and Prevention Act, more particularly describes as: "includes fire suppression, fire prevention, fire safety education, inspections upon request of complaint, auto/farm/industrial accidents and extrications, hazardous material responses on awareness level only, contact and assist OFM on fire investigations, medical assist responses, communications, training of persons involved in the provision of fire protection services and the delivery of all of those services".

2. Southgate will supply, except as hereinafter limited or excluded, fire protection services to Melancthon in the fire area as described in Schedule "A" attached to and forming part of this agreement.
3. Fire apparatus and personnel that will respond to occurrences in the fire area of Melancthon will constitute sufficient apparatus and firefighters to accomplish the specific services identifies in the agreement, subject to Section (5) hereunder, and subject also to roads being impassable by reason of snow, water, mud etc. which would prevent fire apparatus and personnel from reaching the incident.
4. Should the fire chief, or designate, require assistance or believe assistance may be required, by way of additional personnel, apparatus, or equipment, in addition to that provided by Section (3) above, at an occurrence in the fire area, such assistance shall be summoned under provisions of the fire protection agreement between Southgate and Melancthon. Should the fire chief, or designate, require assistance, or believe assistance may be required, by way of personnel, apparatus or equipment, in addition to that provided by Southgate, the fire chief may invoke the applicable provisions of the Dufferin or Grey County Mutual Aid Plans.

5. Notwithstanding section 3 above, the fire chief, or designate, may refuse to supply the described response to occurrences if such response personnel, apparatus or equipment are required in Southgate or elsewhere, under the provisions of the Dufferin or Grey County Mutual Aid Plan. Similarly, the fire chief or designate may order the return of such apparatus, equipment or personnel that is responding to or it at the scene of an incident in the fire area. In such cases, the fire chief, or designate, may summon assistance in accordance with the provisions of the fire protection or mutual aid agreements referred to in Section (4) above.
6. The fire chief, or designate shall use their best endeavors to prevent answering false alarms, but they shall not be required to unnecessarily delay the fire department when a call has been received to assure them that the call is not a false alarm.
7. The fire chief, or designate, shall have full authority and control over any and all activities, in which the fire department may be engaged in the fire area of Melancthon.
8. The fire chief, or designate, shall provide a written report to the Melancthon council or a committee of council annually, to report all incidents in the fire area to which the fire department has responded in the previous year. Any Melancthon by-law infractions or vehicle accidents will be reported to Melancthon within seven (7) days of the infraction.
9. A map of the fire area clearly indicating the civic address of each intersection has been provided. See Schedule "A" attached to and forming part of this agreement. Melancthon agrees to identify all streets, and roads in the fire area by having them marked at all intersections. Melancthon agrees to identify all bridges in the fire area as to weight limits and advice or alternate routes for the apparatus to travel. Bridges identified as being unable to carry the weight of the fire apparatus shall be set out in Schedule "A" to and forming part of this agreement. Any such bridges, so identified, will either limit or exclude fire protection services where the use of any of these bridges is required by a fire apparatus.
10. Melancthon will be responsible for establishing and notifying in the manner and to the extent deemed necessary, residents and occupants of the fire area, of the procedures for reporting an emergency and of the services provided by the fire department.
11. The Melancthon Township warrants by-law (s) have been enacted authorizing the activities and responsibilities of the fire chief under the Melancthon Township emergency plan, as in Schedule "C" attached to and forming part of this agreement.
12. Melancthon shall take whatever action is appropriate and necessary to have the fire chief appointed as "Chief Fire Official" for fire area.
13. In consideration of the fire protection services undertaken by the Township in the fire area of Melancthon, Melancthon shall pay fees to the Township as set out in Schedule "B" attached hereto and forming part of this agreement.
14. Notwithstanding anything herein, contained, no liability shall attach or accrue to Southgate for failing to supply Melancthon on any occasion, or occasions, any of the fire protection services provided for in this agreement.
15. No liability shall attach or accrue to Melancthon by reason of any injury or damage sustained by personnel, apparatus, or equipment of the fire department while engaged in the provision of fire protection services in the fire area.
16. The parties agree that this agreement may be amended at any time by mutual consent of the parties, after the party desiring the amendment(s) gives the other party a minimum of thirty (30) days written notice of the proposed amendment(s).

17. So often as there may be any dispute between the parties to this agreement, including, but not limited to the interpretation of this agreement, the same shall be submitted to arbitration under the provisions of the Mutual Arbitrations Act, and the decision rendered in respect of such proceedings shall be final and binding upon the parties to this agreement. If for any reason the said arbitration cannot be conducted pursuant to the provisions of the Municipal Arbitrations Act, the absence of agreement, such arbitrator shall be appointed by a judge of the Supreme Court of Ontario pursuant to the provisions of the Arbitrations Act or any successor legislation.
18. In the event that any covenant, provision or term of this agreement should at any time be held by any competent tribunal to be void or unenforceable, then the agreement shall not fail but the covenant, provision or term shall be deemed to be severable from the remainder of this agreement which shall remain in full force and effect mutatis mutandis.
19. The agreement shall be in force from January 1, 2021 for a term of five years ending December 31, 2025 and replaces the previous fire agreement and thereafter it shall be automatically renewed from year to year unless in any year either party gives notice to the other party as set out in Section (16).
20. Notwithstanding Section (18), either party giving written notice to the other party not less than twelve (12) months prior to the desired terminate date may terminate this agreement. In any case of termination prior to the twelve (12) month date, the fees specified in Section (13) will be applied on a pro rata basis using the same formula as applied previous to the termination date.
21. It is further agreed that these presents and everything herein shall respectively ensure to the benefit of and be binding upon the parties here to and their respective successors and assigns.

**In Witness Whereof**, this instrument has been executed by the duly authorized officers of the parties hereto, and their respective corporate seals affixed hereto, on the day and year first above written.

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

PER: \_\_\_\_\_  
Darren White, Mayor

PER: \_\_\_\_\_  
Denise Holmes, CAO/Clerk

**THE CORPORATION OF THE TOWNSHIP OF SOUTHGATE**

PER: \_\_\_\_\_  
John Woodbury, Mayor

PER: \_\_\_\_\_  
Lindsey Green, Clerk

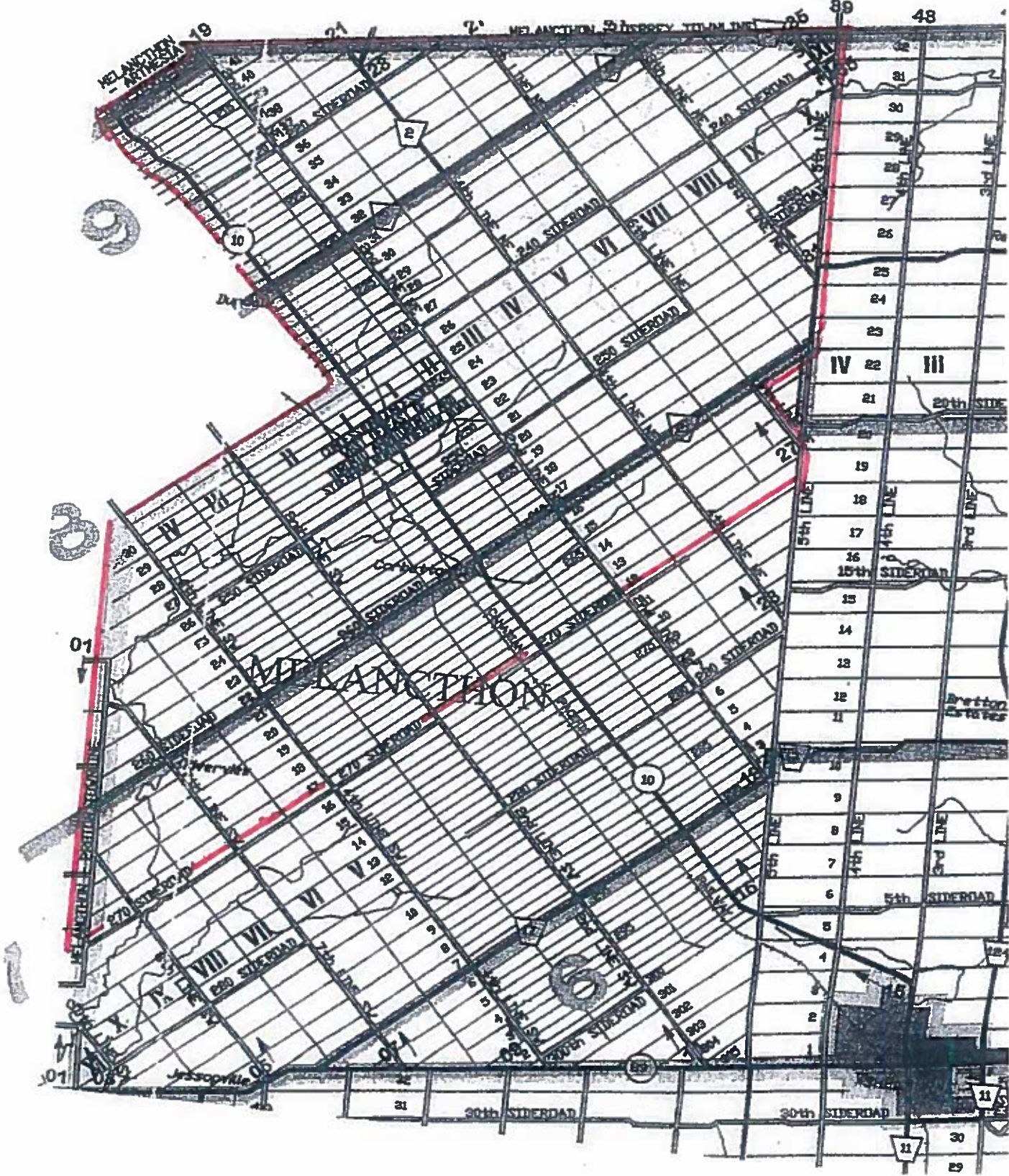


**SCHEDULE "A"**

**FIRE AREA SECTION OF MELANCTHON TOWNSHIP**

The following map indicated the Fire Area of Melancthon for the purposes of the fire protection services agreement between the Township and Melancthon.

GREY HIGHLANDS



## **SCHEDULE "B"**

### **SERVICE FEES SECTION**

Fire protection services fees payable by the Township of Melancthon to the Township of Southgate are as follows:

1. It is agreed that Melancthon will pay the following fees per year:

2021 Fee for service	\$60,000.00
2022 Fee for service	\$65,000.00
2023 Fee for service	\$70,000.00
2024 Fee for service	\$75,000.00
2025 Fee for service	\$80,000.00

2. It is agreed that for major unforeseen incidents or other services provided as described under Section 1 of this agreement that could exceed our base annual amount will be adjusted accordingly upon provisions of appropriate documentation. Notwithstanding Clause 16 of this agreement, in the event of an exceptional occurrences relating to fire services during the term of this Agreement that has a negative financial impact to the Southgate Fire Department, Melancthon will agree to meet with the Fire Board annually and review the facts. If at the end of the agreement, there was a shortfall as a result of exceptional occurrence(s), Melancthon would agree to cover the shortfall and/or work those costs into a new or amended Agreement"
3. It is agreed that in the event contracted services are requested by the Chief Fire Official for fire suppression, specialized rescue or investigation ( may included but not limited to rental equipment, cost of materials, damage, excavator) Southgate will charge Melancthon the actual cost of these services.
4. Fire Chief or designate shall report all incidents attended in the fire area on or before the final day of the following month. All burn by-law infractions will be reported to the CAO for Melancthon within seven (7) days of the infraction. All motor vehicle accidents or vehicle fires on Melancthon roads will be reported to the Chief Fire Official on or before the final day of the following month and will include the OPP incident report number.
5. It is agreed that the base operating costs for Fire Protection Services will be indexed annually from year 2 to year 5. The Federal Consumers Price Index will be used to calculate the annual increase based on the October annual cost of living increase each year from Stats Canada. This will be added to the sum of the base operating Fire Protection Services each year of the last four (4) years of the agreement.



**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 described legally as Parts 1, 2 and 3 Plan 7R-6435 and Parts 1, 2 and 3 Plan 7R-6577 located in Part Lot 8, Concession 9 S.W. (see attached Key Map). The purpose of the application is to zone the subject lands to recognize two parcels of lands with non-compliant lot frontages and lot areas.

**AND PURSUANT** to Section 34 (10) of the Planning Act, the application file is available for review. 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.

**DATE AND LOCATION OF PUBLIC MEETING**

Date: Thursday, January 14, 2021  
Time: 10:45 a.m.  
Location: The meeting will be a virtual meeting. Please see note below.

**DETAILS OF THE ZONING BY-LAW AMENDMENT**

The purpose of the amendment is to recognize the lot area and frontage of two parcels that were recently subject to a consent approval to create a right-of-way for a shared driveway from Highway 89. As a condition of consent the MTO has required a substantial portion of the lot frontage to be conveyed to the MTO. On this basis the proposed amendment would establish a General Agricultural (A1) Zone exception to recognize the resultant frontage and lot area of the two parcels.

**NOTE:** This will be a virtual meeting. If you wish to attend the virtual meeting, please call or email the Township office prior to the day of the public meeting so you can be provided with a link to the meeting. If you do not have the capability to attend a virtual meeting, please provide written comments and a phone number where you can be reached to the Township Clerk prior to the public meeting.

**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. Reference plans of the lands subject to the amendment are also available for public review.

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

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

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

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

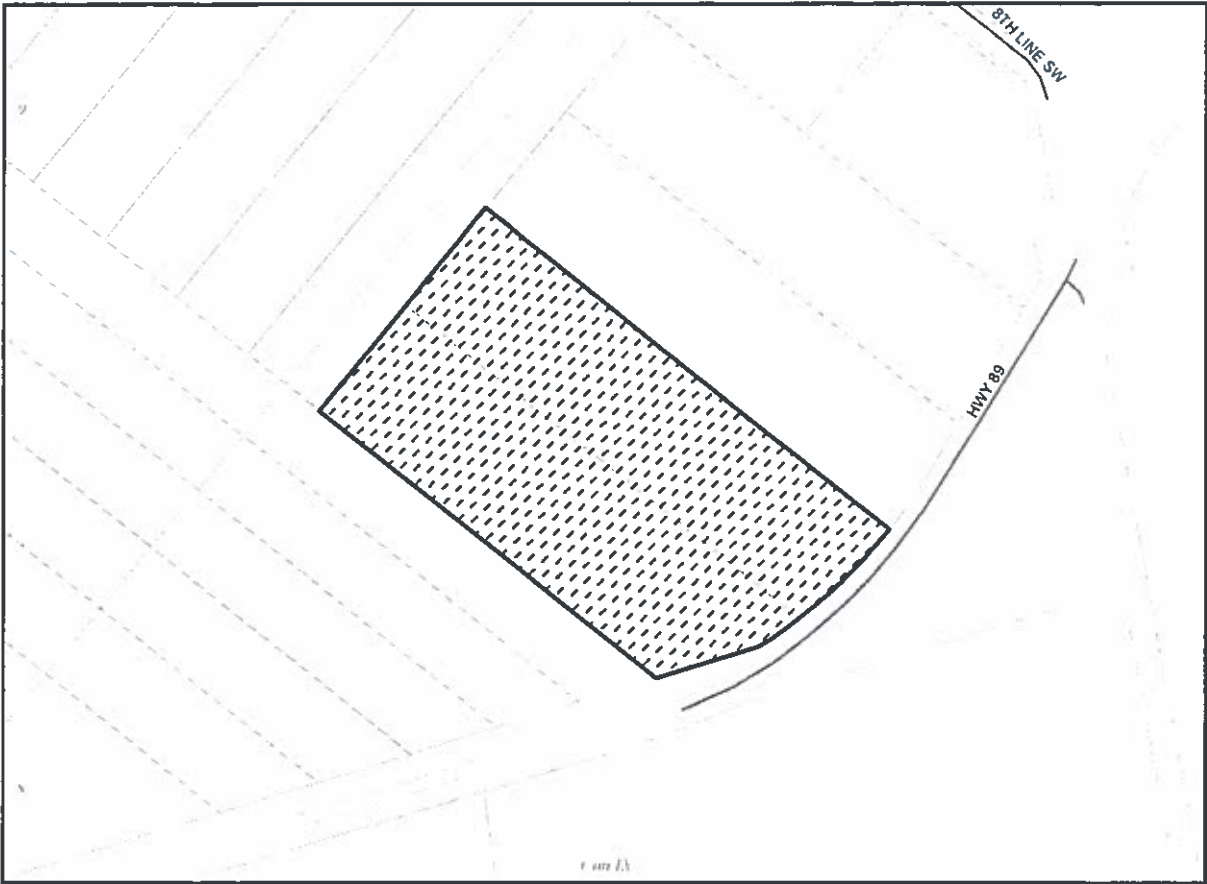
Mailing Date of this Notice: December 21, 2020



Denise Holmes, CAO - Township of Melancthon

DEC # 16-3  
IAN 14 2021

LANDS SUBJECT TO APPLICATION FOR  
ZONING BY-LAW AMENDMENT



 Subject Lands



THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. \_\_\_\_\_

(Khalil/Sidhu – January 8, 2021)

Being a By-law to amend By-law No. 12-79, as amended, the Zoning By-law for the Township of Melancthon for lands described legally as Parts 1, 2 and 3 Plan 7R-6435 and Parts 1, 2 and 3, Plan 7R-6577 and located in Part of Lot 8, Concession 9 S.W, 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 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 described legally as Parts 1, 2 and 3 Plan 7R-6435 and Parts 1, 2 and 3, Plan 7R-6577 located in Part of Lot 8, Concession 9, S.W. from the General Agricultural (A1) Zone to the General Agricultural Exception (A1-143) Zone, as shown on Schedule A-1 attached hereto, which forms part of this By-law.
2. And Furthermore, Zoning By-law No. 12-79 as amended, is further amended by amending Section 4.7 by adding the following new subsection after sub-section eeeee):

*fffff) On lands described legally as Parts 1, 2 and 3 Plan 7R-6435 and Parts 1, 2 and 3, Plan 7R-6577 and located in Part of Lot 8, Concession 9, S.W and located in the A1-143 Zone, notwithstanding Sections 4.5 b) and c), the minimum lot frontage shall be 10 metres, the minimum setback from any lot line shall be 15 metres and furthermore a home industry shall not be a permitted use.*

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 14<sup>th</sup> day of January 2021.

READ A THIRD TIME and finally passed this 14<sup>th</sup> day of January 2021.

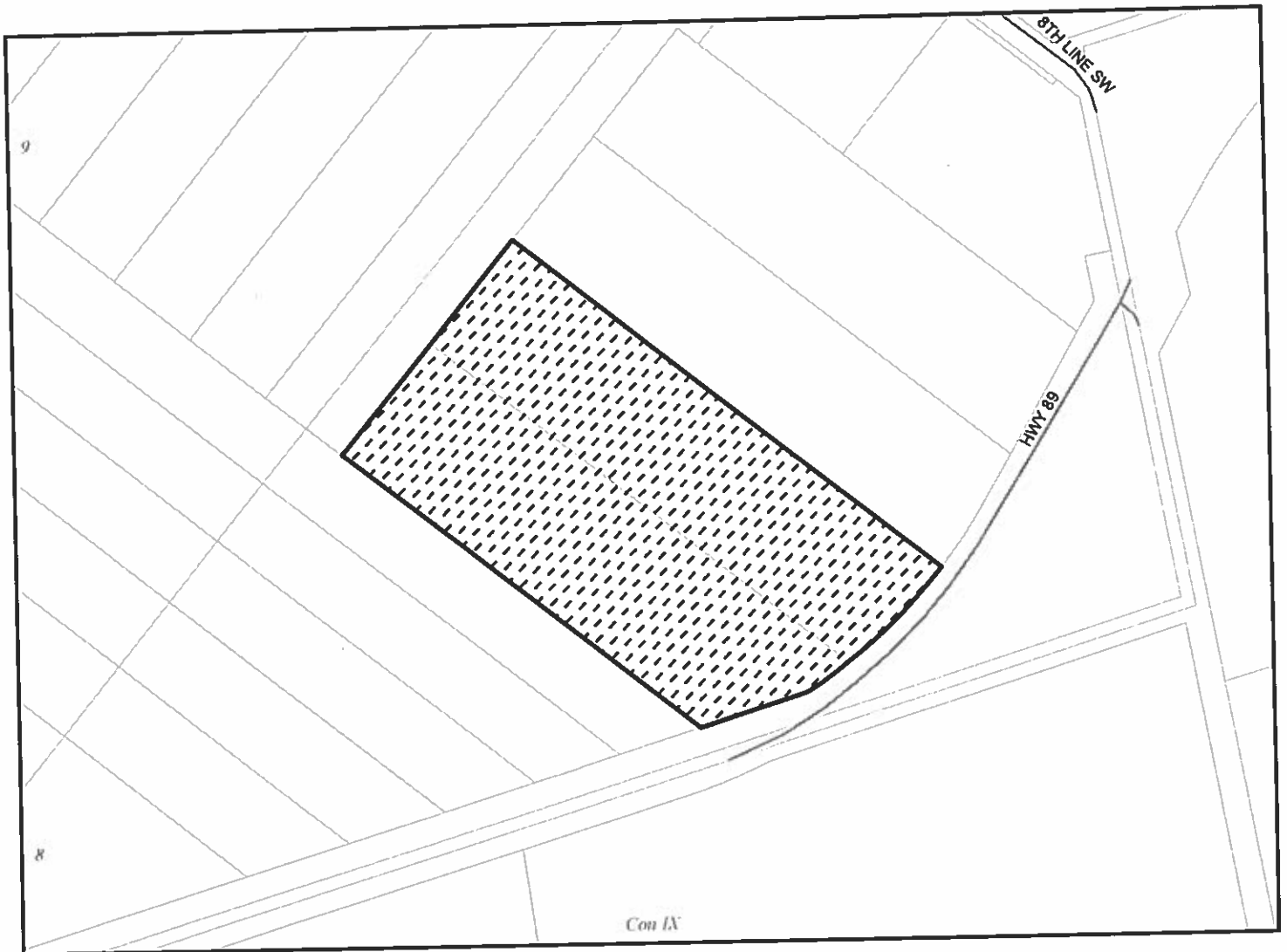
\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk

Schedule 'A-1'

By-law 2021-\_\_\_\_\_

Part of Lot 8, Concession 9 SW of Toronto and Sydenham Road  
Township of Melancthon



Lands to be rezoned from the General Agricultural (A1) Zone  
to the General Agricultural Exception (A1-143) Zone

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

Passed this \_\_\_\_\_ day of \_\_\_\_\_, 2021.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Clerk