



**TOWNSHIP OF MELANCTHON SPECIAL
ELECTRONIC MEETING - AGENDA
WEDNESDAY, SEPTEMBER 15, 2021 – 6:00 – 8:00 P.M.**

Join Zoom Meeting

<https://us02web.zoom.us/j/84970843857?pwd=dUIRNGp3Rys0WmYwUVM5aXIrTdTdZdz09>

Meeting ID: 849 7084 3857

Passcode: 664313

One tap mobile

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Dial by your location

+1 647 374 4685 Canada

+1 647 558 0588 Canada

+1 778 907 2071 Canada

+1 204 272 7920 Canada

+1 438 809 7799 Canada

+1 587 328 1099 Canada

Meeting ID: 849 7084 3857

Passcode: 664313

1. Call to Order

2. Approval of Agenda

3. Declaration of Pecuniary Interest

4. General Business

1. Review and Discussion regarding the Centre Dufferin Recreation Complex and Fire Services with Representatives of the Town of Shelburne
 1. Shelburne CAO Report 2021-03 – Meeting Date - February 22, 2021
 2. Motion from the Town of Shelburne – March 15, 2021 Council Meeting
 3. Shelburne CAO Report 2021-08 – Meeting Date - July 12, 2021 and Motion passed by the Town of Shelburne Council

5. Confirmation By-law

6. Adjournment



A People Place, A Change of Pace
SHELBURNE
ONTARIO, CANADA

Meeting Date: Monday, February 22, 2021

To: Mayor Mills and Members of Council

From: Denyse Morrissey, Chief Administrative Officer

Report: CAO 2021-03

Subject: Service Delivery Review Final Report – Dufferin County

Recommendation

Be it Resolved that Council:

1. Receives report CAO 2021-03 Service Delivery Review Final Report – Dufferin County be received for information; and that
2. A special Council meeting be scheduled on March 15, 2021 for Council discussion regarding Part A recommendations of the Dufferin County Service Delivery report specific to Indoor Recreation and Fire Services.

Background

Dufferin County SDR

Dufferin County received grant to fund their Service Delivery Review (SDR) through the first intake of the Municipal Modernization Program. The SDR was divided into two parts:

- Part A – Shared Municipal Services/Resources
- Part B – County Operations and Community/Human Services

The County's RFP for the Service Delivery Review closed on October 25, 2019. Optimus SBR Inc was awarded the project for \$264,750. The RFP also provided an option for local municipalities to separately engage and hire the firm for their own service delivery review related needs.

Significant review of lower tier municipal services was completed within Part A and recommendations were provided by Optimus. The firm presented their report to an All Council's meeting of Dufferin County municipalities on November 24, 2020. The firm also presented their report to Town of Shelburne Council on December 14, 2020.

The updated and final report addressed the comments from discussions around Economic Development, the Transportation Master Plan, and the Operations Centre. The firm also clarified language around stakeholder comments regarding Fire services.

With respect to the recommendations from Part A and next steps it is up to individual Councils how they wish to move forward.

The final report from Optimus SBR Inc, Part A is provided in Appendix 1.

Analysis

The County of Dufferin's SDR and the recommendations provide comprehensive analysis that is relevant to Council's Strategic Priorities and specific Targets and action items, that the Town will also complete a SDR in 2021, and a Parks and Recreation Master Plan in 2021.

Town of Shelburne Council's Strategic Priorities

Council's Strategic Priorities include:

Target T2 Municipal Services Review and Evaluation

A: Complete a service delivery review for all Town services and operations

B: Complete review of municipal services delivered by third-party boards and complete a governance review

Council's Strategic Priorities are provided in Appendix 2.

County SDR Final Report – Third Party Board Governance

Governance analysis related to two third-party boards, which are Centre Dufferin Recreation Centre (CDRC) and Shelburne and District Fire Services as part of the services areas of Indoor Recreation, and Fire Services was

completed. These two third-party boards would have needed to be a component of the Town's SDR and as included in Council's Strategic Priorities.

There are Agreements for the participating member municipalities for the CDRC, and the Shelburne and District Fire Department.

The 1994 CDRC agreement is provided in Appendix 3.

The 2020 agreement for the Shelburne and District Fire Department, which has not been signed by the Town of Shelburne, is provided in Appendix 4.

The 1991 agreement for the Shelburne and District Fire Department is provided in Appendix 5. In the absence of the Town of Shelburne signing the 2020 agreement the 1991 agreement remains in effect.

The recommendations from Optimus, extracted below and italicized, also address some of the targets within Council's Strategic Priorities, specifically T2 – "Complete review of municipal services delivered by third-party boards and complete a governance review".

➤ Indoor Recreation

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

➤ Indoor Recreation proposed recommendation:

Explore a revision to the current governance structure associated with Indoor Recreation Facilities in the Rural Municipalities.

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

The Options summarized included:

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).

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.

Fire Services 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.

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.

2021 Town of Shelburne Budget

The approved 2021 budget includes \$25,000 to support the costs for an SDR and hiring a consultant. It is anticipated the project will commence in early summer and be completed by end of November 2021.

The Town of Shelburne funds 62% of the CDRC budgets. The Town of Shelburne is the owner of the building.

The Town of Shelburne's funding of the Shelburne and District Fire Department budgets is based on the average of Assessment, Households and the 3 year call average. In 2021 Shelburne will fund 54.69%. The Town of Shelburne is the owner of the building.

Parks and Recreation Master Plan

The Town of Shelburne will be completing our Parks and Recreation Master Plan in 2021. It will include community consultation and engagement to fully capture input from residents regarding desired or future parks and recreation services, including indoor recreation and programs.

The October 2020 recommendations from the Anti-Black, Anti-Racism and Discrimination Task Force included a number action items for the Town to undertake to enhance recreation, culture and parks opportunities in serving a diversified community, and to be more reflective of this commitment via the services offered to a diversified community.

Municipal Modernization Fund Second Intake

The program was announced on January 25, 2021 and the deadline for expressions of interest is March 15, 2021. One of the requirements is field work cannot begin earlier than January 26, 2021, with a final report completed and posted publicly on the municipal website by November 30, 2021.

The Town will also be submitting an expression of interest for funding, under the second intake of the Municipal Modernization Program, Review Stream for our SDR.

General information on the Municipal Modernization Fund is provided in Appendix 6.

Financial

Not applicable

Policies & Implications

Not applicable

Consultation and Communications

Not applicable

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and Livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T2 Municipal Services Review and Evaluation

Target T7 Promote partnerships and collaboration

Supporting Documentation

Appendix 1: County of Dufferin, final SDR report, Part A, December 2020:
from Optimus SBR Inc

Appendix 2: Town of Shelburne, Council's Strategic Priorities

Appendix 3: 1994 CDRC agreement

Appendix 4: 1991 agreement for the Shelburne and District Fire Department

Appendix 5: 2020 agreement for the Shelburne and District Fire Department
(which has not been signed by the Town of Shelburne)

Appendix 6: Province of Ontario, Municipal Modernization Fund: Second
Intake information

Respectfully submitted:

Denyse Morrissey, CAO

Denise Holmes

From: Jennifer Willoughby <jwilloughby@shelburne.ca>
Sent: Tuesday, March 16, 2021 12:42 PM
To: Nicole Martin; Denise Holmes; 'Mark Early'; Tracey Atkinson
Subject: Resolution from Shelburne Council - Dufferin County SDR

Good Afternoon

At last night's Special Council meeting the following resolution was passed by Shelburne Council:

Moved By Mayor Mills
Seconded By Councillor Benotto

Council supports in principle, the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne;

AND THAT Staff is directed to review and outline the processes to move forward with the dissolution of the two boards and outline the estimated timelines and estimated costs in a follow up report;

AND THAT Council directs Staff to incorporate this general direction in the scope of work that would be required within the Town's Service Delivery Review, as well as Parks and Recreation Master Plan as both projects will be completed in 2021.

CARRIED, W. Mills

A copy of the CAO's report can be found on the Town's website at the following link <https://pub-shelburne.escribemeetings.com/Meeting.aspx?Id=f59e24a9-2acf-4231-bf4b-b30e1cfdbe1c&Agenda=Agenda&lang=English>

You can also view the proceedings of Council on the Town's YouTube channel <https://www.youtube.com/channel/UCsar-MwF8CXrgPbe2EVxh-w>

Thank You

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

The Town of Shelburne is proactively taking measures to limit the spread of COVID-19. As of February 16, 2021 at 12:01 a.m. our Region has returned to the Framework under Red-Control and will no longer be subject to the Stay-at-Home order. Town Hall will remain closed until further notice. Scheduled appointments are available from Tuesday to Friday from 9 am to 4 pm upon request. We are encouraging everyone to take advantage of the digital processes. You can pay your bills online by visiting our webpage Paying My Bills. The best way to reach staff is by email. .

Thank you and stay healthy!

Denise Holmes

From: Jennifer Willoughby <jwilloughby@shelburne.ca>
Sent: Monday, July 19, 2021 10:17 AM
To: Nicole Martin; Denise Holmes; Fred Simpson; Mark Early; tatkinson@mulmur.ca; Nicole Hill; rsnyder@sdfd.ca; Kim Fraser; Roseann Knechtel
Subject: Shelburne Council Resolution - Report CAO 2021-08 - Service Delivery Review Town of Shelburne
Attachments: Report CAO 2021-08 Service Delivery Review Town of Shelburne.pdf

Good Morning

Attached please find a copy of report CAO 2021-08 – Service Delivery Review Town of Shelburne, that was considered by Shelburne Council at it's meeting held Monday July 12, 2021.

Subsequently the following resolution was passed:

Motion #9
Moved By Councillor Buffett
Seconded By Councillor Benotto

BE IT RESOLVED THAT Council receives report CAO 2021-08 Service Delivery Review Town of Shelburne for information;

AND THAT Optimus SBR Inc. be assigned the project for a budget of up to \$70,000 and the funding provided for the project by the Province of Ontario through the Municipal Modernization Program second intake;

AND THAT as part of the SDR that consultation and discussions be commenced with applicable municipalities regarding potential directions and options that could be supported regarding Council's support in principle of the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne.

CARRIED, Wade Mills

Thank You

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

The Town of Shelburne is proactively taking measures to limit the spread of COVID-19. Staff continue to work however there is no public access to Town Hall until further notice. While every effort will be made to support pick up scheduling Monday to Friday, appointments for 'curbside pick-up' will generally be scheduled on Tuesdays and Thursdays for such services as recycling and compost bins. We are encouraging everyone to take advantage of the digital processes. The best way to reach staff is by email. You can pay your bills online by visiting our webpage [Paying My Bills](#).

Thanks and stay healthy!



A People Place, A Change of Pace
SHELBURNE
ONTARIO, CANADA

Meeting Date: Monday, July 12, 2021

To: Mayor Mills and Members of Council

From: Denyse Morrissey, Chief Administrative Officer

Report: CAO 2021-08

Subject: Service Delivery Review Town of Shelburne

Recommendation

Be it Resolved that Council:

1. Receives report CAO 2021-08 Service Delivery Review Town of Shelburne for information; and that
2. Optimus SBR Inc be assigned the project for a budget of up to \$70,000 and the funding provided for the project by the Province of Ontario through the Municipal Modernization Program second intake; and that
3. As part of the SDR that consultation and discussions be commenced with applicable municipalities regarding potential directions and options that could be supported regarding Council's support in principle of the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne.

Background

Province of Ontario - Municipal Modernization Fund Second Intake

The Province's program was announced on January 25, 2021 and the deadline for expressions of interest was March 15, 2021. The Town submitted an expression of interest for \$70,000 in project funding under the second intake of the Municipal Modernization Program for our Service Delivery Review (SDR).

The grant information submitted included the general scope of work:

- The Town of Shelburne participated in the County of Dufferin's SDR. Our SDR will continue that work based on the recommendations.
- The Service Delivery Review (SDR) will include assessment of efficiency and effectiveness; identification of additional services/resources that could be shared or services Town can provide to other local municipalities, assessment of the way the services are provided including organizational and staffing review, service enhancements, subsidy requirements (taxation) of service areas needed or revised to meet Council's commitments to a vibrant and healthy community including distribution or realignment of costs to priority areas, and consideration of future requirements.
- The expected outcome includes a more responsive organization in response to Council's strategic priorities including how annual budgets, both operating and capital are more responsive to evolving priorities and then shifting resources strategically.
- The SDR does not have a pre-determined focus on cost savings as the only outcome but rather to provide services in the most responsible and responsive manner, and to deliver the services our residents want (and demand) and are supportive of paying for through their taxes.

On June 30, 2021 the Town was advised by Minister Clark, Ministry of Municipal Affairs and Housing that the project would receive \$70,000 in funding. All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies by November 30, 2021.

The letter from the Minister Clark is provided in Appendix 1.

Council's Strategic Priorities

Council's Strategic Priorities included:

Target T2 Municipal Services Review and Evaluation

A: Complete a service delivery review for all Town services and operations

B: Complete review of municipal services delivered by third-party boards and complete a governance review

Dufferin County Service Delivery Review

Dufferin County received a grant to fund their Service Delivery Review (SDR) through the first intake of the Municipal Modernization Program. The SDR was divided into two parts:

- Part A – Shared Municipal Services/Resources
- Part B – County Operations and Community/Human Services

Significant review of lower tier municipal services was completed within Part A and recommendations were provided by Optimus. The firm presented their report to an All Council's meeting of Dufferin County municipalities on November 24, 2020. The firm also presented their report to Town of Shelburne Council on December 14, 2020.

The County of Dufferin's SDR and the recommendations provide comprehensive analysis that is relevant to Council's Strategic Priorities and specific Targets and action items. The Town would also be completing a SDR in 2021, and a Parks and Recreation Master Plan in 2021.

The County's RFP also provided an option for local municipalities to separately engage and hire the firm for their own service delivery review related needs.

County SDR Final Report – Third Party Board Governance

Governance analysis related to two third-party boards, which are Centre Dufferin Recreation Complex (CDRC) and Shelburne and District Fire Services as part of the services areas of Indoor Recreation, and Fire Services was completed and recommendations made. The governance of these two third-party boards would have needed to be a component of the Town's SDR as they are included in Council's Strategic Priorities.

Current Board of Management Funding Models and Contributions: Operating & Capital

- Centre Dufferin Recreation Complex: (allocations in place since 1978)

Shelburne	62%
Amaranth	15%
Melancthon	15%
Mono	8%

- Shelburne & District Fire Department: (changes annually based on 3 year fire call average, households and assessment)

Shelburne	54.69%
Amaranth	13.05%
Melancthon	15.03%
Mono	9.75%
Mulmur	7.48%

At the March 15, 2021 Special Council meeting the February 22, 2021 staff report CAO 2021-03 Service Delivery Review Final Report – Dufferin County was further discussed and the following resolution was passed:

Council supports in principle, the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne;

AND THAT Staff is directed to review and outline the processes to move forward with the dissolution of the two boards and outline the estimated timelines and estimated costs in a follow up report;

AND THAT Council directs Staff to incorporate this general direction in the scope of work that would be required within the Town's Service Delivery Review, as well as Parks and Recreation Master Plan as both projects will be completed in 2021.

On May 31, 2021 Council requested an update on when the staff report as per the direction, as extracted, on March 15, 2021 by Council:

Staff is directed to review and outline the processes to move forward with the dissolution of the two boards and outline the estimated timelines and estimated costs in a follow up report.

This report has recommended that as part of the SDR that consultation and discussions be commenced with applicable municipalities regarding potential directions and options that could be supported regarding two specific third party boards. This is in follow up to Council's support in principle of the recommendations specific to indoor recreation and fire services from the County of Dufferin Service Delivery Review Part A and the dissolution of the boards of management whereby each service area would be directly delivered by the Town of Shelburne. The associated timelines, potential costs and the Town's commitment to having continued service relationships for other communities would be reviewed and discussed as part of the consultations.

The consultation team(s) representing the Town has to be confirmed and is expected to include the Mayor, another member of Council and a member of senior staff.

The Town's SDR is expected to commence in late July 2021 and be completed by end of November 2021.

Financial

The approved 2021 budget included \$25,000 to support the costs for an SDR and hiring a consultant.

With the \$70,000 in project funding provided by the Province of Ontario through the Municipal Modernization Program second intake, the \$25,000 can be realigned. This could include supporting the implementation needs and costs related to the SDR report and recommendations.

Policies & Implications

Not applicable

Consultation and Communications

Not applicable

Council Strategic Priorities

Council's Strategic Priorities has three Goals - Sustainable, Engaged and livable. There are a total of 12 targets with the three Goals.

This report aligns with the Sustainable Goals within the Targets:

Target T2 Municipal Services Review and Evaluation

Target T7 Promote Partnerships and Collaboration

Supporting Documentation

Appendix 1: Notice of SDR project funding, Minister Clark, Ministry of Municipal Affairs and Housing, June 30, 2021.

Respectfully submitted:

Denyse Morrissey, CAO

Appendix 1

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2021-3044

June 30, 2021

Your Worship
Mayor Wade Mills
Town of Shelburne

Dear Mayor Mills,

Thank you for your application to the second intake of the **Municipal Modernization Program** and for your commitment to delivering modern, efficient services that are financially sustainable.

Under the third-party review stream, I am pleased to inform you that the Ford government will provide funding of up to \$70,000 towards:

- Town of Shelburne Service Delivery Review

All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies by November 30, 2021.

In 2019, the Ford government launched the MMP to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective. The impacts of the COVID-19 outbreak have made this work more important than ever. The projects selected for funding under the second intake of the Municipal Modernization Program will further support municipalities' efforts to implement efficiencies, with a focus on digital modernization, service integration, streamlining development approvals and alternative service delivery.

I understand how important this work will be to your community. To help you get started, an interim payment will be issued following execution of a transfer payment agreement. Ministry staff will forward instructions and a transfer payment agreement for each approved project in the coming days and will work with you to have it finalized. If you have questions, please contact your municipal advisor, or email municipal.programs@ontario.ca.

I would like to offer my congratulations on this funding approval and extend my best wishes as you work to improve service delivery and administrative efficiency in your municipality.

Sincerely,

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

Steve Clark
Minister

- c. Denyse Morrissey, Chief Administrative Officer, Town of Shelburne
- Carey Holmes, Treasurer, Town of Shelburne
- The Honourable Sylvia Jones, MPP, Dufferin—Caledon