



## **TOWNSHIP OF MELANCTHON ELECTRONIC MEETING THURSDAY, MARCH 17, 2022 - 5:00 P.M.**

Join Zoom Meeting

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Meeting ID: 882 7029 8788

Passcode: 363056

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### **AGENDA**

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

#### **2. Land Acknowledgement Statement**

*We will begin the meeting by sharing the Land Acknowledgement Statement:*

We would like to begin by acknowledging that Melancthon Township recognizes the ancestral lands and treaty territories of the Tionontati (Petun/Wyandot(te)), Haudenosaunee (Six Nations), and Anishinaabe Peoples. The Township of Melancthon resides within the lands named under the Haldimand Deed of 1784 and the Lake Simcoe-Nottawasaga Treaty (Treaty 18).

These territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

#### **3. Announcements**

#### **4. Additions/Deletions/Approval of Agenda**

#### **5. Declaration of Pecuniary Interest and the General Nature Thereof**

#### **6. Approval of Draft Minutes – March 3, 2022**

- 7. Business Arising from Minutes**
- 8. Point of Privilege or Personal Privilege**
- 9. Public Question Period** (Please visit our website under Agendas and Minutes for information on Public Question Period)
  1. Email from Dina Barazza
  2. Email from Vladimir Dresar
  3. Email from Edmund A Graham
  4. Email from Kathryn Hunt
- 10. Public Works**
  1. Other
- 11. Planning**
  1. Dufferin County Draft Land Needs Analysis Report
  2. Other
  3. Unfinished Business
    1. Tripp/Serbin Planning Invoices for Zoning By-law Amendment
- 12. Climate Change Initiatives**
- 13. Police Services Board**
- 14. County Council Update**
- 15. Committee/Board Reports & Recommendations**
  1. Recommendation from Heritage Advisory Committee – March 9, 2022
- 16. Correspondence**

**Board & Committee Minutes**

1. NVCA Board Meeting Highlights – March 25, 2022
2. Shelburne & District Fire Board – February 1, 2022
3. Township of Melancthon Police Services Board – December 7, 2021

**Items for Information Purposes**

1. NVCA Inventory of Programs and Services
2. Notice of Public Meeting Concerning the Township of Southgate Official Plan –

<https://www.southgate.ca/en/municipal-services/southgate-official-plan.aspx#Township-of-Southgate-New-Official-Plan- Documents>

3. Dufferin County COVID-19 Debriefing of Municipal Partners Summary Report
4. Follow up Letter from the Multi-Municipal Wind Turbine Working Group
5. Letter from Ministry of Infrastructure – Getting Ontario Connected Act, 2022
6. Letter from Upper Grand District School Board Regarding Reducing School Board Carbon Footprints
7. Melancthon 2021 Groundwater Monitoring Report
8. Ministry of Health – Living with and Managing COVID-19
9. Statement from Dr. Mercer on Local Mask Requirements
10. Wind Concerns Ontario – New Setbacks Recommended for Wind Turbines

**Items for Council Action**

1. NDCC Board of Management Resignation Letter from Emma Holmes

**17. General Business**

1. Notice of Intent to Pass By-law
  1. By-law to Provide for Advance Voting
2. New/Other Business/Additions
  1. Duivenvoorden Cost Recovery Agreement
  2. Horning's Mills Community Hall Rental Agreement/Price List
  3. Email from Veterans Affairs Canada Regarding Dieppe 80<sup>th</sup> – Councillor McLean
  4. Multi-Year Accessibility Plan 2022-2025
  5. Notice of Motion – Councillor Mercer – That the Township create a volunteer recognition program that recognizes and rewards volunteer contributions
  6. Covid Policies and Procedures – Vaccination Work Policy, In-person Council meetings, any other Covid changes (Councillor McLean)
3. Unfinished Business
  1. Amendment to Township Social Media Policy
  2. Amendment to Procedural By-law – Petitions and Communications
  3. Full Scale Review for NDCC Agreement, Comments from Council & Cost Benefit Analysis Report
  4. NDCC Final 2022 Budget
  5. Township of Melancthon Draft Budget #5 **\*Note Budget Public Meeting will take place at 6:30 p.m.\***
  6. CDRC Capital Costs – Number of Melancthon Users using the facility
  7. Township Diversity Policy
  8. Retaining the services of a Planner/Planning Consultant
  9. Replacement Board/Committee Council Member for the following Boards/Committee: Southgate Recreation Advisory Committee, Upper Grand Watershed Committee, Shelburne and District Fire Department, Roads Sub-Committee, Road Safety Task Force

**18. Delegations**

1. **5:20 p.m.** - Robin Tripp & Brenda Serbin - Tripp/Serbin Costs, Expenses, Communications and Timeframes for Zoning Amendment
2. **7:00 p.m.** – Council Vacancy – Meet the Candidates and Questions from Council & Public to the Candidates

**19. Closed Session**

1. Approval of Draft Minutes – February 17, 2022, February 23, 2022 – Special Emergency Meeting
2. Business Arising from Minutes
3. Personal matters about an identifiable individual, including municipal or local board employees – NDCC Board of Management Representative Application for Vacancy
4. Rise With Report from Closed Session

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

**21. Notice of Motion**

**22. Confirmation By-law**

**23. Adjournment and Date of Next Meeting – Thursday, April 7, 2022 – 5:00 p.m.**

**24. On Sites**

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

## Denise Holmes

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**From:** Dina Barazza [REDACTED]  
**Sent:** Thursday, March 3, 2022 10:40 AM  
**To:** Denise Holmes  
**Cc:** Darren White  
**Subject:** Request to pass along my questions

Hi Denise,

I am sorry that I Was unable to stay for the whole meeting today, as I have meetings most of today.

I would like to put forward some questions, as I have reviewed the road safety report ( which is very well done and appreciate the graphics).

- What other municipalities did we review or compare with?
- How has the pedestrian zone signs worked in other places? Stats? Metrics
- Is there a plan to create a dual or joint task force with other townships ? (so we can share resources and learn from each other)
- Where does the PSB fall into future work?
- As our county grows..we will require a benchmark of data for a starting point to measure going forward. Are the OPP able to share stats on trends in speeding? Fatalities?

Dina



**The  
Talent  
Consortium**

Dina Barazza, President and Chief Learning Officer  
[REDACTED]



## Denise Holmes

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**From:** VLADIMIR DRESAR [REDACTED]  
**Sent:** Monday, March 7, 2022 3:25 PM  
**To:** Sarah Culshaw  
**Cc:** Denise Holmes  
**Subject:** Strada Pit Proposal

B.M. and Vladimir Dresar  
[REDACTED]

To the attention of Mayor Darren White and Melancthon Counsel Members,

Re: The Strada Pit Proposal

We write to advise you that we strongly object to allowing Strada Aggregates to dig below the water table or as they have put it in their letter to extract the "limestone underneath the sand and gravel deposits". Our well water has already been negatively impacted by the pit's activities. Prior to the pit our water was clear and uncontaminated. However, since the pit started digging extensively our water turns brown with any significant rain or runoff. We had the situation investigated. Our well was inspected and deemed to be without issue thus indicating that the problem was the water source supplying our well. Conversations with neighbours indicate that we are not the only ones who have been impacted in this way. Our neighbours to the north actually put in a new well in an attempt to correct the situation. We are deeply concerned not only because the situation impacts our water tank, our appliances and of even more importance our health and quality of life, but as well, reduces the value of our home. PLEASE do not allow Strada to further detrimentally affect our lives. We respectfully request that the township do everything in it's power to protect it's residents and it's water.

Sincerely,

Vladimir and Barbara May Dresar  
[REDACTED]

on 2/4/22

## Denise Holmes

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**From:** eagraham [REDACTED]  
**Sent:** Tuesday, November 10, 2015  
**To:** Denise Holmes  
**Subject:** Flato project corner of Country Road 9 and Hyway 10.

To Whom it May Concer :

I was just wondering how someone got permission to clear-cut many many acres of forest.

Destroying habitat and eco systems. Then on top of that no plan was in place to utilize the trees other than to shred them all.

No thought to lumber, firewood fence posts etc.

Was there an environmental impact study done regarding wild life , group water etc.

All of these questions may have been asked and answered already but since I drive by this location everything I leave home I just wondered how such a devastating change to the local landscape and environment was green lit.

Thank you

Edmund A Graham

Sent from my Bell Samsung device over Canada's largest network.

## Denise Holmes

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**From:** Kathryn Hutman [REDACTED]  
**Sent:** Wednesday, March 9, 2022 11:45 AM  
**To:** Denise Holmes  
**Subject:** Council

Good afternoon Denise,

I'm writing to you regarding the home planner matter.

We currently have our plans ok'd by Dufferin county and are waiting on the township to be able to review and approve the plans

Im hoping that the role of the planner can be on the agenda for the council meeting as we are currently on a time crunch for ordering lumber, trusses and materials, as we hope to begin construction in mid April

Can you please provide us with an update or a plan as we'd like to order material and schedule contractors however without a permit we are skeptical of scheduling

Thank you

Kathryn Hunt  
[REDACTED]

Sent from my iPhone

## Denise Holmes

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**From:** Cody Joudry <cjoudry@dufferincounty.ca>  
**Sent:** Monday, February 28, 2022 4:30 PM  
**To:** Denise Holmes  
**Subject:** Feedback on LNA  
**Attachments:** 2022-02-28 LNA Letter to Melancthon.pdf

Hi Denise,

Please see my attached letter regarding the Land Needs Analysis as discussed at the February Planners of Dufferin Meeting.

If you have any questions please don't hesitate to reach out.

Cody

**Cody Joudry, Director | Development and Tourism | County of Dufferin**  
Phone: (519) 942-7618 | [cjoudry@dufferincounty.ca](mailto:cjoudry@dufferincounty.ca) | 30 Centre St, Orangeville, ON L9W 2X1



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February 28, 2022

Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10, Melancthon, ON  
L9V 2E6

Dear Denise,

Dufferin County's Land Use Planning consultants, WSP, have completed a Land Needs Analysis (LNA) as part of the Municipal Comprehensive Review (MCR) process. A draft summary of the findings were presented to Dufferin County Council on October 14, 2021.


The final report was circulated to the Planners of Dufferin group on January 20, 2022, presented to the Dufferin County's Community Development and Tourism Committee on January 27, 2022, and then to Council on February 10, 2022. The Committee and Council received the report with the understanding that Municipalities would be engaged prior to the start of the public consultation process.

Following this Municipal engagement, the next step in the MCR process will see both public consultation and a drafting of the Conformity Report. As per the Province of Ontario, the Conformity Report is to be approved by County Council and submitted to the province no later than July 2022 for ministerial review.

To meet this timeline, we're requesting feedback from your Municipality as soon as possible and no later than March 31, 2022. Any information you're able to share on the LNA would be greatly appreciated. We would also welcome responses – and any supporting documentation – to the following key questions:

1. How do the projections outlined in the LNA meet with your vision of the community over the next 10, 20, and 30-year periods (i.e. would the community like to exceed growth projections, or are the projections too aggressive, etc.)?
2. Are servicing expansions planned that would ensure continued uninterrupted growth?
3. Are there constraints (or opportunities) to land development or servicing that should be additionally considered?
4. What efforts has your Municipality taken (or plans to take) that would increase the speed at which development can take place (i.e. zoning to permit more as-of-right development)?
5. For Municipalities where the LNA outlines a need for an expansion to settlement boundaries, can you outline the specific geography where you'd like to see those expansions take place (or would be best suited)?

Our hope is that your completed response (barring any information you may need to provide in confidence) received Council support by way of an approved motion.





We're happy to meet with senior representatives and your Municipal planning staff if you wish to discuss this further.

Should you have any questions, please contact me.

Kind regards,

*Cody Joudry*

Cody Joudry  
Director of Development & Tourism  
(519) 942-7618  
[cjoudry@dufferincounty.ca](mailto:cjoudry@dufferincounty.ca)

*Sent only by email:* [dholmes@melancthontownship.ca](mailto:dholmes@melancthontownship.ca)





Dufferin County Municipal Comprehensive Review

## DRAFT LAND NEEDS ANALYSIS REPORT

January 21, 2022





# DUFFERIN COUNTY MUNICIPAL COMPREHENSIVE REVIEW

## DRAFT LAND NEEDS ANALYSIS REPORT

DUFFERIN COUNTY

PROJECT NO.: 19M-01335-00  
JANUARY 21, 2022

WSP CANADA INC.  
100 COMMERCE VALLEY DRIVE WEST  
THORNHILL, ON  
L3T 0A1 CANADA  
WSP.COM



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## 1.3 LIST OF ACRONYMS

GGH – Greater Golden Horseshoe  
GTA – Greater Toronto Area

**MCR – municipal comprehensive review**

**MDS – Minimum Distance Separation**

**OP – official plan**

**OPA – official plan amendment**

**PPS– Provincial Policy Statement, 2020**

# 1 INTRODUCTION

This report provides a summary of the land needs analysis undertaken in support of the Dufferin County Municipal Comprehensive Review (MCR) for the purposes of conforming to the 2020 consolidated Growth Plan for the Greater Golden Horseshoe (Growth Plan).

The Planning Act requires all upper-tier municipalities to adopt an Official Plan. The Dufferin County Official Plan was adopted in 2015. New Official Plans are required to be reviewed and updated within ten years of adoption, however the release of an updated Growth Plan in 2017 include a requirement for upper-tier municipalities to update their Official Plans to conform by July 2, 2022.

The 2020 consolidated Growth Plan for the Greater Golden Horseshoe (the Growth Plan) provided new population and employment forecasts for single- and upper-tier municipalities within the Growth Plan area, including Dufferin County. The purpose of the land needs analysis is to allocate the forecasted population and employment growth to each of the lower tier municipalities within Dufferin County and determine whether there is a need to expand any settlement areas. This process also includes confirming appropriate intensification and density targets as mandated by the Growth Plan.

There are eight local municipalities in Dufferin County: Township of Amaranth; Township of East Garafraxa; Township of Melancthon; Township of Mulmur; Town of Mono; Town of Shelburne; Town of Grand Valley; Town of Orangeville. Shelburne, Grand Valley and Orangeville are the only municipalities that have urban settlement areas with full municipal services. The urban settlement areas are comprised of delineated built-up area and designated greenfield area under the Growth Plan. Grand Valley and the remaining municipalities have community settlement areas with partial services, or no municipal services, and are primarily rural/agricultural in nature. The community settlement areas are considered rural settlements under the Growth Plan. Figure 1 - Map of Dufferin County, Local Municipalities and Settlement Areas shows a map of Dufferin County including the boundaries of each municipality and each settlement area.

The Land Needs Analysis includes a brief overview of the growth management policies intended to be implemented through the MCR, and the population and employment forecasts for Dufferin County. The proposed allocations of the forecast growth to each local municipality are summarized, along with the land needs calculated for each settlement area. This report concludes with the proposed land areas and policy recommendations required to accommodate forecasted growth.

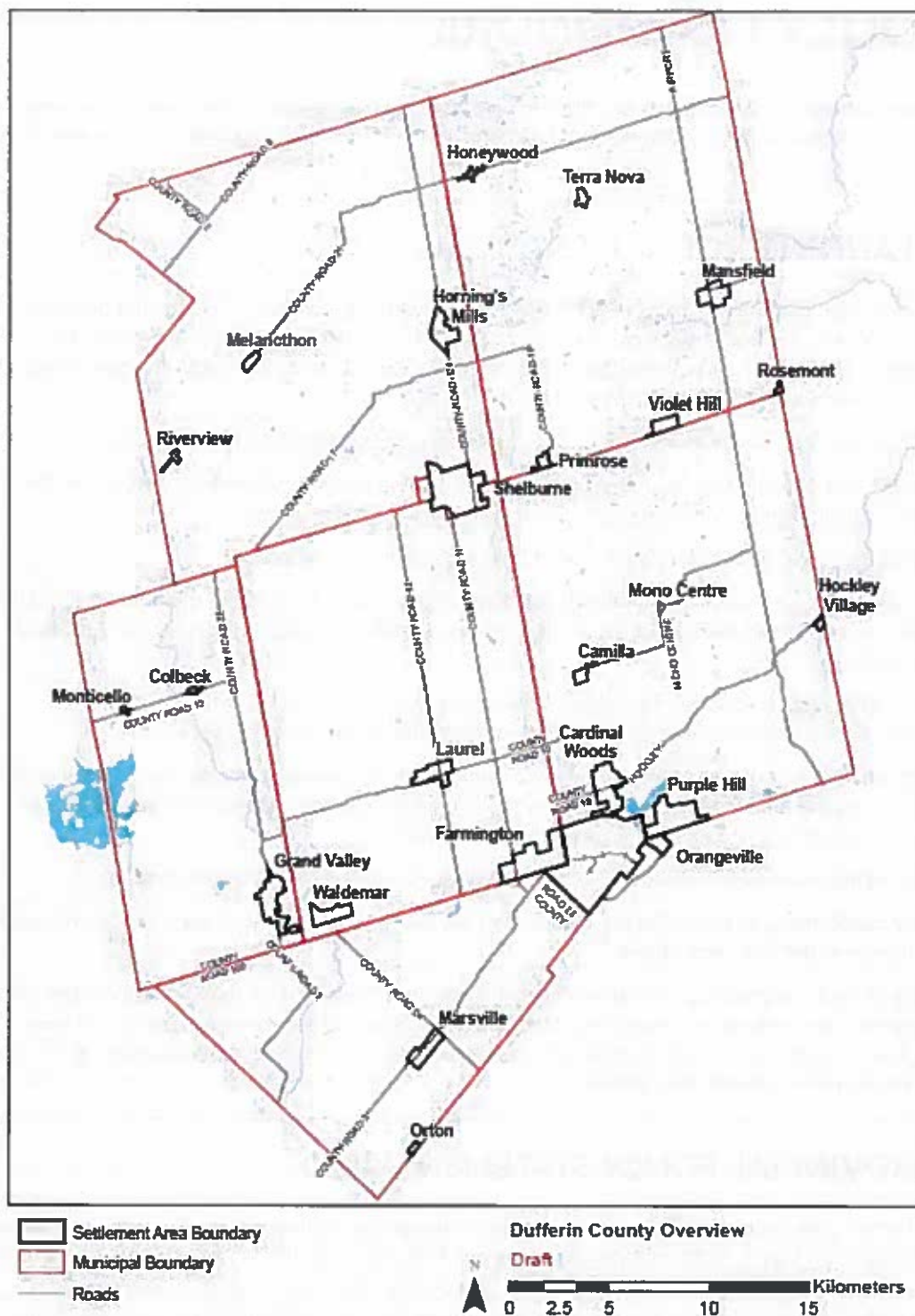


Figure 1 - Map of Dufferin County, Local Municipalities and Settlement Areas



## 2 POLICY FRAMEWORK

The Dufferin County MCR is required to follow the applicable requirements of the Planning Act and policies of the Provincial Policy Statement and the Growth Plan. These address both land use planning policy, and the process for determining land needs for residential and employment uses.

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### 2.1 PLANNING ACT

The *Planning Act*, R.S.O. 1990, Chapter P.13 is the statute that guides all land-use planning decisions in the Province of Ontario through a hierarchical framework that extends to upper-, lower- and single-tier municipalities. The Planning Act authorizes the tools municipalities can use to guide and direct land-use and development within their jurisdictions.

Section 16 of the Act outlines the required contents of a municipal official plan, which include:

- goals and objectives for economic growth and the built and natural environment within the municipality, and establishing policies for land use to meet those goals;
- policies to provide adequate affordable housing within the municipality;
- outlining the measures and methods for changing the use of land within the municipality, such as official plan amendments (OPAs), zoning by-law amendments (ZBAs), site plans and plans of subdivision.

The *Planning Act* also directs that municipal planning decisions (which includes the creation or modification of OPs) implement provincial policy and priorities in the following ways:

- by **having regard to** various matters of provincial interest, including protection of ecological systems and agricultural resources, the orderly development of communities, and adequate provision of housing and employment opportunities;
- by **being consistent with** the PPS or other policy statements issued by the province;
- by **conforming to** provincial plans, including the Growth Plan for the Greater Golden Horseshoe, The Greenbelt Plan and others.

The nature of land use planning in Ontario means that through the statutory requirements of the *Planning Act*, a common line can be drawn from the broad policy priorities of the province at the top of the planning hierarchy down through the PPS and provincial plans, then municipal official plans, all the way down to decisions on specific plots of land.

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### 2.2 PROVINCIAL POLICY STATEMENT, 2020

The Provincial Policy Statement, 2020 (PPS, 2020) was released by the Province on February 28, 2020 and came into effect on May 1, 2020, replacing the previous PPS, 2014. The PPS is issued under the authority of Section 3 of the Planning Act and provides direction on key Provincial interests related to land use planning and development in Ontario. The County's Official Plan and subsequent land use planning decisions are required to be "consistent with" the PPS. The PPS provides policy direction related to three key themes:

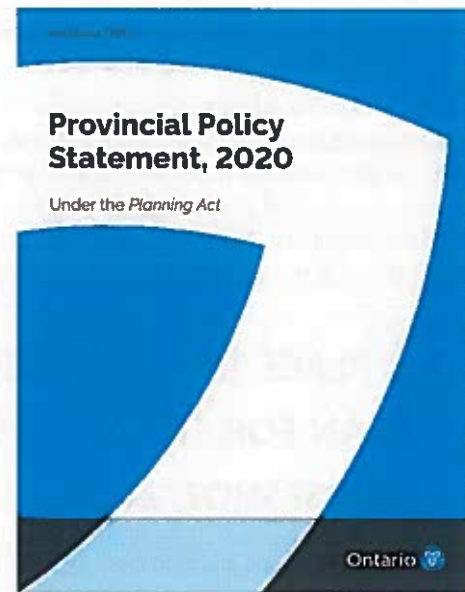
- Building Strong Healthy Communities (Section 1.0), to promote efficient land use and development patterns; promote strong, liveable, healthy, and resilient communities; and ensure appropriate opportunities for employment and residential development.
- Wise Use and Management of Resources (Section 2.0), to protect natural heritage, water, agricultural, mineral and cultural heritage and archaeological resources for their economic, environmental and social benefits.
- Protecting Public Health and Safety (Section 3.0), to reduce the potential for public cost or risk to Ontario's residents from natural or human-made hazards.

The current County Official Plan was written to be consistent with the PPS, 2014. The PPS, 2020 retains many of the policies of the PPS, 2014 with some minor changes to language to improve clarity or to emphasize government priorities. The key policies changes found in the PPS, 2020 include:

- The addition of market demand as a consideration for the expansion of Settlement Areas.
- Policy to allow municipalities to adjustment to settlement areas outside of a Municipal Comprehensive Review process, subject to certain criteria.
- The addition of new language around market-based and affordable housing options.
- An increase of the planning horizon from 20 to 25 years and requirement for a 15-year, rather than 10-year, supply of residential land.
- An expansion of the Land Use Compatibility policies to emphasize protection of employment uses from sensitive land uses.

The PPS provides detailed policies related to two key land use planning principles:

- **Settlement area boundary expansions:** Section 1.1.3.8 of the PPS, 2020 states that the expansion of a settlement area boundary to accommodate projected population growth may only take place if there is no option to accommodate the growth through intensification or redevelopment, and that infrastructure and public services which are existing or planned to serve the expanded settlement area are viable and will not place an undue burden on the finances of the municipality, the health and safety of its residents, or the natural environment.
  - Additional restrictions are placed on the proposed expansion of a settlement boundary into **prime agricultural areas**. It must be demonstrated that the lands to be included in the settlement area do not comprise specialty crop areas, and that all options to expand in areas that are not prime agriculture or are lower priority agricultural lands (e.g. expanding into Class 4 or 5 lands under the Canada Land Inventory, instead of Class 1, 2 or 3 lands). New lands added to settlement areas must also comply with the provincial Minimum Distance Separation (MDS) formulae.
- **Employment area conversions:** Section 1.3.2.4 of the PPS, 2020 states that conversion of lands within employment areas to a non-employment use may only occur at the time of a comprehensive review, and only if the new land use meets demonstrated need (e.g. new





residential lands to meet growth projections) and the lands in question are not required for employment over the long-term.

The requirements related to comprehensive review under the PPS, 2020 help to ensure that development within municipalities in Ontario proceeds in an orderly manner, and that agricultural and employment lands are protected as much as possible while allowing for the accommodation of growth. The additional overlay of provincial plans to this policy framework helps protect natural heritage (Greenbelt Plan, 2017, Niagara Escarpment Plan, 2017, and the Oak Ridges Moraine Conservation Plan, 2017), and from urban sprawl through the Growth Plan for the Greater Golden Horseshoe, 2020, which is described below.

## 2.3 A PLACE TO GROW: GROWTH PLAN FOR THE GREATER GOLDEN HORSESHOE, 2020

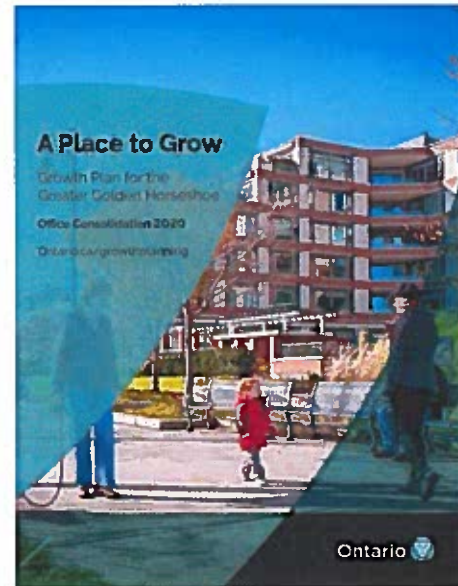
The Province released the first Growth Plan for the Greater Golden Horseshoe in 2006, and has updated it several times since, with the most recent being A Place to Grow: Growth Plan for the Greater Golden Horseshoe, 2020 (the Growth Plan).

The Growth Plan contains population and employment forecasts for the 2051 planning horizon, which are required to be implemented into the official plans of all upper- and single-tier municipalities within the Growth Plan area. Upper-tier official plans must also include direction for the allocation of their growth forecasts across the local municipalities within the upper-tier.

The policies of the Growth Plan direct growth to existing built-up areas to the extent possible before the expansion of Settlement Areas should be contemplated. These policies are to be implemented through the Dufferin County Official Plan during the municipal comprehensive review.

The following key policies of the Growth Plan can only be implemented through a comprehensive review (with some exceptions):

- **Managing Growth Forecasts:** Section 2.2 of the Growth Plan for The Greater Golden Horseshoe, 2020 states all upper-tier municipalities will, at a minimum, through a municipal comprehensive review, apply the population and employment forecasts in Schedule 3 of the Growth Plan or such higher forecasts as are established by the applicable upper-tier municipality through its municipal comprehensive review for planning and managing growth to the horizon of this Plan. Forecasted growth will be allocated to the local municipalities through the municipal comprehensive review based on policies of the Growth Plan.
- **Settlement Area Expansions:** Section 2.2.8 of the Growth Plan for The Greater Golden Horseshoe, 2020 states a settlement area boundary expansion may occur through a municipal comprehensive review where it has been demonstrated that an expansion is required to accommodate the forecasted growth to the based on the minimum intensification and density targets in the Growth Plan. The municipal comprehensive review will determine the most appropriate location for the any settlement area expansion based on the comprehensive



application of all of the policies in the Growth Plan (Settlement Area adjustments and expansions may also be considered outside of a comprehensive review, subject to certain conditions).

- **Natural Heritage System Refinement:** Section 4.2.2.5 of the Growth Plan for The Greater Golden Horseshoe, 2020 states upper- and single-tier municipalities may refine provincial mapping of the Natural Heritage System for the Growth Plan at the time of initial implementation in their official plans. After the Natural Heritage System for the Growth Plan has been implemented in official plans, further refinements may only occur through a municipal comprehensive review.
- **Agricultural System Refinement:** Section 4.2.6.9 of the Growth Plan for The Greater Golden Horseshoe, 2020, upper-tier municipalities may refine provincial mapping of the agricultural land base at the time of initial implementation in their official plans, based on implementation procedures issued by the Province. After provincial mapping of the agricultural land base has been implemented in official plans, further refinements may only occur through a municipal comprehensive review.
- **Employment Lands Conversion:** Section 2.2.5.9 of the Growth Plan for the Greater Golden Horseshoe, 2020 states the conversion of lands within employment areas to non-employment uses may be permitted only through a municipal comprehensive review where it is demonstrated that there is a need for conversion, the lands are not required over the horizon of the Growth Plan for the employment purposes, the municipality will maintain sufficient employment lands to accommodate forecasted employment growth to the horizon of the Growth Plan, the proposed uses would not adversely affect the overall viability of the employment area or the achievement of the minimum intensification and density targets in the Growth Plan, as well as the other policies of the Plan, and there are existing or planned infrastructure and public service facilities to accommodate the proposed uses.



Figure 2.1: Map of Growth Plan Area (Province of Ontario)

To address these important elements of the Growth Plan, it was necessary for the MCR to consider how the County's Settlement Areas, Community Areas, Lands outside settlement areas, Housing trends and Employment areas all interact with each other and influence growth and development patterns.

### 2.3.1 SETTLEMENT AREAS

Section 2.2 of the Growth Plan, 2020 contains policies regarding **settlement areas**, which the Growth Plan defines as:

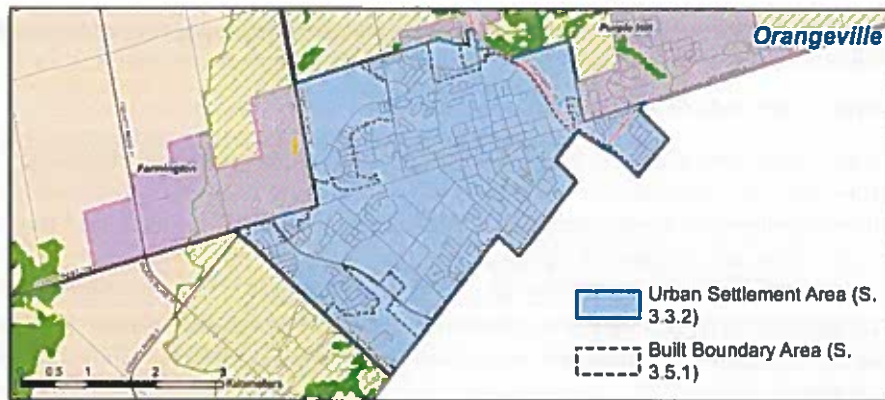
- a) "built up areas where development is concentrated, and which have a mix of land uses; and
- b) lands which have been designated in an official plan for development in accordance with the policies of this Plan. Where there are no lands that have been designated for development, the settlement area may be no larger than the area where development is concentrated."

Section 2.2.1 of the Growth Plan directs that growth in a municipality be directed to settlement areas which have a delineated built boundary, existing municipal services, and are capable of supporting **complete communities** (areas or neighbourhoods where people of all ages have convenient access to a range of housing and transportation, jobs, stores and public services). Growth in settlement areas that are rural in nature and/or do not have municipal services, and/or are located within the Greenbelt Plan area, is to be limited. Settlement areas should be planned with regard to infrastructure and public services needs and optimizing their use.

The policies of the current County OP regarding settlement areas are generally in conformity with the Growth Plan, 2020. Section 3.1(a) and (b) of the County OP set the objective of creating "complete, healthy, and vibrant communities", and direct that the majority of development in the County be directed to three settlement areas within the Towns of Orangeville, Grand Valley, and Shelburne. Section 3.3.3 of the County OP also notes that some growth may be accommodated in community (i.e. rural) settlement areas through infill and development of vacant land, recognizing that some community settlement areas may not have the required services. Section 4.3.2(g) encourages local municipalities to "promote development within settlement that is compact, mixed use, and supports transit and active transportation, with a broad range of housing types, services and amenities available for all residents", which could support the creation of complete communities in the County.

#### 2.3.1.1 Delineation of built-up areas

Section 2.2.2 of the Growth Plan, 2020 contains policies regarding growth in the **delineated built-up area** of a settlement area, which contains the lands contained within the **built boundary** (see **Figure 2.2**) of the settlement that have been identified by the Minister of Municipal Affairs and Housing as the target for **intensification**. Intensification can occur through redevelopment (including brownfield sites), development of vacant or under-utilized lots in already-developed areas, infill development (e.g. through severances), or expansion/conversion of existing buildings. While Section 2.2.2.1(a) of the Growth Plan defines a minimum intensification target for several municipalities (50% of all annual residential development to occur within the delineated built-up area), Dufferin County, through Section 2.2.2.1(b), is directed to establish an intensification target through its MCR which maintains or improves upon the intensification target contained in its existing plan.



**Figure 2.2: Map showing the Orangeville settlement area and delineated built-up area.**

Section 3.4.2 of the existing County OP directs that the County will meet the following targets for percentage of annual new residential development occurring the delineated built-up areas of its three settlement areas:

- Grand Valley: 12%
- Orangeville: 50%
- Shelburne: 38%
- All of Dufferin County: 40% of annual new residential development to occur within the delineated built-up areas.

### 2.3.1.2 Strategic Growth Areas

Section 2.2.1 of the Growth Plan, 2020 contains policies regarding **strategic growth areas**. Strategic growth areas include urban growth centres, major transit station areas, and other major opportunities that may include infill, redevelopment, brownfield sites, the expansion or conversion of existing buildings, or greyfields. Lands along major roads, arterials, or other areas with existing or planned frequent transit service or higher order transit corridors may also be identified as strategic growth areas. Within the settlement area, growth is intended to focus in strategic growth areas.

All municipalities are required to develop a strategy to achieve the minimum intensification target and intensification throughout **delineated built-up areas**, which will identify the appropriate type and scale of development in strategic growth areas and transition of built form to adjacent areas. Dufferin County has not identified Strategic Growth Areas, however when the local municipalities update their Official Plans for conformity with the updated County OP, it may be advisable for them to identify Strategic Growth Areas to help achieve intensification targets.

### 2.3.1.3 Identification of Excess lands

Section 2.2.1 of the Growth Plan, 2020 contains policies regarding the identification of excess lands. Excess lands represent vacant, unbuilt but developable lands within settlement areas but outside of delineated built-up areas that have been designated in an official plan for development but are in excess of what is needed to accommodate forecasted growth to the horizon of the Growth Plan.



Through the land needs assessment, it was determined there are no excess lands within Dufferin County based on the hierarchy of settlement areas established in accordance with the Growth Plan.

#### 2.3.1.4 Settlement boundary expansion

Section 2.2.8 of the Growth Plan, 2020 contains policies regarding **settlement area boundary expansions**. Settlement areas represent urban areas and rural settlements within municipalities that are built up areas where development is concentrated, and which have a mix of land uses and lands which have been designated in an official plan for development in accordance with the policies of the Plan. As per Section 2.2.1, settlement areas are to be the focus of growth. Section 2.2.8 of the Plan requires settlement area boundaries to be delineated in official plans. A settlement area boundary expansion may only occur through a municipal comprehensive review where requirements of the Plan has been demonstrated as follows:

- based on the minimum intensification and density targets in this Plan and a land needs assessment undertaken in accordance with policy 2.2.1.5, sufficient opportunities to accommodate forecasted growth to the horizon of this Plan are not available through intensification and in the designated greenfield area
- the proposed expansion will make available sufficient lands not exceeding the horizon of this Plan, based on the analysis provided for in policy 2.2.8.2 a), while minimizing land consumption; and
- the timing of the proposed expansion and the phasing of development within the designated greenfield area will not adversely affect the achievement of the minimum intensification and density targets in this Plan, as well as the other policies of this Plan.

Where the need for a settlement area boundary expansion has been justified in accordance with the above criteria, the feasibility of the proposed expansion will be determined and the most appropriate location for the proposed expansion will be identified.

#### 2.3.2 RURAL AREAS

Section 2.2.9 of the Growth Plan, 2020 contains policies regarding **rural areas**. Rural areas represent lands which are located outside settlement areas and which are outside prime agricultural areas, as well as rural settlements. Development is to be limited to the following:

- a) the management or use of resources;
- b) resource-based recreational uses; and
- c) other rural land uses that are not appropriate in settlement areas provided they:
  - i. are compatible with the rural landscape and surrounding local land uses;
  - ii. will be sustained by rural service levels; and
  - iii. will not adversely affect the protection of agricultural uses and other resource-based uses such as mineral aggregate operations.

Significant growth and development is not intended to be directed to rural areas or rural settlements.

#### 2.3.3 EMPLOYMENT AREAS

Under Section 2.2.5 of the Growth Plan, 2020 upper-tier municipalities, in consultation with local municipalities, will designate all employment areas in official plans and protect them for appropriate

employment uses over the long-term. As per Schedule 3 of the Plan, Dufferin County is expected to accommodate 39,000 jobs by 2051. Municipalities are to make more efficient use of existing employment areas and vacant and underutilized employment lands by increasing employment densities.

The conversion of lands within employment areas to non-employment uses may be permitted only through a **municipal comprehensive review** subject to certain criteria set out in Section 2.2.5.9 of the Growth Plan. The Employment Lands Needs Assessment undertaken as part of the MCR establishes a benchmark by which conversion requests may be evaluated. Conversions may only be permitted where it has been demonstrated that:

- there is a need for the conversion
- the lands are not required over the horizon of this Plan for the employment purposes for which they are designated
- the municipality will maintain sufficient employment lands to accommodate forecasted employment growth to the horizon of this Plan
- the proposed uses would not adversely affect the overall viability of the employment area or the achievement of the minimum intensification and density targets in this Plan, as well as the other policies of the Growth Plan;
- and there are existing or planned infrastructure and public service facilities to accommodate the proposed uses.

### **2.3.4 HOUSING**

Section 2.2.6 of the Growth Plan, 2020 contains policies regarding housing. Upper-tier municipalities are required to support housing choice options through the achievement of the minimum intensification and density targets of the Growth Plan. Municipalities are to maintain land with servicing capacity sufficient to provide at least a three-year supply of residential units. This supply will include, and may exclusively consist of, lands suitably zoned for intensification and redevelopment.

To achieve complete communities, municipalities are to plan to accommodate forecasted growth to the horizon of the Plan, plan to achieve the minimum intensification and density targets, considering the range and mix of housing options and densities of the existing housing stock, and plan to diversify their overall housing stock across the municipality.

### **2.3.5 SCHEDULE 3 FORECASTS**

Under Section 5.2.4 of the Growth Plan, "all upper-and single-tier municipalities will, at a minimum, through a municipal comprehensive review, apply the forecasts in Schedule 3 or higher forecasts as are established through the municipal comprehensive review for planning and managing growth to the horizon of this Plan."

Schedule 3 identifies population and employment forecasts to the year 2051. Dufferin County is forecast to have a total of 95,000 residents, and 39,000 jobs.

# 3 POPULATION AND EMPLOYMENT

## ALLOCATIONS TO 2051

The Growth Plan mandates the County Official Plan to accommodate a total of 95,000 people and 39,000 jobs by 2051 (Schedule 3 of the Growth Plan). This is achieved by allocating population and employment growth to each of the local municipalities to inform a land needs analysis. The land needs analysis is the method used to determine whether the allocated growth can be accommodated within the existing settlement areas and, if not, if an expansion is necessary. Where expansion would not be possible, a strategic approach is needed to determine the resulting intensification that may be required until such time that additional lands may be identified.

The projected population and employment growth between 2021 and 2051 cannot simply be allocated equally between each of the local municipalities or on sole basis of historical trends. Section 2.2.1 of the Growth Plan requires the County to allocate projected growth to each local municipality on the basis of the following criteria:

- The vast majority of growth will be directed to settlement areas with a delineated built boundary, existing or planned water and wastewater system and ability to support complete communities; and
- Growth is to be limited in settlement areas that are rural, not serviced by municipal water or wastewater systems or are in the Greenbelt Area.

Given these criteria, it is noted that the Town of Grand Valley, Town of Orangeville and Town of Shelburne include delineated built-up areas / designated greenfield areas and full municipal water and sewer services. The remaining local municipalities within Dufferin County are primarily rural in nature with smaller "community settlement areas" on partial services, or private-individual services only. In addition to the settlement area type criteria, the following additional factors were accounted for in allocating growth to the local municipalities:

- Late 2021 population estimates derived from 2020 Post-censal Estimates and baseline modelling undertaken by MetroEconomics which considered municipal development and building permit activity and property assessment data; and,
- The size of the existing population and recent residential development trends in the Rural Settlements.

With respect to the three municipalities with urban settlement areas, the GMS allocations further recognize that:

- Orangeville is substantially the largest population and economic centre in Dufferin County and, in the absence of physical land and servicing constraints, would attract the vast majority of growth. Due to long term servicing and land supply concerns, however, a greater proportion of growth is being allocated to Shelburne and Grand Valley.
- Orangeville planning and engineering staff have estimated that servicing improvements can reasonably address a population allocation of approximately 38,636 by 2051. However, Orangeville's settlement area boundary has reached its limit and is coincident

with its corporate municipal boundary and, therefore, does not have additional land available for expansion.

- Local staff in Shelburne, the second largest population and economic centre in Dufferin County, have estimated that a population of approximately 15,000 can be accommodated beyond 2031 and that Shelburne can reasonably address servicing issues necessary to accommodate the GMS allocation of 18,328 by 2051. The GMS allocation also recognizes the Shelburne West Expansion Area and acknowledges that it represents the last logical Settlement Area expansion opportunity within the corporate municipal boundary.
- Grand Valley is the third municipality within Dufferin County with full municipal services within its settlement area. Planning staff have indicated that servicing issues can be reasonably addressed to accommodate a population of approximately 9,437 by 2051. There also remains the potential for settlement area expansion within the existing corporate municipal boundary.

With respect to the remaining local municipalities which include rural, unserved or partially served Settlement Areas, the GMS allocation primarily represents development meant to round out these existing settlement areas. For these municipalities, the GMS initially assumed that each would grow by approximately 15% over its 2021 population. This was then adjusted to reflect two factors: recent trends regarding residential development activity outside of the rural settlements; and the remaining residential land supply in each rural settlement.

Accounting for these parameters and inputs, MetroEconomics worked with WSP to generate the 2051 population and employment allocation figures shown in Table 3.1 Proposed 2051 Population and Employment Allocations. Employment growth was allocated on the basis of MetroEconomics' proprietary projection model adjusted for population allocation.

**Table 3.1 Proposed 2051 Population and Employment Allocations**

Municipality	Population			Employment		
	2021 (estimate)	2051	Growth 2021-2051	2021 (estimate)	2051	Growth 2021-2051
Amaranth	4,459	5,112	653	1,337	1,738	401
East Garafraxa	2,839	3,961	1,122	657	995	338
Grand Valley	3,831	9,437	5,606	846	2,318	1,472
Melancthon	3,344	3,783	439	641	807	166
Mono	10,189	11,404	1,215	2,962	3,898	936
Mulmur	3,814	4,439	625	905	1,268	363
Orangeville	30,891	38,636	7,745	14,556	21,499	6,943
Shelburne	9,516	18,328	8,812	3,097	6,477	3,380
<b>Dufferin County Total (rounded)</b>	<b>68,783</b>	<b>95,000</b>	<b>26,217</b>	<b>25,000</b>	<b>39,000</b>	<b>14,000</b>

The resulting allocation directs approximately 84.5% of population growth to the municipalities of Grand Valley, Orangeville and Shelburne between 2021 and 2051, leaving 15.5% to be accommodated in the rural local municipalities. It was noted that more population growth was able to be allocated to East Garafraxa than the 15% initial baseline applied to the rural municipalities as more remaining residential land supply was confirmed within its existing Settlement Area boundaries than found in previous studies.



## 4 LAND NEEDS ANALYSIS

Land needs analysis applies the population and employment allocations to an estimate of the remaining land supply within each local municipality to determine whether and to what magnitude settlement area expansion(s) could be necessary. This analysis addresses both residential and employment-related settlement area land needs. The analysis also accounts for the County's minimum intensification and density targets.

### 4.1 RESIDENTIAL ANALYSIS

The first step in determining residential land needs for each local municipality is to project residential dwelling growth within Settlement Areas. Growth estimates for the number of new dwellings within each local municipality were generated by MetroEconomics on the basis of the growth allocations with input regarding the estimated number of existing and planned dwelling units from WSP. The components were estimated based on a high-level review of building permits and a comparison of property assessment snapshots over time.

These estimates were further broken down into two categories: Within Settlement Areas (including Rural Settlements); and Outside Settlement Areas (rural areas excluding rural settlements), on the basis of Growth Plan policy direction and recent historical trends. The Growth Plan requires the vast majority of growth to be directed to Settlement Areas.

The results of this process are summarized in Table 4.1 2021 to 2051 Forecast Dwelling Growth (Dwelling Units) for each municipality as a whole as well as broken out into growth in dwellings in Urban Settlement Areas (i.e. Designated Greenfield Areas and Built-up Areas) and in Community Settlement Area (i.e. Rural Settlements).

**Table 4.1 2021 to 2051 Forecast Dwelling Growth (Dwelling Units)**

	Municipality-wide	Within Settlement Areas	Outside Settlement Areas
Amaranth	251	0	251
East Garafraxa	453	324	129
Grand Valley	2,016	1,948	68
Melancthon	60	0	60
Mono	509	427	82
Mulmur	252	212	40
Orangeville	4,177	4,177	0
Shelburne	3,054	3,054	0
Dufferin County Total	10,772	10,142	630

This process results in the vast majority (94%) of dwelling growth projected to occur within Settlement Areas leaving approximately 6% of development associated with rural uses to the rural area.

The estimation of residential land needs differs depending on whether a municipality's settlement areas are urban settlement areas (i.e. with a delineated built-up area and/or designated greenfield area) or

community settlement area (i.e. Rural Settlements). The GMS addresses each of these categories separately in the following subsections.

#### **4.1.1 URBAN SETTLEMENT AREAS**

Dufferin County's Urban Settlement areas consist of a portion of the Town of Grand Valley, the entirety of the Town of Orangeville and the majority of the Town of Shelburne. The Urban Settlement Areas themselves are further divided into Delineated Built-up Area and Designated Greenfield Area under the Growth Plan. Residential development within the Delineated Built-up area is subject to the County's minimum intensification target under the Growth Plan. Non-industrial development within the Designated Greenfield Area is subject to the County's minimum greenfield density target under the Growth Plan.

##### **4.1.1.1 Delineated Built-up Area**

Delineated Built-up Areas are intended to receive the greatest share of growth and are subject to a minimum intensification target. Achieving increased intensification increases the theoretical capacity of the area to accommodate growth.

For Dufferin County, the Growth Plan mandates a minimum intensification target of 40%, meaning that 40% of all new dwellings in each local municipality are to occur within the delineated built-up area. More specifically, the DCOP currently requires Grand Valley to achieve a target of 12%, Orangeville of 50% and Shelburne of 38%. For context, the GMS estimates that approximately 18% of the remaining dwelling growth capacity in Grand Valley, 52% in Orangeville and 44% of Shelburne is located in their respective delineated built-up areas. However, as a result of updates to the Growth Plan since 2006, these rates are no longer sufficient to achieve the 40% County-wide intensification target.

A conceptual scenario which considers the current size and growth potential of each Town and that would meet the 40% County-wide intensification target would increase the minimum targets for Grand Valley, Orangeville and Shelburne to 18%, 60% and 48%, respectively. The GMS applied these percentage assumptions to Municipality-wide dwelling estimates shown in Table 4.1 2021 to 2051 Forecast Dwelling Growth (Dwelling Units) to estimate the dwelling demand shown in Table 4.2 2021 to 2051 Built-up Area Dwelling Capacity Shortage. This table also shows the estimated dwelling capacity remaining in each delineated built-up area and the resulting shortfall in dwelling unit capacity relative to growth. This dwelling shortfall is converted into a corresponding land need in Land Needs Conclusions & Recommendations .

**Table 4.2 2021 to 2051 Built-up Area Dwelling Capacity Shortage**

	<b>Estimated Residential Demand within Built-up Areas</b>	<b>Estimated Dwelling Capacity within Built-up Areas</b>	<b>Potential Dwelling Capacity Shortage</b>
Grand Valley	363	183	180
Orangeville	2,506	1,263	1,243
Shelburne	1,466	513	953
Dufferin County	4,335	1,959	2,376

This analysis has identified a potential shortage of residential land capacity in each of the built-up areas under the proposed growth scenario. To meet the County-wide intensification target the local municipalities will be required to allow for greater intensification within the existing built-up areas.

#### 4.1.1.2 Designated Greenfield Area

After directing sufficient Settlement Area growth to meet the intensification target, the balance of the Settlement Area growth is to be accommodated in the designated greenfield areas. However, non-industrial (i.e. residential, commercial and institutional) development in the Designated Greenfield area is subject to a minimum density target which is defined in terms of a minimum number of people and jobs per hectare. This is important as achieving increased greenfield density increases the theoretical capacity of the area to accommodate growth.

The first step in assessing the residential capacity shortage in the designated greenfield area is to identify the shortage in terms of number of dwellings. This shortage is then converted into an equivalent number of residents and finally to a land need in Section 4.1.1.2.

The greenfield area dwelling shortage is shown in Table 4.3 2021 to 2051 Designated Greenfield Area Dwelling Supply Shortage. This estimated greenfield area demand in this table is calculated by subtracting the delineated built-up area dwelling growth (Table 4.2 2021 to 2051 Built-up Area Dwelling Capacity Shortage) from the overall Settlement Area dwelling growth (Table 4.1 2021 to 2051 Forecast Dwelling Growth (Dwelling Units)). The table also shows the estimated capacity remaining within those greenfield areas, and the resulting hypothetical capacity shortage.

**Table 4.3 2021 to 2051 Designated Greenfield Area Dwelling Supply Shortage (in dwelling units)**

	<b>Estimated Dwelling Demand in Designated Greenfield Area</b>	<b>Estimated Dwelling Capacity Remaining</b>	<b>Potential Dwelling Capacity Shortage</b>
Grand Valley	1,585	834	888
Orangeville	1,671	1,153	518
Shelburne	1,588	398	1,190
Dufferin County Total	4,844	2,385	2,459

This analysis indicates a substantial potential dwelling capacity shortage in all three municipalities with Designated Greenfield Areas. Also note that the estimated dwelling capacity remaining added to the potential dwelling capacity shortage figures for Grand Valley do not add up to the estimated dwelling demand column. This is because the estimated dwelling demand column is based on a market-based projection that uses census inputs on low, medium and high-density dwelling counts, which are a lagging input. The estimated dwelling capacity remaining column however reflects the sum of all dwelling units remaining regardless of dwelling type at the time the GMS was undertaken. The table has therefore been adjusted to account for the absorption of medium and high-density units that have already been proposed and/or approved for development in Grand Valley.

To convert the dwelling capacity shortage to residents, the dwelling shortage was multiplied using new-build dwelling person per unit assumptions derived from recent Development Charges studies. The number of residents associated with the dwelling shortage was then multiplied by the current DCOP greenfield density targets for Grand Valley, Orangeville and Shelburne to generate a residential land need. The results of this process are as shown in Table 4.4 Greenfield Residential Land Needs Projection. This

process is intended to provide a baseline for the local municipalities to consider during implementation. It is expected that the local municipalities will determine their dwelling mix assumptions while maintaining or improving upon their existing dwelling mix. It is also recognized that the land needs would need to be refined to account for greenfield land area exclusions permitted by the Growth Plan as well as commercial and institutional employment considerations during implementation.

**Table 4.4 Greenfield Residential Land Needs Projection**

	<b>Estimated Exhaustion Of Existing Greenfield Residential Supply (year)</b>	<b>Number of Residents Associated With Supply Shortage</b>	<b>Recommended Greenfield Density Assumption (People &amp; Jobs per Ha)<sup>1</sup></b>	<b>Residential Land Need (Residents divided by density equals Gross Hectares)</b>
<b>Grand Valley</b>	2036	2,474	44	56.2 + env constraints
<b>Orangeville</b>	2041	1,163	46	25.3 + env constraints
<b>Shelburne</b>	2028	3,437	41	83.82 + env constraints

Table 4.4 Greenfield Residential Land Needs Projection shows that Grand Valley will require an additional 56.2 gross hectares of land to be added to the settlement area to accommodate forecast residential demand. Orangeville would require 25.3 gross hectare at historic densities, however since the settlement area extends to the municipal boundary, the Town will instead need to increase densities to accommodate forecast residential growth. Shelburne will require 83.83 gross hectares, but may be able to reduce that number through greater levels of intensification than has historically been seen in the Town.

#### **4.1.2 COMMUNITY SETTLEMENT AREAS (RURAL SETTLEMENTS)**

Residential settlement area land needs for municipalities with Community Settlement Areas are calculated by comparing their Settlement Area dwelling projection in Table 5.2 against their remaining estimated dwelling capacity. Any resulting shortfall in capacity is then converted to a land need.

The analysis in Table 5.2 indicates that East Garafraxa, Mono and Mulmur are projected to have Settlement Area growth whereas growth in Amaranth and Melancthon is anticipated to be largely rural in nature and would be accommodated in their rural areas. On this basis, Table 4.5 2021 to 2051 Rural Settlements Dwelling Supply Shortage, below, provides the estimated residential demand, dwelling capacity and additional capacity required for East Garafraxa, Mono and Mulmur.

**Table 4.5 2021 to 2051 Rural Settlements Dwelling Supply Shortage**

	<b>Estimated Residential Demand in Rural Settlements to 2051</b>	<b>Estimated Dwelling Capacity</b>	<b>Potential Dwelling Capacity Shortage (dwelling units)</b>	<b>Potential Dwelling Capacity Exhaustion</b>
<b>East Garafraxa</b>	324	275	49	2046
<b>Mono</b>	427	81	346	2026

<sup>1</sup> Dufferin County Official Plan Section 3.4.3

Mulmur	212	121	91	2038
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Through the residential analysis undertaken, East Garafraxa, Mono and Mulmur were identified as potentially having insufficient capacity within their Rural Settlements to accommodate the forecast residential demand to the year 2051, with Mono potentially exhausting its dwelling capacity before 2031.

The potential dwelling capacity shortfall is then converted to a land needs by multiplying the shortfall by a hectare per dwelling unit assumption. Past Dufferin County Growth Management Studies had identified 2.5 dwelling units per gross hectare as an appropriate settlement area dwelling density for the Rural Settlements in East Garafraxa and Mulmur (private individual services only) and 5 dwelling units per gross hectare in Mono (partial servicing).

On this basis, East Garafraxa may need 20 gross hectares of additional residential land, Mono may require 69 gross hectares and Mulmur may require 36 hectares to accommodate growth to 2051. This land need may be reduced through infill and intensification, however this would be limited by the ability to provide servicing.

Input from the local municipalities indicates that each of these municipalities have sufficient land and servicing capacity to accommodate growth to 2031. This provides enough time to complete the work necessary to justify expansion of their rural settlements.

## 4.2 EMPLOYMENT ANALYSIS

Further work was undertaken on the employment allocation to forecast Fixed Place of Work, No Fixed Place of Work and Work-From-Home components. Land needs associated with the work-from-home component are already accounted for in the Residential Analysis and no fixed place of work employment does not require land to be allocated through the planning process. Table 4.6 Employment Analysis below shows the result of the employment analysis.

**Table 4.6 Employment Analysis**

	Employment Allocation 2021-2051 (Jobs)	No Fixed Place of Work (Jobs)	Work From Home (Jobs)	Jobs that Require Non-residential Land 2021-2051
<b>Amaranth</b>	401	78	97	226
<b>East Garafraxa</b>	338	66	68	205
<b>Grand Valley</b>	1,472	286	223	963
<b>Melancthon</b>	166	32	57	77
<b>Mono</b>	936	182	235	519
<b>Mulmur</b>	363	70	110	182
<b>Orangeville</b>	6,943	1,349	342	5,252
<b>Shelburne</b>	3,380	657	287	2,437
<b>Dufferin County Total</b>	14,000	2,720	1,419	9,861



It is then necessary to process the resulting forecast of job growth with a land need to identify the number of jobs that should be accommodated in the Community Area (i.e. commercial and institutional jobs) and the number of jobs that should be accommodated in the Employment Area (i.e. industrial jobs).

To do this, employment forecasts based on the North American Industry Classification System (NAICS) sector definitions were grouped into Community Area and Employment Area categories as shown in Table 4.7 NAICS as Grouped into Community Area and Employment Area Categories.

Each job projection component was assigned to Community Area designations and Employment Area designations. In Grand Valley, Orangeville and Shelburne, it was assumed that at least 80% of Community Area (Commercial / Institutional) jobs will locate in Community Areas and 100% of Employment Area jobs will locate in Employment Areas. For Orangeville and Shelburne these assumptions were further refined to direct 5% and 20% of Commercial jobs to community areas and employment areas, respectively.

**Table 4.7 NAICS as Grouped into Community Area and Employment Area Categories**

<b>Employment Classification</b>	<b>Category</b>
Utilities	Employment Area (Industrial)
Construction	Employment Area (Industrial)
Manufacturing	Employment Area (Industrial)
Wholesale trade	Employment Area (Industrial)
Retail trade	Community Area (Commercial / Institutional)
Transportation, warehousing	Employment Area (Industrial)
Information & cultural industries	Community Area (Commercial / Institutional)
Finance & insurance	Community Area (Commercial / Institutional)
Professional, scientific & technical services	Community Area (Commercial / Institutional)
Other business services	Community Area (Commercial / Institutional)
Educational services	Community Area (Commercial / Institutional)
Health care & social assistance	Community Area (Commercial / Institutional)
Arts, entertainment & recreation	Community Area (Commercial / Institutional)
Accommodation & food services	Community Area (Commercial / Institutional)
Other services	Community Area (Commercial / Institutional)
Public administration	Community Area (Commercial / Institutional)

For the municipalities with Rural Settlements, it was assumed that 100% of employment area jobs would locate in the Employment Areas. No provision was made to direct Employment Area growth to the Rural Employment Areas, though it is recognized that Dry Industrial uses are permitted on lands already so designated.

#### **4.2.1 INDUSTRIAL LAND NEED & DENSITY TARGETS**

Industrial land needs were calculated by subtracting commercial and institutional land needs from the overall "Jobs that require non-residential land" from Table 4.6 Employment Analysis. Discussion of commercial and institutional land needs is provided in the next section. It is assumed that the short-term

land supply (lands with applications on them) would be developed at employment densities closer to recent trends while long-term supply (vacant and underutilized lands) would be developed at policy-based density targets identified by urbanMetrics.

Summary results for Grand Valley, Orangeville and Shelburne are provided in Table 4.8 Urban Industrial Land Need Projection. Existing industrial employment densities were estimated to be approximately 15 jobs per net hectare in Grand Valley, 17 in Orangeville and 13 in Shelburne. urbanMetrics has identified 21 jobs per net ha as an appropriate policy-based density targets for all three municipalities going forward.

**Table 4.8 Urban Industrial Land Need Projection**

	Industrial Projection number of jobs)	Industrial Supply (number of jobs)	Theoretical Industrial Land Supply Shortage / Surplus
<b>Grand Valley</b>	219	229 jobs (10.9 net ha)	Surplus 10 Jobs (0.6 net ha)
<b>Orangeville</b>	569	1,009 (51.6 net ha)	Surplus 440 Jobs (21 net ha)
<b>Shelburne</b>	492	709 38 net ha	Surplus 217 (10.3 net ha)

This analysis indicates that Grand Valley, Orangeville and Shelburne should have sufficient industrial land supply to accommodate the proposed employment allocations. Based on the size of the forecast surpluses, it is not recommended to consider any conversions in Grand Valley or Shelburne. Orangeville has a modest surplus of industrial lands, and therefore may consider proposals for conversion, subject to applicable policies. The industrial land supply in all three municipalities should be monitored on an ongoing basis as larger land users could drastically impact the available supply.

Summary results for the remaining municipalities are provided below. Existing industrial employment densities were estimated to vary between 5 and 17 jobs per hectare. urbanMetrics identified 17 jobs per net hectare as an appropriate policy-based target for all these municipalities going forward, as shown in Table 4.9 Rural Industrial Land Need Projection.

**Table 4.9 Rural Industrial Land Need Projection**

	Employment Demand Projection (jobs)	Industrial Supply	Theoretical Industrial Land Supply Shortage
<b>Amaranth</b>	121	2,349 jobs (161.8 net ha)	Surplus 2,228 jobs (131.1 net ha)
<b>East Garafraxa</b>	50	301 jobs (32.0 net ha)	Surplus 251 Jobs (14.8 net ha)
<b>Melancthon</b>	23	124 jobs (7.3 net ha)	Surplus 101 jobs (5.9 net ha)
<b>Mono</b>	109	657 jobs (39.3 net ha)	Surplus 548 Jobs (32.2 net ha)
<b>Mulmur</b>	41	415 jobs (24.4 net ha)	Surplus 375 Jobs (22.1 net ha)

All the municipalities with Rural Settlements were identified to have sufficient industrial land supply at an assumed policy-based employment density target of 17 jobs per net ha on the long-term land supply.

## 4.2.2 COMMERCIAL & INSTITUTIONAL PROJECTIONS

A high-level analysis of commercial and institutional land needs for Grand Valley, Orangeville and Shelburne was assessed by comparing the community-area job growth projection with the remaining land supply. It was assumed that the short-term land supply (lands with applications on them) would be developed at employment densities closer to recent trends while long-term supply (vacant and underutilized lands) would be developed at policy-based goals. Existing commercial and institutional densities were estimated to average approximately 40 jobs per net ha in Grand Valley, 49 in Orangeville and 26 in Shelburne, as shown in Table 4.10 Commercial and Institutional Projections. urbanMetrics identified an appropriate policy-based goal going forward of 50 jobs per net hectare.

**Table 4.10 Commercial and Institutional Projections**

	<b>On Commercial / Institutional Lands</b>	<b>Commercial / Institutional Supply</b>	<b>Theoretical Commercial / Institutional Supply Shortage</b>
<b>Grand Valley</b>	744	533 jobs (13.1 net ha)	Shortage 211 Jobs (4.2 net ha)
<b>Orangeville</b>	4,682	1,299 jobs (26.1 net ha)	Shortage 3,383 Jobs (67.7 net ha)
<b>Shelburne</b>	1,945	1,560 jobs (41.7 net ha)	Shortage 385 Jobs (70.7 net ha)

This high-level analysis indicates there is potentially a shortage of purpose-designated lands in Grand Valley, and substantial shortages in Orangeville and Shelburne. Grand Valley and Shelburne should identify the extent to which they can increase employment densities on their existing purpose-designated lands and ensure that any residential settlement area expansions consider both local needs and broader Town-wide commercial institutional needs. Orangeville may also wish to initiate a Commercial and Institutional needs study to confirm the extent of its commercial and institutional needs.

Existing commercial and institutional employment densities in the Rural Settlements are very low. No additional purpose-designated lands are anticipated to be required to accommodate the employment allocation.

## 4.3 DESIGNATED GREENFIELD AREA DENSITY TARGET

This section provides an integrated analysis of residential and commercial / institutional employment factors with respect to appropriate minimum designated greenfield area density targets for Grand Valley, Orangeville and Shelburne. The analysis is primarily based on:

- Comparison to the estimated residential density that the current greenfield areas have been planned to achieve.



- The fact that Orangeville's settlement areas have already reached its corporate municipal limit.
- The fact that Shelburne West expansion area represents the final expansion area remaining in Shelburne's corporate boundary.

The existing County-wide minimum density target of 40 people and jobs per gross hectare (exclusive of mapped environmental constraints noted in the 2006 Growth Plan) is measured as an average across all Designated Greenfield Areas of the County by the end of the Forecast period. Note that lands permitted to be excluded from the calculation of this target were updated in the current Growth Plan.

The current targets for Grand Valley, Orangeville and Shelburne are 44, 46 and 41 people and jobs per gross hectare, respectively (exclusive of mapped environmental constraints noted in the 2006 Growth Plan).

### Grand Valley

Grand Valley's existing greenfield area is approximately 125 hectares in size. After accounting for permitted exclusions, Grand Valley's greenfield area is on trajectory to achieve approximately 28.3 residents per hectare by 2051. If existing trends persist, work-from-home and community-area commercial and institutional employment would raise the overall density to 35.2 people and jobs per hectare by 2051. This is lower than the current minimum target of 44 people and jobs per hectare.

Any settlement area expansion should ensure a minimum density target for the expansion of 44 people and jobs is achieved. Opportunities should also continue to be investigated to encourage increased density on remaining undeveloped lands and intensification on already developed lands in the existing designated greenfield areas.

### Orangeville

Orangeville's existing greenfield areas make up approximately 153 hectares. After accounting for permitted exclusions, Orangeville's greenfield area is on trajectory to achieve approximately 37 residents per hectare by 2051. If existing trends persist, work-from-home and community-area commercial and institutional employment would raise the overall density to 50 people and jobs per hectare by 2051. This is substantially higher than the minimum target of 46 people and jobs per hectare.

The existing 46 person and job target should be retained until further clarity can be realized regarding the County and Town's options for addressing the Town's land need. Opportunities should continue to be investigated to increase densities in the Town in general.

### Shelburne

Shelburne's existing greenfield areas make up approximately 88 hectares. After accounting for permitted exclusions, Shelburne's greenfield area is on trajectory to achieve approximately 41 residents per hectare by 2051. If existing trends persist, work-from-home and community-area commercial and institutional employment would raise the overall density to 57 people and jobs per hectare by 2051. This is substantially higher than the minimum target of 41 people and jobs per hectare.

The existing 41 person and job per hectare target should be retained until the capacity of the Shelburne West expansion option can be identified. Opportunities should continue to be investigated to increase densities in the Town in general.

### County-Wide

On a County-wide basis, the existing greenfield areas make up approximately 366 hectares. After accounting for permitted exclusions, the greenfield area is on trajectory to achieve approximately 35

residents per hectare by 2051. If existing trends persist, work-from-home and community-area commercial and institutional employment would raise the overall density to 46.6 people and jobs per hectare by 2051. This is substantially higher than the minimum target of 40 people and jobs per hectare.

The existing 40 person and jobs per hectare target should be retained until land needs options for Orangeville and Shelburne can be addressed.

# 5 LAND NEEDS CONCLUSIONS & RECOMMENDATIONS

The land needs analysis described in the preceding sections of this report has provided the basis for the following conclusions and recommendations. The population and employment allocations for each local municipality, intensification and density targets required to accommodate the allocated growth and recommended land area required for settlement area expansions will inform the remaining steps in the Municipal Comprehensive Review.

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## 5.1 ALLOCATIONS

Population and employment growth has been directed to the urban settlement areas, to the maximum extent possible, based on servicing potential for Grand Valley, Orangeville, and Shelburne with residential growth allocated to Rural Settlements based on the remaining settlement area land supply remaining within them. The remaining growth has been divided equitably between the local municipalities based on the size of their current population and development activity trends.

The land needs assessment confirms that there is insufficient land supply in the existing Settlement Areas of Grand Valley, Orangeville and Shelburne to accommodate the allocated growth at historic density levels.

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## 5.2 DELINEATED BUILT-UP AREAS & INTENSIFICATION TARGET

The 40% minimum intensification rate for the County as a whole will be maintained. The local municipalities will be required to undertake intensification strategies to identify how they will accommodate their allocated population and employment growth in a manner that will achieve this target.

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## 5.3 GREENFIELD RESIDENTIAL LAND NEEDS & GREENFIELD DENSITY TARGETS

Grand Valley, Orangeville and Shelburne each were identified to have substantial greenfield residential land needs. The settlement areas of Grand Valley and Shelburne should be expanded, where as Orangeville should consider permitting greater densities to accommodate forecast growth.

The 40 persons and jobs per hectare minimum Greenfield Density target for the County will be maintained as will the current municipality-specific targets of 46 for Orangeville and 41 for Shelburne. Any Settlement Area Expansion for Grand Valley will achieve a minimum of 44 people and jobs.

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## 5.4 COMMERCIAL & INSTITUTIONAL PROJECTIONS

Orangeville may have a substantial shortage that should be investigated. Grand Valley and Shelburne should consider Town-wide Commercial and Institutional land needs in addition to localized needs as they undertake their expansion work.

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## 5.5 INDUSTRIAL LAND NEEDS & EMPLOYMENT DENSITY TARGETS

No additional industrial lands are needed at present time. Orangeville may consider opportunities for site-specific conversions totalling up to 21 net hectares subject to conversion criteria and ensuring that their remaining long-term employment lands will achieve 21 jobs per net hectare on average. Any conversions will need to be factors into expansion considerations to ensure that the minimum greenfield density targets continue to be achieved.

Grand Valley and Shelburne should continue to monitor their employment land supplies and ensure that their employment supply can achieve 21 jobs per net hectare on average.

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## 5.6 CONCLUSION BY MUNICIPALITY

### 5.6.1 AMARANTH

The Township of Amaranth is primarily rural, without a serviced settlement area or employment areas. The land needs analysis has determined there are sufficient lands available to accommodate future population and employment growth allocated to the Township.

### 5.6.2 EAST GARAFRAXA

East Garafraxa may exhaust its residential Settlement Area land supply by 2046 and may be short by up to 49 dwelling units relative to demand by 2051. Assuming a residential density of 2.5 dwelling units per net hectare, East Garafraxa may require Settlement Area expansions sufficient to provide 20 hectares of residential growth area. There is sufficient industrial employment area land supply in East Garafraxa to accommodate projected needs.

### 5.6.3 GRAND VALLEY

Based on its current trajectory, Grand Valley may exhaust its greenfield land supply by 2036, leaving a gap of residential land supply to house approximately 2,474 post censal residents by 2051. A Settlement Area expansion is recommended to accommodate the residential supply gap in addition to continued efforts to intensify development within the existing greenfield area.

The residential greenfield expansion should be planned to achieve a minimum of 44 residents per hectare, which would require approximately 56 hectares plus any applicable greenfield density target net outs.

It is not recommended to consider converting the small 2.9 ha hypothetical surplus of employment area supply in Grand Valley owing to its small size. However, this supply needs to be carefully monitored to ensure the Town continues to maintain a sufficient supply to 2051.

The Town has noted to the County their interest in identifying a strategic future employment area reserve. Further County investigations would be required should any portion of such a reserve be brought into the settlement area.

#### **5.6.4 ORANGEVILLE**

Orangeville may exhaust its greenfield residential land supply by 2041. There would be a gap of residential land supply to house of approximately 1,163 post censal residents by 2051.

Orangeville may exhaust its community area (commercial / institutional) employment land supply by 2030, requiring up to 65 hectares of additional supply by 2051. Based on the analysis in Section 4.2.1, there may also be an industrial employment area supply surplus of up to approximately 21 net hectares.

Limited employment area conversions and options for potential settlement area expansion should be investigated in a phased manner to mitigate this gap. It is recognized that the Orangeville Settlement Area already encompasses that Town's entire corporate boundary.

The greenfield area expansion, inclusive of any applicable employment land conversions, should be planned to achieve a minimum of 50 residents per hectare which would require approximately 25 hectares plus any applicable greenfield density target net outs.

If additional greenfield area cannot be brought online through expansion or conversion, the existing greenfield area would exceed 57 people and jobs per hectare before accounting for additional community area and work from home employment associated with the increased population.

#### **5.6.5 SHELBURNE**

It is anticipated that Shelburne will exhaust its greenfield residential land supply by 2028, resulting in a greenfield residential supply gap necessary to house approximately 3,437 post censal residents by 2051.

It is recommended that Settlement Area Expansion as well as employment land conversions be investigated in a phased manner to accommodate this greenfield gap while continued efforts are undertaken to intensify development within the existing greenfield area.

There may be a surplus of up to 10.3 net hectares of industrial employment land in Shelburne. Appropriate conversions, subject to DCOP conversion policies, may be identified to assist in minimizing the magnitude of the settlement area expansion necessary. However, this supply needs to be carefully monitored to ensure the Town continues to maintain a sufficient supply to 2051.

The greenfield area expansion, inclusive of any applicable employment land conversions, should be planned to achieve a minimum of 50 residents per hectare which would require approximately 84 hectares plus any applicable greenfield density target net outs.

The Shelburne West Expansion Area represents approximately 86 gross hectares of land of which approximately 23 hectares overlap features that are permitted to be excluded from the calculation of the minimum designated greenfield density target (i.e. mapped natural heritage constraints, cemeteries and railway corridors). Approximately 63 hectares of the expansion area are therefore subject to the minimum designated greenfield density target.

Accommodating the entire greenfield residential population gap in the Shelburne West Expansion area could result in a density of up to 68.5 residents per P2G hectare, which is substantially higher than the residential density anticipated in the existing greenfield area. Work from home could add another 103 jobs and any additional community area jobs in the expansion area would raise the people and jobs density even further.

#### **5.6.6 MELANCTHON**

The Township of Melancthon is primarily rural, without a serviced settlement area or employments areas. The land needs analysis has determined there are sufficient lands available to accommodate future population and employment growth allocated to the Township.

#### **5.6.7 MONO**

Mono may exhaust its Settlement Area land supply by 2026 and may be short by up to 346 dwelling units relative to demand by 2051. Assuming a typical communal servicing based residential density of 5 dwelling units per net hectare, Mono may require Settlement Area expansions sufficient to provide 69 hectares of residential growth area. There is sufficient industrial employment area land supply in Mono to accommodate projected needs.

#### **5.6.8 MULMUR**

Mulmur may exhaust its Settlement Area land supply by 2038 and may be short by up to 91 dwelling units relative to demand by 2051. Assuming a residential density of 2.5 dwelling units per net hectare, Mulmur may require Settlement Area expansions sufficient to provide 36 hectares of residential growth area. There is sufficient industrial employment area land supply in Mulmur to accommodate projected needs.



# INVOICE

Township Of Melancthon  
157101 Hwy 10  
Melancthon Ontario L9V 2E6

Customer Number

0000000626

General Receivables

Invoice Number: 002820  
Billing Date: NOV 26, 2021  
Due Date: DEC 31, 2021  
Amount Due: 1,747.53  
Amount Enclosed \$ \_\_\_\_\_

TRIPP, ROBIN  
SERBIN, BRENDA  
P.O. BOX 772  
DUNDALK, ON N0C 1B0

Please detach and return this portion with your payment.

>8

Description	Unit Charge	Qty	Amount
Invoice: 002820 APPLICATION FOR ZONING AMENDMENT			
ZONING AMENDMENT	500.0000	1.00000	500.00
ADMIN FEE			
ZONING AMENDMENT	162.8200	1.00000	162.82
APRIL 1, 2019 - MUNICIPAL PLANNING SERVICES INV# 3708			
ZONING AMENDMENT	976.9000	1.00000	976.90
JUNE 1, 2019 - MUNICIPAL PLANNING SERVICES INV# 3839			
ZONING AMENDMENT	264.5800	1.00000	264.58
AUG 1, 2019 - MUNICIPAL PLANNING SERVICES INV# 3936			
ZONING AMENDMENT	447.7400	1.00000	447.74
OCT 31, 2019 - MUNICIPAL PLANNING SERVICES INV# 4089			
ZONING AMENDMENT	895.4900	1.00000	895.49
NOV 30, 2019 - MUNICIPAL PLANNING SERVICES INV# 4150			
ZONING AMENDMENT	-500.0000	1.00000	-500.00
ZONING FEE RECEIVED			
Security Deposit Rezoning Appl	-1,000.0000	1.00000	-1,000.00
ZONING DEPOSIT RECEIVED			

0000000626  
TRIPP, ROBIN  
SERBIN, BRENDA  
P.O. BOX 772  
DUNDALK, ON N0C 1B0

Invoice Charges 1,747.53  
Balance Due 1,747.53

Tax Reg: 129192175RT0001

Township of Melancthon  
157101 Highway 10  
Melancthon ON L9V 2E6

22-Mar-21

Robin Tripp & Brenda Serbin

Application for Zoning Amendment

Rezoning Application

Admin Fee	500.00
Municipal Planning Services Ltd. Invoice Apr 1/19	162.82
Municipal Planning Services Ltd. Invoice June 1/19	976.90
Municipal Planning Services Ltd. Invoice Aug 1/19	264.58
Municipal Planning Services Ltd. Invoice Oct 31/19	447.74
Municipal Planning Services Ltd. Invoice Nov 30/19	895.49
<b>TOTAL</b>	<b>3,247.53</b>
Rezoning Fee Rec'd	<u>500.00</u>
<b>Balance Owing</b>	<b>2,747.53</b>
Deposit Received	<u>1,000.00</u>
<b>Amount Owing</b>	<b>- 1,747.53</b>

SORZAP

2035-0150

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 3708

DATE 01-04-2019

DUE DATE 01-05-2019

TERMS Net 30

### DESCRIPTION

### TAX

### AMOUNT

#### Services

2 hours - Site visit and meeting with the Serbins to view building and discuss wedding business, Discuss prior special events approval (Temporary Use By-law)

HST ON

160.00

Melancthon Serbin Pre-consult (Special Events)

SUBTOTAL

160.00

HST - RT0001 83323 4438

HST (ON) @ 13%

20.80

TOTAL

180.80

BALANCE DUE

**\$180.80**

### TAX SUMMARY

### RATE

### TAX

### NET

HST (ON) @ 13%

20.80

160.00

Township of Melancthon  
Approved by JKG  
Account No 01-5012-2100  
Cheque No. 11187  
Cheque Date May 3, 2019

Rebate. 17.98

162.82

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 3839

DATE 01-06-2019

DUE DATE 01-07-2019

TERMS Net 30

DESCRIPTION	TAX	AMOUNT
<b>Services</b> 9.75 hours - Application review and communicate with applicant, Prepare and present preliminary report to Council, Prepare notice of public meeting, Coordination with mapping subconsultant, Prepare draft ZBA, Prepare public meeting script, Attend public meeting of Council	HST ON	780.00

<b>Services</b> Mapping subconsultant - key map and A-1, MDS offsets, aerial	HST ON	180.00
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Melancthon Serbin ZBA  
(May and June)

SUBTOTAL 960.00

HST (ON) @ 13% 124.80

HST - RT0001 83323 4438

TOTAL 1,084.80

BALANCE DUE **\$1,084.80**

*Rebate 107.90*  
976.90

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	124.80	960.00

Township of Melancthon  
Approved by \_\_\_\_\_  
Account No. 01-5012-2100  
Cheque No. 11315

Municipal Planning Services Ltd.  
18 Taylor Drive  
Barrie ON L4N8K7  
chris\_mplanningservices@rogers.com  
GST/HST Registration No.: 847801248  
RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10  
R.R. #6  
Shelburne Ontario L0N 1S9

INVOICE # 3936

DATE 01-08-2019

DUE DATE 31-08-2019

TERMS Net 30

### DESCRIPTION

#### Services

3.25 hours - Communication with Denise re: status of application, Email to applicant July 15 re: confirm if draft TZBA can go on agenda, Read/reply to July 15 email to applicant re: deputation to Council and suggest concerns with draft amendment be articulated in writing, Read/reply email to applicant re: copy of planning report and reference to Agricultural policies of the Official Plan, Read/reply email to applicant July 25 re: summary of OP policies sections addressing the permission and regulation of on-farm diversified uses, Read/reply email from/to applicant July 26 re: clarification/focus on specific issues of concern with TZBA

### TAX

### AMOUNT

HST ON

260.00

Melancthon Tripp/Serbin ZBA

HST - RT0001 83323 4438

SUBTOTAL

260.00

HST (ON) @ 13%

33.80

TOTAL

293.80

BALANCE DUE

**\$293.80**

### TAX SUMMARY

#### RATE

#### TAX

#### NET

HST (ON) @ 13%

33.80

260.00

Rebate

29.22

264.58

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 4089

DATE 31-10-2019

DUE DATE 30-11-2019

TERMS Net 30

### DESCRIPTION

#### Services

5.5 hours - Prepare and forward document to applicant to allow comments on draft zone regulations, Telephone discussion with applicant to review and discuss draft zone regulations, Communication with Denise re: Fire Chief, Revisions to draft ZBA, Communications and provide background information to Fire Chief, Communication and provide background information to CBO, Follow up with applicant

TAX

AMOUNT

HST ON

440.00

Melancthon Serbin ZBA  
(OFDU - Special Events Business)

SUBTOTAL

440.00

HST (ON) @ 13%

57.20

HST - RT0001 83323 4438

TOTAL

497.20

BALANCE DUE

**\$497.20**

### TAX SUMMARY

RATE

TAX

NET

HST (ON) @ 13%

57.20

440.00

Township of Melancthon  
Approved by JA  
Account No. 01-5012-2100  
Cheque No. 11568  
Cheque Date Dec 2 2019

Rebate 49.46

447.74



Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 4150

DATE 30-11-2019

DUE DATE 30-12-2019

TERMS Net 30

### DESCRIPTION

### TAX

### AMOUNT

#### Services

10.25 hours - File review, Communication with applicant and Denise, Discussion with Dufferin County CBO, Official Plan review, Review OMAFRA on-farm use guidelines, Prepare and review MDS scenarios, Review applicant's building permit, Prepare planning report, Revisions to draft ZBA, Present planning report to Council

HST ON

820.00

#### Services

Mapping Subconsultant - edits to A-1 and area calcs of zoned land and adjacent agricultural buildings

HST ON

60.00

Melancthon Serbin/Tripp ZBA

SUBTOTAL

880.00

HST - RT0001 83323 4438

HST (ON) @ 13%

114.40

TOTAL

994.40

BALANCE DUE

**\$994.40**

### TAX SUMMARY

### RATE

### TAX

### NET

HST (ON) @ 13%

114.40

880.00

Township of Melancthon  
Approved by \_\_\_\_\_  
Account No. 01-5012-2100  
Cheque No. 111-12

Rebate 98.91

111-12



*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)

## **CORPORATION OF THE TOWNSHIP OF MELANCTHON**

### **MEMORANDUM**

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

**FROM: KAITLIN CHESSELL, SECRETARY HERITAGE ADVISORY COMMITTEE**

**SUBJECT: RECOMMENDATION FROM HERITAGE ADVISORY COMMITTEE MEETING HELD MARCH 9, 2022**

**DATE: MARCH 10, 2022**

---

#### **7.3 General Business; Finalize Melancthon Township Heritage Plaque Application and Make Recommendation to Council**

The Heritage Advisory Committee discussed the application form to ensure that all final changes were made. The Committee discussed that we would be able to support a maximum of twenty plaque applications this year and it would be done on a first come first serve basis. The Committee discussed that we are going to reach out to Shelburne Memorials to get a few templates for the plaques done up and the Committee will decide on the plaque design at an upcoming meeting. The Committee hopes this initiative will engage the community and give residents the opportunity to research their homes and show off the heritage of the homes in Melancthon Township.

#### **Recommendation:**

The Heritage Advisory Committee recommends to Council that they support the Heritage Advisory Committee's Heritage Plaque Application Initiative.



# TOWNSHIP OF Melancthon

## HERITAGE PLAQUE PROGRAM APPLICATION FORM

Please return your completed application, with your cheque, a colour photo of your building and other historical details (as necessary); to the **Township of Melancthon, Municipal Office located at 157101 Highway 10 Melancthon, Ontario.**

\*Reminder: Please enclose a cheque for \$100 (including taxes) made payable to the "Township of Melancthon". If your application is not approved, you will be refunded in full.

<b>Contact Information (Please Print)</b>			
Name:			
Mailing Address:			
Postal Code:		Phone Number:	
Email Address:			
<b>Property Information (Plaque Location)</b>			
Are you the property owner?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	If no, please indicate name of property owner:
Municipal Address:			
Legal Description (Plan/Lot #):			
The Property is Currently:	<input type="checkbox"/> Vacant	<input type="checkbox"/> Occupied	
<b>Plaque Information</b>			
Original Notable Owner – if known (include husband and wife's names)			
Occupation of Notable Owner (if known):			
Notable historical businesses or establishments (e.g., hotels, saloons, etc.) on your property:			
Date of Construction (if known):			

Research Information Submitted with Application (Not Required but this Information is Helpful for the Committee)	
<input type="checkbox"/> Current Photo <input type="checkbox"/> Property Deed/Abstract <input type="checkbox"/> Historic Photos <input type="checkbox"/> Current/Modern Photos	<input type="checkbox"/> Newspaper articles <input type="checkbox"/> Maps <input type="checkbox"/> Historical Information

- I agree that the Township of Melancthon's Heritage Advisory Committee may use the historical information of my property to promote the conservation of our heritage.
- If my application is successful, I agree to mount and display the plaque on the exterior of the building adjacent to the front entrance and in a place that is visible from the nearest street.

Owner Signature		Date

## FREQUENTLY ASKED QUESTIONS

### **WHAT IS THE HERITAGE RECOGNITION AWARD PROGRAM?**

The Township of Melancthon presents "**Heritage Recognition Awards**" annually to owners of buildings on Melancthon's Heritage Properties inventory but not designated under the Ontario Heritage Act. These sites may be worthy of designation or may contribute to the street's character through their surviving heritage features (e.g. only remaining structure of that architectural style). A beautiful weather-resistant plaque will be displayed on your building, indicating the date or approximate date of construction. Your participation in the Heritage Recognition Award Program helps highlight the Township of Melancthon's architectural and historical features and promotes heritage awareness. Heritage Recognition Awards are honorific and have no legal status.

### **HOW DO I RESEARCH MY PROPERTY?**

To uncover the history of your building, you will have to do some detective work! To help you determine the year/era in which your building was likely constructed, examine your deed, assessment notice or tax bill. A previous title search done at the time of purchase may reveal further information. Talk with your neighbours and prior owners as well. All records pertaining to land ownership are of legal value and are available at the land registry office. Each document, such as a deed, mortgage, grant or will, which affected the land title, is registered, and indexed by lot number and document number. To view your property records, you must take the lease, description of the lot (found on your deed or tax notice and is not the same as your street address) to the **Ministry of Consumer and Commercial Relations Land Registry Office, located at 41 Broadway Avenue (Unit #7), Orangeville, the phone number is (519) 941-1481.**

The Registry Office charges fees for retrieving documents and photocopying. Records at the Museum of Dufferin, such as the fire insurance plan, assessment rolls and copybooks can provide evidence of structures at certain times.

Additional information on the building may be available through directories, census records, and newspaper accounts. The Museum of Dufferin's photograph collection may contain streetscapes that reveal your building. Though very few architectural plans have survived, the Archivist may suggest other groups and records searches. The Dufferin County Archives has a valuable online database of photographs and information to get you started. You can access the website here: <https://www.dufferinmuseum.com/>.

Additional information may also be located at the physical location of the Dufferin County Museum and Archives at the intersection of Hwy 89 and Airport Road. Please call 519-941-1114 or email [info@dufferinmuseum.ca](mailto:info@dufferinmuseum.ca) for hours and admission fees. Please check the website for hours of business.

### **IS A HERITAGE RECOGNITION AWARD THE SAME AS A HERITAGE DESIGNATION?**

NO! The Heritage Recognition Award does not mean historic designation under the Ontario Heritage Act. The award aids in identifying the Township of Melancthon's rich and unique heritage but are not accompanied by any conservation benefits or regulations. Displaying the award "plaque" indicates the owner's pride in the upkeep of their historic property.

### **WHY DO I WANT A HERITAGE RECOGNITION AWARD?**

A Heritage Recognition Award is an award of distinction offered as recognition to a building of historical and/or architectural significance. Your participation in the Heritage Recognition Award Program will help highlight the Township of Melancthon's architectural and historical features and promote local heritage awareness and appreciation to both residents and visitors.

### **DO I QUALIFY FOR AN AWARD?**

If you own a building(s) constructed before 1950, you may apply for an award. The building must be in suitable condition (original or restored) to be considered by the Township of Melancthon's Heritage Committee.

### **HOW DO I GET A PLAQUE FOR MY HOUSE OR BUILDING?**

The Melancthon Heritage Advisory Committee may apply to Council on behalf of your property, or you may apply for the award yourself. A digital application package can be found on the Township of Melancthon's website at: <https://melancthontownship.ca/>.

You are required to submit your application along with the plaque fee, current photos of your property/building and any other additional details that you would like to share as part of your package to the Township of Melancthon's municipal office. Should the Melancthon Heritage Advisory Committee and Township Council approve your application, you agree to mount and display the plaque on the exterior of the building adjacent to the front entrance. It must also be visible from the street; installation of the plaque is the building owner's responsibility, and guidelines will be provided.

\*\*\* Remember to include a description of what you believe to be the building's exceptional heritage characteristics, in either architecture, notable occupancy or cultural uniqueness. The Melancthon Heritage Advisory Committee may conduct additional historic research on your home and determine your building's qualification under the program with this information. Applicants will be contacted upon approval. \*\*\*





## NVCA February 2022 Board Meeting Highlights

**Next Meeting: March 25, 2022, held virtually**

*For the full meeting agenda including documents and reports, visit [NVCA's website](#).*

### Presentation on Natural Heritage

Ryan Post, Manager of Watershed Science and Dave Featherstone, Senior Ecologist gave a presentation on NVCA's Natural Heritage Program.

This program is part of NVCA's strategic and business plans, and covered within Categories 1 and 3 of the recently updated *Conservation Authorities Act*. There are five roles and responsibilities within the Natural Heritage Program:

#### Natural Heritage Systems

NVCA is looking to develop a watershed wide natural heritage system to protect interconnected natural heritage features and functions at a watershed level.

Natural Heritage Systems are made up of natural heritage features and areas that are linked by natural corridors. These systems can include lands that have been restored, and areas that have the potential to be restored.

This work supports NVCA's watershed management objectives and plan review responsibilities.

#### Wetland regulations mapping and field verification

Conservation authorities across Ontario were prescribed by the *Conservation Authorities Act* to regulate wetlands. NVCA developed wetland mapping to support this updated legislation.

Watershed Science staff are responsible for keeping this map up to date, and they do this by using satellite imagery, as well as verifying wetland boundaries by site visits and using GPS units.

### Conservation Land Inventories

Staff completes ecological surveys on NVCA properties, such as Tiffin Conservation Area, Nottawasaga Bluffs Conservation Area, Minesing Wetlands and most recently Boyne Valley Springs (Oliver Property).

### Natural Heritage Monitoring

NVCA has been involved in invasive species management in various areas across the watershed. NVCA has partnered with Georgian Bay Forever, the Town of Collingwood, Blue Mountain Watershed Trust and various condominiums to manage Phragmites along Collingwood shoreline.

Some other monitoring efforts include species at risk and forest and marsh bird monitoring.

### Program Communications and Outreach

NVCA publishes Watershed Health Checks every five years to provide results of data analysis member municipalities, partner organizations and interested members of the public.

### Employee Handbook Update

The Board of Directors approved two changes to NVCA's employee handbook: updates to the Remote Work Policy, and the addition of the Right to Disconnect policy.

### Remote Work Policy

Depending on the eligibility of the position, and upon approval, staff may establish a remote work agreement with NVCA. This policy was created by a committee formed of Human Resources Managers at six different conservation authorities, is being implemented at many of the CAs in the Province. It ensures that all legal and liability issues are addressed

while allowing staff who are eligible to enjoy some flexibility.

### **Right to Disconnect Policy**

Due to work-related pressures, the current landscape of work, or an employee's work environment or location, employees may feel obligated or choose to continue to perform their job duties outside their normal working hours.

With this new policy, staff are encouraged to set clear boundaries between work and their personal lives.

### **Inventory of Programs and Services for Submission to MECP**

The *Conservation Authorities Act* required conservation authorities to prepare Transition Plans outlining steps and timelines for the preparation of an Inventory of Program and Services and for the development and execution of funding agreements with participating municipalities.

Staff created this inventory and completed a 5-year average of financials for each along with the appropriate category they will go under (1, 2, or 3 as per the CA Act). This inventory will be part of the discussions with our municipal partners and for the creation of MOU's relating to category 2 and 3 items requiring municipal levy.

[Download NVCA's inventory of Programs and Services here.](#)



## **SHELburne & DISTRICT FIRE BOARD**

February 1, 2022

The Shelburne & District Fire Department Board of Management meeting was held electronically (Zoom ID 864 3977 7829) on the above mentioned date at 7:00 P.M.

### **Present**

As per attendance record.

#### **1. Opening of Meeting**

1.1 Chair, Walter Benotto, called meeting to order at 7:00 pm.

#### **2. Additions or Deletions**

None.

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

##### **3.1 Resolution # 1**

Moved by S. Martin – Seconded by S. Hall

**BE IT RESOLVED THAT:**

The Board of Management approves the agenda as amended.

**Carried**

#### **4. Approval of Minutes**

##### **4.1 Resolution # 2**

Moved by J. Horner – Seconded by F. Nix

**BE IT RESOLVED THAT:**

The Board of Management adopt the minutes under the date of January 4, 2022 as circulated.

**Carried**

5. **Pecuniary Interest**

5.1 No pecuniary interest declared.

6. **Public Question Period**

6.1 No questions.

7. **Delegations / Deputations**

7.1 No delegations present.

8. **Unfinished Business**

8.1 None.

9. **New Business**

9.1 Automatic Aid Agreement

This is an Automatic Aide agreement with Southgate for Tanker Service within Melancthon Township. The Board approves the Agreement.

9.2 Closed Session

**Resolution # 3**

Moved by S. Hall – Seconded by M. Mercer

BE IT RESOLVED THAT:

The Shelburne & District Fire Board do now go “in camera” to discuss the following: personal matters about an identifiable individual, including municipal or local board employees.

**Carried**

**Resolution # 4**

Moved by G. Little – Seconded by E. Hawkins

BE IT RESOLVED THAT:

We do now rise and report progress at 7:18p.m.

**Carried**

10. **Chief's Report**

10.1 **Monthly Reports (January 2022)**

There was a total of 23 incidents for the month of January.

Given the recent fires in Hornings Mills, is there an education piece that could be done? The Chief agrees that would be beneficial, we will plan to do one in the next couple weeks.

10.2 **Update from the Fire Chief**

The Chief advised that there were 2 inspections completed and 2 in progress. Review the Masonville service station re-development plans.

The new Pump 27 is in service, and the old Pump 27 is listed on GovDeals.com, closing on February 4<sup>th</sup>.

11. **Future Business:**

11.1 Annual Audit (RLB)

12. **Accounts & Payroll – January 2022**

12.1 **Resolution # 5**

Moved by M. Mercer – Seconded by G. Little

**BE IT RESOLVED THAT:**

The bills and accounts in the amount of \$679,650.82 for the period of December 30, 2021 to January 27, 2022 as presented and attached be approved for payment.

**Carried**

14. **Confirming and Adjournment**

14.1 **Resolution # 6**

Moved by E. Hawkins – Seconded by S. Martin

**BE IT RESOLVED THAT:**

All actions of the Board Members and Officers of the Shelburne and District Fire Board of Management, with respect to every matter addressed and/or adopted by the Board on the above date are hereby adopted, ratified and confirmed; And each motion, resolution and other actions taken by the Board Members and Officers at the meeting held on the above date are hereby adopted, ratified and confirmed.

**Carried**

**14.2 Resolution # 7**

Moved by W. Hannon – Seconded by M. Mercer

**BE IT RESOLVED THAT:**

The Board of Management do now adjourn at 7:36 pm to meet again on March 1, 2022 at 7:00 pm or at the call of the Chair.

**Carried**

Respectfully submitted by:

Approved:

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Nicole Hill  
Secretary-Treasurer

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Walter Benotto  
Chairperson



## SHELBURNE & DISTRICT FIRE BOARD MEMBERS

### Meeting Attendance Record Under Date of February 1, 2022

<b>Municipality / Member</b>	<b>Present</b>	<b>Absent</b>
<b>Township of Amaranth</b>		
Heather Foster	X	
Gail Little	X	
<b>Town of Mono</b>		
Sharon Martin	X	
Fred Nix	X	
<b>Township of Melancthon</b>		
Wayne Hannon	X	
Margaret Mercer	X	
<b>Town of Shelburne</b>		
Walter Benotto	X	
Shane Hall	X	
<b>Township of Mulmur</b>		
Earl Hawkins	X	
Janet Horner	X	
<b>Staff</b>		
Ralph Snyder – Fire Chief	X	
Jeff Clayton – Deputy Chief		X
Nicole Hill – Sec/Treas.	X	

## **TOWNSHIP OF MELANCTHON POLICE SERVICES BOARD**

The Township of Melancthon Police Services Board held an electronic meeting on Tuesday, December 7, 2021 at 9:00 a.m. due to COVID-19. Those present: Municipal Member Darren White, Public Member Alan Blundell, Denise Holmes, Secretary, Sarah Culshaw and S/Sgt. Operations Manager Dave McLagan, Dufferin OPP.

### **Call to Order**

Chair Blundell called the meeting to order at 9:00 a.m. and welcomed all in attendance.

### **Approval of the Agenda**

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

### **Declaration of Pecuniary Interest or Conflict of Interest**

None declared.

### **Approval of Minutes –September 7, 2021**

Moved by White, Seconded by Blundell that the minutes of the Police Services Board meeting held on September 7, 2021 be approved as circulated. Carried.

### **Issues Arising from the Minutes**

None.

### **Presentations/Delegations**

None.

### **Correspondence**

Special Investigations Unit – Annual Report 2020-2021

### **Financial**

2022 Annual Billing Statement Package

S/Sgt. Dave McLagan indicated that the crime rate is low, however there have been an increase in calls which is represented on the billing summary.

### **Detachment Commander's Report**

During this time, Inspector – S/Sgt Dave McLagan presented and reviewed the Report for the 3<sup>rd</sup> Quarter – July – September 20, 2021.

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Traffic Offences have shown a significant rise from 2020 to 2021 due to increased enforcement. S/Sgt Dave McLagan also thanked the board for the Black Cat Radar.

### **Committee Reports**

None.

### **Other Business**

#### **9. Other/Additions**

1. Black Cat Radar Deployment – Update from OPP – S/Sgt Dave McLagan stated that typically they experience “winter slowdowns”. He also indicated that they would compare data with other Black Cats and will be able to provide the board with more data with the next Report.
2. Towing By-law – Update, if any – Towing companies are complaining to the OPP regarding the new Towing regulations. All regulations will be in place by January 1, 2022.
3. Set the 2022 Police Services Board Meetings – the following are the meeting dates set for 2022:
  - February 8, 2022 at 9:00 a.m.
  - May 10, 2022 at 9:00 a.m.
  - July 12, 2022 at 9:00 a.m.
  - October 11, 2022 at 9:00 a.m.
4. Additions to the Agenda

County Road 124 - Member Darren White stated that there was road closed signs to go up in Masonville. These signs were not targeting local residents, but for those travelling North to their cottages.

Road Safety Task Force – Concerns were raised by a Council member at the Road Safety Taskforce regarding the OPP attending the Taskforce meetings. The OPP stated that they had not received an invitation. Concerns were also discussed regarding a comment made by a Member of the Public in regard to a non response by local OPP and the discharge of an automatic weapon. The OPP stated that they had dealt with that. The Board agreed to send a letter to Council asking them to request the Task Force for records to review comments made, and address concerns made by the public.

## **Public Discussion**

None.

## **Adjournment**

10:20 a.m. Moved by White, Seconded by Blundell that we adjourn this Police Services Board meeting to meet again on Tuesday, February 8, 2022 at 9:00 a.m. or at the call of the Chair.

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CHAIR

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SECRETARY

## Denise Holmes

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**From:** Doug Hevenor <dhevenor@nvca.on.ca>  
**Sent:** Monday, February 28, 2022 4:26 PM  
**To:** Mark Early; Jeff Schmidt; Dunn, Robin; 'rbunn@adjtos.ca'; George Vadeboncoerur (cao@wasagabeach.com); Oliver Jerschow; 'nmartin@amaranth.ca'; 'cao@thebluemountains.ca'; 'michael.prowse@barrie.ca'; govank@greyhighlands.ca; Denise Holmes; Tracey Atkinson; 'bparkin@newtecumseth.ca'; Denyse Morrissey (dmorrissey@shelburne.ca); Geoff McKnight (gmcknight@townofbwg.com); Colleen Healey; John Ferguson; Sonya Skinner  
**Subject:** NVCA Inventory of Programs and Services  
**Attachments:** NVCA Inventory of Programs and Services - Final.pdf; NVCA\_Inventory-of-Programs-and-Services\_Notes\_Page.pdf

Good Afternoon all,

On Friday we provided this Inventory of Programs and Services to the Ministry of Environment Conservation and Parks and today I am now providing this information to you, our Municipal Partner CAO's.

I have attached two pdf documents the 1<sup>st</sup> 163KB outlining our Programs and Services and the 2<sup>nd</sup> 393KB providing notes in support of the 1<sup>st</sup> document.

Best,  
Doug



## **Nottawasaga Valley Conservation Authority**

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### **Inventory of Programs and Services 2/28/2022**

The Conservation Authorities Act recent regulatory changes require the NVCA to prepare Transition Plans outlining steps and timelines for the preparation of an Inventory of Program and Services (IP&S) and for the development and execution of funding agreements with participating municipalities.

On December 5, 2020 the Conservation Authorities Act was amended. This was followed by three new regulations on October 1, 2021. These changes require CAs to:

- Complete a Transition Plan by December 31, 2021
- Complete a Program Inventory by February 28, 2022
- Complete Cost Apportioning Agreements by January 1, 2024

Transition Plans require conservation authorities to:

- Outline the timeline and steps they will follow to prepare a program inventory and enter into cost apportioning agreements with participating municipalities

Program Inventories then require conservation authorities to:

- List their current programs and services
- Categorize their programs and services into three categories
  - o Category 1 – prescribed as mandatory by the province
  - o Category 2 – delivered on behalf of municipalities
  - o Category 3 – those that further the conservation, restoration, development and management of natural resources
- Identify the cost of delivering each program and service
- Identify the revenue source(s) of each program and service

Cost-Apportioning Agreements then require conservation authorities to:

- Enter into agreements with participating municipalities for any category 2 or 3 programs that are support by municipal levy.

Our NVCA IP&S document clearly identifies each program by class category 1, 2, or 3 indicating how each program is funded and identifying how each program relates to the CA Act regulations. The numbers were generated using a 5-year average cost scenario. We selected this method to compliment our 2022 Budget outlining current day financial values that you have.

From a funding perspective we have outlined by percentage where the funds come from as Levy, Special Levy, Federal/Provincial Grants, and Self-Generated income.

There is always work to be done to improve environmental conditions, especially in rapidly urbanizing areas across our watershed. As an organization with a mandate that is dedicated to the preservation of a healthy environment we believe all the programs and services we currently provide deliver a very good product providing very, reasonable value to all our partners.

The budget information for the Source Protection Program includes the transfer of funds from the Ministry of Environment Conservation and parks (MECP) as we act as





**Nottawasaga Valley  
Conservation Authority**

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**Inventory of Programs and Services 2/28/2022**

a partner organization. These funds are provided 100% by the province through transfer payment and agreement with MECP.

This exercise used budget numbers, in which many projects have a budget that spans multiple years. If budgeted work was not completed in one year, it is added to the next year. Caution should be exercised before adding all the years together.

Capital budget dollars have been included in this exercise as a 5-year average numbers. Our Asset Management Plan, which you all have, provides current Capital Values.

The Core Watershed-based Resource Management Strategy is a new Category 1 program required through the amendments to the Conservation Authorities Act and subsequent regulations. No historic or current budget values are contained within the IP & S as a result therefore we have expressed a \$0.00 value for them in this draft.

This document will act as the starting point for our discussions moving forward through the process allowing us to meet the regulatory requirements of the MECP by 2024.

We take great pride in partnering with all of you to create and protect natural spaces and diverse ecosystems, while appropriately evaluating effective land use for development. Collaboratively working we help develop a lasting appreciation for nature that will benefit all of us.

Please review the information that we have provided with your appropriate staff and bring us your questions concerning what we have proposed as our programs and services with associated costs. If you need additional clarification please contact me directly +1 (705) 424-1479 Ext 225 or by email at [dhevenor@nvca.on.ca](mailto:dhevenor@nvca.on.ca)

Best,

A handwritten signature in black ink, appearing to be "Doug Hevenor", written over a horizontal line.

Doug Hevenor, CAO

## Ottawasaga Valley Conservation Authority Inventory of Programs and Services

Approved by Board of Directors: February 25, 2022

The costs associated with each program and service are estimated based on the 2017-2021 5-year average. COVID-19 has a significant impact on the revenues of the VCA and therefore, some revenues are lower in the average than they may have been. The costs for programs and services increase annually due to increases in wages and benefits and the increased operational costs due to inflation.

### Natural Hazard Management Program

Program Description: Conservation Authorities (CAs) are the lead provincial agencies on Natural Hazard issues. The goal is to protect life and property from flooding and erosion. This watershed-wide, comprehensive program includes development applications and permits, municipal plan input and review, environmental planning and policy, flood forecast and warning, flood and erosion control infrastructure, technical studies, ice management, education, and public awareness.

IVCA Code(s) Internal Use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
10	Section 28.1 Permit Administration and compliance activities	Respond to property inquiries. Reviewing and processing of permit applications and associated technical reports under O.Reg., 172/06, site inspections to confirm compliance, communication with applicants, agents, consultants, and legal representatives.	1	CA Act Reg. 686/21 s.8	\$504,000	41% Municipal Levy 1% Federal Grant 58% Self-Generated User Fees	Prior February 2022

NVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
310/441	Municipal Plan Input and Review	<p>Provide technical input and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances).</p> <p>Provide input into municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of Ministry of Northern Development, Mines, Natural Resources and Forestry (MNMNRF), delegated to CAs in 1983.</p> <p>Provide input into the review and approval processes under other applicable law, with comments principally related to natural hazards, wetlands, watercourses, and Sec. 28 permit requirements.</p>	1	CA Act O. Reg. 686/21 s.6/7	\$500,500	<p>17% Municipal Levy 1% Provincial Grant 82% Self-Generated User Fees</p> <p><b>**Municipal Levy is primarily focused on plan input and other municipal projects (e.g., environmental assessments, secondary plans, etc.). Site specific applications are intended to be covered 100% by self-generated user fees.</b></p>	Prior February 2022
310	Plan Review Not Related to Natural Hazards	Provide technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances).	2	CA Act s.21(1)(n)	\$135,500	<p>100% Self-Generated User Fees</p> <p><b>**The cost of this work is difficult to separate out as the review is included in the above section. There is no additional cost to the municipalities for this work.</b></p>	Prior February 2022

WVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
37	Flood & Low Water Forecasting and Warning	<p>Daily data collection and monitoring of weather forecasts, provincial and local water level forecasts, watershed conditions, snow course, flood event forecasting, flood warning, communications and response and equipment maintenance. Annual meeting with municipal flood emergency coordinator. Low water conditions monitoring and analysis.</p> <p>Technical and administrative support to the Water Response Team representing major water users and decision makers, who recommend drought response actions.</p> <p>Data collection, mapping, data sets, watershed photography. Development and use of systems to collect and store data and to provide spatial geographical representations of data.</p>	1	CA Act 21.1 O. Reg. 686/21 Sec 2 Sec 3	\$178,500	62% Municipal Levy 35% Provincial 3% Self-Generated (municipality pays for a service)	Prior February 2022
31	Flood and Erosion Control Infrastructure Operation and Management	Flood and erosion control infrastructure operations. (routine activities related to the operation of the structures). Includes five flood control projects and 13 erosion control projects that are annually inspected, and routine maintenance work completed.	1	CA Act 21.1 O. Reg. 686/21 Sec 2 Sec 5	\$27,000	54% Municipal Levy 46% Provincial	Prior February 2022
32/433/34/435/36	Flood and Erosion Control Infrastructure Major Maintenance	Routine and preventative maintenance on flood and erosion control structures as required. Projects are eligible for the Water and Erosion Control Infrastructure (WECI) funding from the province.	1	CA Act 21.1 O. Reg. 686/21 Sec 5	\$96,000	48% Municipal Levy 42% Provincial 10% Municipal Grant	Prior February 2022

<b>NVCA Code(s) (internal use)</b>	<b>Program/Service and Subservices</b>	<b>Description</b>	<b>Category (1,2,3)</b>	<b>Category Rationale</b>	<b>Average Annual Costs -5 yr average</b>	<b>Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)</b>	<b>Program/Service provided date (prior or post Feb 2022)</b>
438	Ice Management Services	Preventative measures associated with the control of ice in areas where there is a chronic problem occurring annually, where there is an increase in the risk to life and property and where there is a method to reduce the possible adverse effects of the ice. The Ice Management Plan is being updated.	1	CA Act 21.1 O. Reg. 686/21 Sec 4	\$4,500	25% Municipal Levy 25% Provincial 50% Special Benefitting Municipal Levy	Prior February 2022
430	Technical Studies and Policy Review	Studies and projects to inform natural hazards management programs including floodplain management, watershed hydrology, regulations areas mapping update, flood forecasting system assessment, floodplain policy, Georgian Bay shoreline management. These projects often last one to two years and are distributed over time as human resources and funding is available.	1	CA Act 21.1 O. Reg. 686/21 Sec 1	\$51,500	24% Municipal Levy 13% Provincial 18% Municipal Grants 45% Federal Grants	Prior February 2022
442/680	Natural Hazards Communications, Outreach and Education	Promoting public awareness of natural hazards including flooding, drought, and erosion. Public events, materials. Social media services. Media relations.	1	CA Act 21.1 O. Reg. 686/21 Sec 1(2)(3)	\$3,000	53% Municipal Levy 47% Provincial	Prior February 2022

## Provincial Water Quality & Quantity Monitoring

Program Description: The NVCA, in partnership with Ministry of Environment, Climate Change and Parks (MECP), has established long term sites to monitor surface and ground water conditions.

NVCA Code(s) (Internal Use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
120	Provincial Water Quality Monitoring Network (PWQMN)	A long-standing (50+ year) CA/MECP partnership for stream water quality monitoring at nine sites. CA takes water samples and MECP does lab analysis and data management. Information is used for watershed report cards and stewardship project prioritization.	1	CA Act 21.1.1 O. Reg. 686/21 12 (1) 2	\$11,000	100% Municipal Levy	Prior February 2022
120	Provincial Groundwater Monitoring Network (PGMN)	A long-standing CA/MECP partnership for groundwater level and quality monitoring at 16 stations. Costs include equipment, data collection, analysis, data management and reporting. MECP funded network installation and continues to fund equipment replacements. Data collected supports flood forecast and warning, low water response, and water quality monitoring.	1	CA Act 21.1.1 O. Reg. 686/21 12 (1) 1	\$21,500	51% Municipal Levy 42% Provincial Grants 7% NGO Grants	Prior February 2022



## Local Water Quality Monitoring

Program Description: The NVCA, in partnership with community organizations, municipalities, and federal and provincial agencies has established sites to monitor surface water quality and quantity.

NVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
420	Surface Water Quality/ Stream Health Monitoring Program	Surface water quality monitoring for Benthic macroinvertebrates at an average of 65 sites per year, water temperature monitoring at an average of 57 sites per year, electrofishing at an average of 20 sites per year, and around 100 sites per year for flows. Responding to local spills events at the request of MECP. Costs include sampling, analysis, and reporting.	3	CA Act 21.1 (a)	\$98,000	67% Municipal Levy 8% Provincial Grants 5% Federal Grants 1% NGO Grants 19% Self-Generated User Fees	Prior February 2022
420	Simcoe Groundwater monitoring program	In partnership with the OGS the NVCA monitors groundwater level and quality at 29 locations. Costs include equipment, data collection, analysis, data management and reporting.	3	CA Act 21.1 (a)	\$18,000	61% Municipal Levy 31% Provincial Grants 8% NGO Grants	Prior February 2022
420/680	Watershed Report Card	Conservation Authorities report on local watershed conditions every five years, led by Conservation Ontario's Watershed Report Cards. The NVCA watershed is divided into 9 subwatersheds. Measuring increases understanding of the watershed, focuses efforts and tracks progress.	3	CA Act 21.1 (a)	\$22,000	100% Municipal Levy	Prior February 2022

## Drinking Water Source Protection

Program Description: The protection of municipal drinking water supplies in the NVCA through the development and implementation of the Source Protection Plans.

NVCA Code(s) (Internal Use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
20	Drinking Water Source Protection Program (DWSP)	Source Protection Area/Region, technical support, Source Protections Committee support, Source Protection Authority reports and meetings. Activities required by the Clean Water Act and regulations.	1	CA Act 21.1.1 O.Reg. 686/21 Sec. 13	\$170,000 \$11,000 - SPMIF TOTAL - \$181,000	100% Provincial, however in our books SPMIF money came as special benefitting by municipality, but it came through MECP funds	Prior February 2022
20	DWSP Risk Management Official	Carrying out Part IV duties of the Clean Water Act on behalf of municipalities through service agreements.	2	CA Act 21.1.1	\$39,000	100% Self-Generated (municipalities pay for services)	Prior February 2022

## Natural Heritage

Program Description: The NVCA completes natural heritage monitoring, delineation of natural heritage systems, data analysis and wetland regulation mapping to support municipalities, other NVCA departments and inter-agency and NGO partnerships.

NVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
420	Natural Heritage Systems	Development of natural heritage systems supporting watershed management objectives.  Field based monitoring of terrestrial flora and fauna including bird monitoring and invasive species and species at risk.	3	CA Act 21.1 (a)	\$70,000	94% Municipal Levy 4% Provincial Grants 2% NGO Grants	Prior February 2022
420	Wetland & Natural Heritage Evaluations	Complete wetland evaluations and natural heritage evaluations of NVCA properties.	1	CA Act 21.1.1	\$11,000	100% Municipal Levy	Prior February 2022
420	Wetland Regulation Mapping	Maintain and update NVCA wetland regulation mapping.	1	CA Act 21.1.1	\$11,000	100% Municipal Levy	Prior February 2022

### Conservation Authority Lands and Conservation Areas

Program Description: NVCA owns 5,240 hectares of land which includes conservation areas, management areas, conservation forests, farmland and flood control structures and surrounding land. NVCA property is essential to watershed management, environmental protection, helps implement the Watershed Management Strategy and provides areas for passive recreation.

IVCA Code(s) (Internal Use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
50/661	Section 29 Minister's regulation for Conservation Areas	Undertake Conservation areas regulations enforcement and compliance initiatives within Conservation areas to prevent unlawful activity and protect the Authority from exposure to liability under the <i>Occupiers' Liability Act</i> .	1	CA Act 21.1(1)(i); 28(1)(d); 28(1)(e); 29(1)	\$87,500	100% Municipal Levy	Prior February 2022
50	New Lowell Campground	Long-term lease with a private party to operate a campground and associated facilities at New Lowell Conservation Area.	3	CA Act Non-passive recreation 21.1.2 (1); 29(1)	\$19,500	100% Self-Generated - Lease	Prior February 2022
50	Tottenham Campground	Long-term lease with municipal partner to operate a campground and associated facilities at Tottenham Conservation Area.	2	CA Act Non-passive recreation 21.1.1(1)(4); 29(1)	\$0	Municipality leases at no cost and they retain revenues generated	Prior February 2022

<b>NVCA Code(s) (Internal use)</b>	<b>Program/Service and Subservices</b>	<b>Description</b>	<b>Category (1,2,3)</b>	<b>Category Rationale</b>	<b>Average Annual Costs -5 yr average</b>	<b>Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)</b>	<b>Program/Service provided date (prior or post Feb 2022)</b>
150	Utopia Conservation Area	Short-term lease (5-year) with community partner for management of the Utopia Conservation Area	1 & 3 CA Owned land (1) with lease for partner management of mill (3)	CA Act Passive recreation 21.1(1)(i); 21.1.2 (1); 29(1)	\$0	Lease partner pays expenses of property (ie. Property taxes)	Prior February 2022
150	Edenvale Conservation Area	Long-term lease with municipal partner for the management of the Edenvale Conservation Area.	2	CA Act Passive Recreation 21.1.1(1)(4); 29(1)	\$0	Municipality leases at no cost	Prior February 2022
150	Beeton Creek Property	Short-term lease (5-year) with community partner to lease residence	1 & 3 CA Owned land (1) & lease of residence (3)	CA Act 21.1(1)(i); 21.1.2 (1); 29(1)	\$7,000	100% Self-Generated - Lease	Prior February 2022
150	Mayer's Marsh	Agricultural lease (annual)	3	CA Act 21.1.2 (1); 29(1)	\$500	100% Self-Generated - Lease	Prior February 2022
150	Petun Conservation Area	Short-term lease (5-year) with community partner to lease portions of the property for fish hatchery operations	1 & 3 CA Owned land (1) & lease portion of property (3)	CA Act 21.1(1)(i); 21.1.2 (1); 29(1)	\$0	Lease partner pays expenses of property (ie. Property taxes)	Prior February 2022

<b>NVCA Code(s) (Internal use)</b>	<b>Program/Service and Subservices</b>	<b>Description</b>	<b>Category (1,2,3)</b>	<b>Category Rationale</b>	<b>Average Annual Costs -5 yr average</b>	<b>Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)</b>	<b>Program/Service provided date (prior or post Feb 2022)</b>
50	Utopia Conservation Area	Short-term lease for commercial access through the Utopia Conservation Area	1 & 3 CA Owned land (1) & lease for commercial access through property (3)	CA Act 21.1(1)(i); 21.1.2 (1); 29(1)	\$4,500	100% Self-Generated - Lease	Prior February 2022
50	Riverdale Park	Long-term lease with municipal partner for the management of Riverdale Park.	2	CA Act/ Passive Recreation 21.1.1(1)(4); 29(1)	\$0	Municipality leases at no cost and they retain revenues generated	Prior February 2022
50	Black Ash Creek	Formalized agreement for commercial access through Black Ash Creek (NVCA-owned property)	1 & 3 CA Owned land (1) & lease for commercial access through property (3)	CA Act 21.1(1)(i); 21.1.2 (1); 29(1)	\$15,000	100% Self-Generated - one-time lump sum payment of \$85,000	Prior February 2022
10/150/61	NVCA forests and management areas (not Conservation Areas)	Management and maintenance of CA owned lands. Includes forest management, signage, gates, passive recreation, stewardship/ restoration, carrying costs such as taxes and insurance.	1	CA Act 21.1(1)(i); 27(1); 29(1)	\$31,500	100% Municipal Levy	Prior February 2022

<b>NVCA Code(s) (internal use)</b>	<b>Program/Service and Subservices</b>	<b>Description</b>	<b>Category (1,2,3)</b>	<b>Category Rationale</b>	<b>Average Annual Costs -5 yr average</b>	<b>Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)</b>	<b>Program/Service provided date (prior or post Feb 2022)</b>
150/661	Conservation Areas	Management and maintenance of 11 conservation areas and over 30km of recreational trails. Includes passive recreation, risk management program, hazard tree management, gates, fencing, signage, brochures, communications, pedestrian bridges, trails, parking lots, picnic tables, pavilions, roadways, stewardship/ restoration, carrying costs such as taxes and insurance.	1	CA Act 21.1(1)(i); 27(1); 29(1)	\$186,500	65% Municipal Levy 20% Self-Generated User Fees 1% Municipal Grant 6% Federal Grant 5% NGO Grant 3% Donations	Prior February 2022
150/661	Conservation Area Major Maintenance	Major maintenance and capital improvements to support public access, safety, and environmental protection such as parking lots, pedestrian bridges, boardwalks, trails.	1	CA Act 21.1(1)(i); 25(1); 27(1)	\$52,500	100% Municipal Levy	Prior February 2022
150/661	Land acquisition	Strategic acquisition of environmentally significant properties as per NVCA's 2020 Land Securement Strategy.	3	CA Act 21.1.2 (1)	\$9,000	100% Municipal Levy	Prior February 2022
150/661	Inventory of Conservation Authority lands	The land inventory will include the following information: location as well as date, method and purpose of acquisition, land use. One time project with updates as properties are acquired or disposed of and details of agreement and/or tax programs (if applicable) (MFTIP, CLTIP).	1	CA Act 21.1(1)(i)	\$0 as not completed - to be completed as part of the MECF Transition Plan	Unknown - Scope of project needs to be completed to determine where funding may come from	Post February 2022



WVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
50/661	Strategy for CA owned or controlled lands and management plans	This strategy will include the management and use of CA-owned or controlled properties including guiding principles, objectives, land use, natural heritage, classifications of lands, mapping, identification of programs and services on the lands, public consultation, publish on website. One-Year Project.	1	CA Act 21.1(1)(i)	\$0 as not completed - to be completed as part of the MECP Transition Plan	Unknown – Scope of project needs to be completed to determine where funding may come from	Post February 2022
50/661	Land Acquisition and Disposition Strategy	A policy to guide the acquisition and disposition of land in order to fulfill the objects of the authority. Current Land Securement Strategy runs from 2020 to 2030.	1	CA Act 21.1(1)(i)	\$9,000	100% Municipal Levy	Prior February 2022
50/661	Events	Includes weddings, corporate events, private gatherings, etc.	3	CA Act 21.1.2 (1)	\$93,000	20% Municipal Levy 80% Self-Generated User Fees	Prior February 2022
50/661	Festivals	Includes public events (ex. Spring Tonic, Festival at the Fort, etc.)	3	CA Act 21.1.2 (1)	\$35,000	54% Municipal Levy 46% Self-Generated User Fees	Prior February 2022

### Watershed Stewardship and Restoration (Urban, rural & agricultural)

Program Description: The stewardship and restoration program has three key components: one-on-one technical and financial assistance to watershed landowners, coordination of target river restoration initiatives based on watershed science, and the reforestation program. Projects reduce the risk to life and property from natural hazards, protect water quality and quantity, improve forest conditions, increase biodiversity and make the watersheds more resilient to climate change.

NVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
110/120	Private Land Stewardship Program	Work with property owners and environmental groups to mitigate flood and erosion hazards, protect water quality, restore floodplains, reduce nutrient contamination, restore wetlands, manage non-native invasive species, protect groundwater, improve aquatic species at risk habitat and promote climate change mitigation and adaptation. Coordinate targeted river restoration and fish habitat improvement initiatives using information generated by the Watershed Science department to identify priority sites and restoration techniques. Apply for and manage external funding, promote private land stewardship, provide technical advice and design support and funding assistance.	3	CA Act 21.1.2 (1)	\$322,000	27% Municipal Levy 3% Municipal Grants 2% Provincial Grants 41% NGO Grants 25% Federal Grants 2% Self-Generated User Fees	Prior February 2022

<b>WCA Code(s) (Internal use)</b>	<b>Program/Service and Subservices</b>	<b>Description</b>	<b>Category (1,2,3)</b>	<b>Category Rationale</b>	<b>Average Annual Costs -5 yr average</b>	<b>Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)</b>	<b>Program/Service provided date (prior or post Feb 2022)</b>
10/120	CA owned Land Stewardship Program	Work to mitigate flood and erosion hazards, protect water quality, restore floodplains, reduce nutrient contamination, restore wetlands, manage non-native invasive species, protect groundwater, improve aquatic species at risk habitat and promote climate change mitigation and adaptation on CA owned lands. Coordinate targeted river restoration and fish habitat improvement initiatives using information generated by the Watershed Science department to identify priority sites and restoration techniques.	1	CA Act 21.1.2 (1)	\$119,500	26% Municipal Levy 1% Provincial Grants 4% Municipal Grants 47% NGO Grants 21% Federal Grants 1% Self-Generated User Fees	Prior February 2022
10/120	Tree Planting and Forestry Services on Private Land	Forestry services including planting plan development, site preparation, tree and shrub planting, and survival assessments. Private woodlot stewardship, technical assistance, link to funding programs to maintain form and function of watershed forest cover.	3	CA Act 21.1.2 (1)	\$518,500	23% Municipal Levy 1% Provincial Grants 4% Municipal Grants 50% NGO Grants 13% Federal Grants 9% Self-Generated User Fees	Prior February 2022

### Conservation Education and Community Outreach

Program Description: Education and outreach programs increase knowledge and awareness in children and adults about local environmental issues, watersheds and ecosystems and conservation actions they can implement.

NVCA Code(s) (internal use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
630	School programs	Curriculum-based education programs for pre-school, elementary and secondary students. These programs focus on local watersheds, ecosystems, and environmental issues. Programs take place in school yards, schools, field trips to conservation areas, community parks and through online learning opportunities.	3	CA Act 21.1.2 (1)	\$138,000	20% Municipal Levy 80% Self-Generated User Fees	Prior February 2022
630	Community programs and events	Education, day camp, outreach programs and community events to assist in achieving the objectives of the conservation authority. Some of these programs are open to people of all ages.	3	CA Act 21.1.2 (1)	\$122,000	6% Municipal Levy 94% Self-Generated User Fees	Prior February 2022

#### Enabling Services:

Program Description: Key assistance provided to all departments of the conservation authority, board of directors, member municipalities and the general public to enable the NVCA to operate in an accountable, efficient and effective manner.

NVCA Code(s) (Internal Use)	Program/Service and Subservices	Description	Category (1,2,3)	Category Rationale	Average Annual Costs -5 yr average	Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)	Program/Service provided date (prior or post Feb 2022)
60/680	Corporate Services	Administrative, human resources, financial, operating and capital costs which are not directly related to the delivery of any specific program or service, but are the overhead and support costs of a conservation authority. Includes health and safety program, overseeing programs and policies.	1	CA Act 20	\$505,500	40% Municipal Levy 8% Self-Generated (user fees, investment income) 52% Self-Generated through cross charges to non-enabling programs	Prior February 2022
80	Financial Services	Annual budget, accounts payable and receivable, payroll, financial analysis, financial audit, administration of reserves and investments, financial reports for funding agencies, preparing, and submitting reports to CRA, benefits program administration.	1	CA Act 20	\$235,500	87% Municipal Levy 13% Self-Generated through cross charges to non-enabling programs	Prior February 2022
70/680	Legal Expenses	Costs related to agreements/contracts, administrative by-law updates	1	CA Act 20	\$4,500	100% Self-Generated through cross charges to non-enabling programs	Prior February 2022
70	Governance	Supporting CA Boards, Advisory Committees, Office of CAO and Senior Management.	1	CA Act Part IV	\$315,500	88% Municipal Levy 12% Self-Generated through cross charges to non-enabling programs	Prior February 2022

<b>NVCA Code(s) (internal use)</b>	<b>Program/Service and Subservices</b>	<b>Description</b>	<b>Category (1,2,3)</b>	<b>Category Rationale</b>	<b>Average Annual Costs -5 yr average</b>	<b>Current Funding mechanism and percentage of costs (Provincial, Municipal Levy, Self-Generated)</b>	<b>Program/Service provided date (prior or post Feb 2022)</b>
680	Communications and Outreach	Informing public of NVCA programs and projects through media, open houses, public meetings, website administration, responding to inquiries from the public, crisis communications.	1	CA Act 20	\$111,500	90% Municipal Levy 10% Self-Generated through cross charges to non-enabling programs	Prior February 2022
661/660/680	Administration Buildings	Office buildings and workshop used to support NVCA staff, programs, and services. Includes utilities, routine and major maintenance, property taxes.	1	CA Act 20	\$54,500	100% Self-Generated through cross charges to non-enabling programs	Prior February 2022
410	Information Technology Management/GIS	Data management, records retention. Development and use of systems to collect and store data and to provide spatial geographical representations of data.	1	CA Act 20	\$309,500	81% Municipal Levy 1% Self-Generated User Fees 18% Self-Generated through cross charges to non-enabling programs	Prior February 2022
650	Vehicle and Equipment	A fleet of vehicles and equipment to support the work of the NVCA, including capital purchases, fuel, licenses, repairs, and maintenance. Programs and projects are charged for the use of the vehicles and equipment.	1	CA Act CA Act 20	\$123,500 however 5 yr average is lower due to COVID, typically around \$135,000	100% self-generated through cross charges to non-enabling programs	Prior February 2022
ALL	ALL	Asset Management Services	1	CA Act 25/26	\$125,000	93% Municipal Asset Levy 7% Reserves	Prior February 2022



## **COVID-19**

### **Debriefing of Municipal Partners**

## **Summary Report**



Photo courtesy Dufferin County

Prepared by: Plannix Operations

February 23, 2022



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## Executive Summary

In December 2019, a newly detected coronavirus (COVID-19) was reported by the World Health Organization (WHO) China Country Office. By March 2020, the WHO declared COVID-19 viral disease a pandemic. Over the period from early 2020 to present day (January 2022), Ontario experienced 5 waves of COVID variants differing in their transmissibility and severity but all causing significant adverse effects on the health and wellbeing of residents and their communities. Public health measures such as mandatory masking in indoor settings, stay-at-home orders and working from home were instituted, phased out, and then reintroduced depending on the severity of the variant. Fortunately, vaccines were discovered and introduced and their strong protective effects have significantly reduced the risk of severe illness, hospitalization and death from the virus. The fifth wave of the Omicron variant is still ongoing resulting in an unprecedented number of new daily hospital admissions that exceeded maximums over the past week.<sup>1</sup>

With the onset of the COVID-19 pandemic, governments, businesses, and society have experienced massive transformational change in all aspects of life. Municipalities had to develop new service delivery models and adapt operations and protocols to adhere to evolving public health and workplace safety measures while ensuring the health and safety of their residents, staff and external partners. To respond to and manage this escalating situation, Dufferin County activated the Emergency Operations Center (EOC) on March 10, 2020. By March 17, the County was largely operating remotely from home with the exception of essential services such as Fire, Dufferin County Paramedic Services, child services, public works and senior management. The County of Dufferin declared an Emergency in accordance with the *Emergency Management and Civil Protection Act* on Thursday, March 26, 2020.

Following any significant incident or emergency or during a prolonged incident or emergency, municipalities and agencies usually conduct a formal debriefing with key stakeholders to discover strengths, weaknesses and opportunities for improvements. As the pandemic has been active for a prolonged period, the County of Dufferin felt that the fall of 2021 was an opportune time to review and reflect upon the many actions taken and lessons learned to date. Consulting firm Plannix Operations was engaged to undertake this review. In-person and virtual debriefings were held with municipal stakeholders that the County stipulated.

Based on the discussions with the stakeholders, the following general themes were identified:

- Plans and Procedures
- Coordination and Governance
- Incident Management System (IMS)

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<sup>1</sup> Omicron wave may have peaked, but ICU numbers still rising steeply, says Dr. Theresa Tam, Chief Public Health Officer of Canada, CTV News, January 23, 2022

- Virtual workplace/Information Technology
- Resources and Logistics
- Communications
- Training and Exercises
- Recovery

While the health sector had existing pandemic or outbreak plans to help coordinate their responses, because much was unknown about COVID and the scope and duration of the pandemic, the various agencies had to be flexible and agile to adapt. The need to regularly review and update these plans has been recommended, along with necessary training of staff.

Similarly, the current Dufferin County Emergency Response Plan was a strong tool for organizing and coordinating the County's response to the pandemic. It was key for bringing all of the stakeholders together in an organized manner. Years of relationship building by the County's Community Emergency Management Coordinator (CEMC) with the stakeholders, including regular training and emergency exercise participation was highlighted by all who were interviewed as being supremely beneficial in the well-coordinated response. This high level of trust, collaboration and cooperation among the multi-faceted and diverse agency representatives had been built and nurtured over the years. These excellent working relationships served as a critical pre-condition for achieving an effective, nimble and resilient emergency response that is still ongoing. It is recommended that working groups for congregate living, emergency social services, health and agriculture be formalized to ensure ongoing situational awareness and relationship building. Furthermore, continued efforts to maintain existing and build new relationships amongst the stakeholder agencies who support the community are strongly recommended.

The general consensus from the stakeholders who participated in the debriefings was that the COVID pandemic is so broad with such enormous impacts on society that not one plan could have effectively managed and governed the response.

While some of the stakeholder agencies did have Business Continuity Plans (BCP) or Continuity of Operations Plans (COOP) prior to the onset of the COVID pandemic, no plans were capable of managing the massive disruption to day-to-day operations. Key amongst the issues was the need to adopt virtual workplace (work-from-home) strategies for almost all functions, save for those that required in-person services (e.g. healthcare, long-term centres, retirement homes, congregate living, emergency services) or that were primarily outdoor work without direct contact with other people (e.g. public works). For staff who lived in rural areas, broadband internet service was either poor or non-existent, presenting greater challenges to undertaking work-from-home.

The Incident Management System (IMS) is a standardized approach to emergency management used in Canada, the United States and other parts of the world to bring personnel, facilities, equipment, procedures and communications together within a

common organizational structure. While the Incident Management System worked well for managing the pandemic emergency in the healthcare sector, staff turnover and inexperience in an Emergency Operations Centre environment did present some struggles. Some municipalities noted that they had more success with IMS than others, especially the smaller ones with fewer staff. A greater emphasis on Emergency Operations Centre and Incident Management System training, coordinated communications and Continuity of Operations planning are recommended.

Governance was challenging for the County, local area municipalities, the Medical Officer of Health, the Wellington/Dufferin/Guelph Health Unit, the Dufferin/Caledon/Peel/Halton Local Health Integrated Network (LHIN), hospitals, public and private long-term care and retirement homes, congregate settings, shelters and other external stakeholders. Key amongst this was the sentiment that Provincial coordination was disjointed, confusing and lacking. Established channels and protocols were not used, new guidance and information (at times, conflicting) were continually being provided to responding agencies, often with little notice, no consultation, confusion, and negligible time to pivot for implementation. For the municipalities, it was reported that the Provincial Emergency Operations Centre (PEOC) of Emergency Management Ontario (EMO) seemed to be missing from the coordination and response despite the exceptional efforts of the Bruce Sector Field Officer. In particular, the relationship between the PEOC and the new top-driven "Command Table" is not defined nor does it reflect past emergency planning and response practices, operations and training.

Another issue that arose was that during the COVID pandemic, the province introduced a new system (COVAX) for Public Health Units (PHU) to use that, it appears, duplicates existing systems. Public Health Units in Ontario already use a variety of established information systems for managing outbreaks and health issues. Consequently, the mid-stream introduction of a new system presented a new challenge, as PHU personnel suddenly had to undertake new training in the midst of an ongoing emergency.

The long-term care (LTC), retirement homes and congregate living sector were particularly challenged by the COVID pandemic. The LTC's focused on outbreak management and meeting staffing shortages throughout the duration of this emergency. Two privately run facilities in Dufferin County experienced significant outbreaks and a high rate of resident fatalities early in the pandemic.

For retirement homes, the lack of mandatory requirements for regulated professional nurses to provide care for residents resulted in Personal Support Workers (PSW) having to meet those needs. This included providing medical supports such as drug dispensing. With limited integration and coordination in the province of the various ministries and regulations for the retirement home sector and uneven oversight and enforcement, the potential for gaps in resident care exists.

As has been widely reported, the ability to sustain staffing levels in long-term care (LTC) facilities during the pandemic was increasingly difficult. A provincial mandate that

Personal Support Workers (PSWs) could no longer work in more than one facility plus the need for staff to isolate if they had been exposed or contracted COVID put a further strain on an already stressed system. To manage the care of LTC residents, staffing schedules were constantly being adjusted and management personnel stepped in to support the care.

At the onset of COVID, it appears that the congregate living sector was not sufficiently considered and guidance and support fell through the cracks. Consequently, one of the worst outbreaks in Dufferin County occurred in such a facility. To help relieve this issue, the Wellington-Guelph-Dufferin Public Health Unit working with Dufferin County support, established a focused team to help address the outbreaks in congregate care.

Stakeholder agencies and sectors reported that at the beginning of the pandemic the sudden increase in requirements to provide staff with personal protective equipment (PPE) proved to be a significant challenge. Existing stockpiles had expired and were not sufficiently replenished. To best manage the demand, in Dufferin County, the Ontario Health Team assumed a coordinating role as the PPE conduit while Dufferin County assumed the logistics role for centralized PPE sourcing. Headwaters Health Care Centre had a stockpile and a reliable supplier and they centralized the storage of the stockpile. Stakeholders collaborated on a PPE plan for best use/value for PPE supply and distribution.

With new guidance continually being provided to all sectors, the need to keep staff up-to-date was an ongoing challenge. Various tactics were employed to keep everyone informed as best as possible. Public information needed to be timely and accurate to successfully implement public health measures and maintain day-to-day government services. In Dufferin County, in-person Council meetings were moved to virtual, a first for Ontario. Once the County had approval to proceed virtually, they found that the response was positive and that greater resident participation occurred.

Communicating to constituents by elected officials is a critical role. It was found during the pandemic emergency that Dufferin Council was not very familiar with what an emergency declaration entails and specifically what powers the declaration bestows. Providing additional guidance to Council as well as establishing appropriate communication protocols is recommended.

As the COVID pandemic continues for over 2 years now, exhaustion and compassion fatigue has become an ongoing concern, especially in the healthcare sector. Staff in all of the stakeholder groups have been fairly resilient, but there is no indication when pressures will start to decrease. The vast majority of stakeholders however, displayed tremendous team work, comradery and good will to serve the betterment of the community.

Generally, the stakeholders felt that the overall response at the community level in Dufferin County has been fairly successful given all of the unknowns, disruptions and changes. County staff should be commended for their professionalism, unwavering

commitment to performing their duties and serving the public, and for demonstrating flexibility and resilience during an uncertain and at times frightening emergency which is not yet over.

Appendix B summarizes all of the recommendations contained throughout the body of this report.

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## 1. Introduction

Following any significant incident or emergency or during a prolonged incident or emergency, municipalities and agencies usually conduct a formal debriefing with key stakeholders to discover strengths, weaknesses and opportunities for improvements. The County of Dufferin has undertaken this review in response to the COVID-19 pandemic emergency that began in late 2019 and is continuing to this date. As the pandemic emergency has been underway for over two years now, Dufferin County felt that the fall of 2021 was an opportune time to review and reflect upon the many actions taken and lessons learned. This report consolidates these actions and lessons into one document to inform next steps and further the continuous improvement journey for County staff and community agencies.

## 2. Background

### *Winter 2020*

Infection Protection and Control Canada reported on December 31, 2019 that the World Health Organization (WHO) China Country Office was informed of three people with pneumonia connected to a cluster of acute respiratory illness cases in Wuhan City, Hubei Province of China. Like SARS-CoV and MERS-CoV, the newly detected coronavirus (SARS CoV-2) has a zoonotic source, however, human to human transmission had been confirmed.

On March 11, 2020 the WHO declared COVID-19 viral disease a pandemic. The Director-General of the World Health Organization held a media briefing on March 11, 2020 reporting that *"in the past two weeks, the number of cases of COVID-19 outside China has increased 13-fold, and the number of affected countries has tripled.... There are now more than 118,000 cases in 114 countries, and 4,291 people have lost their lives.... We have therefore made the assessment that COVID-19 can be characterized as a pandemic... We have never before seen a pandemic sparked by a coronavirus. This is the first pandemic caused by a coronavirus"*<sup>2</sup>.

A small number of Ontario residents began testing positive for Covid-19, mostly those returning from international travel. On February 11, a 77-year-old male became the first known person to die of COVID-19 in the Province of Ontario. Wellington Dufferin Guelph Public Health announced the first confirmed case of COVID-19 in Dufferin County on March 16, 2020.

Shortly after, the Toronto Medical Officer of Health recommended that all residents who travel outside Canada should self-isolate for fourteen days. March 16 brought restrictions to long-term care homes, allowing essential visitors only<sup>3</sup>.

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<sup>2</sup> WHO Director-General's opening remarks at the media briefing on COVID-19 - 11 March 2020

<sup>3</sup> "What Ontario got right- and wrong – in Covid 10 battle", the Toronto Star, July 18, 2020

### ***First Province of Ontario Emergency Declaration***

On March 17, 2020, based on the advice of Ontario's Chief Medical Officer of Health and other leading public health officials, the Province of Ontario declared an emergency under section 7.01 (1) of the *Emergency Management and Civil Protection Act*. Under the Act, an emergency "... means a situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise."

Emergency orders were then issued by the Province of Ontario to protect the health, safety and welfare of Ontarians. This declared provincial emergency was in effect for 129 days, ending on July 24, 2020. Forty-seven emergency orders were issued and amended as needed to protect Ontarians to address challenges in the following 5 areas:

- limiting spread of COVID-19
- supporting continuity of critical services
- supporting business
- supporting vulnerable sectors
- providing cost relief to Ontarians

On April 27, 2020, Ontario released *A Framework for Reopening our Province* outlining the criteria the Chief Medical Officer of Health and other health experts would use to advise the government on loosening of public health measures. It also established guiding principles, such as a stage-by-stage approach for the safe, gradual reopening of places of business, services and public spaces that had been required to close or limit their services.

This emergency declaration remained in effect until June 24, 2020 when the *Reopening Ontario (A Flexible Response to COVID-19) Act, 2020*, was introduced.

Although the emergency was terminated, The *Reopening Ontario Act* provided the Ontario government with flexibility to address the ongoing risks of the pandemic by allowing the government to amend, extend or revoke existing emergency orders under sections 7.0.2 and 1.2 of the *Emergency Act*. On October 30, 2020, 34 of approximately 50 initial orders remained in effect subject to extensions of 30 days at a time<sup>4</sup>. The orders under *Reopening Ontario* remained in force until January 20, 2021.

### ***Second Province of Ontario Emergency Declaration***

On January 12, 2021, the Province of Ontario declared a second provincial emergency in response to the doubling of COVID-19 cases in two weeks, the threat of collapse in the hospital system and the alarming risk posed to long-term care homes due to high transmission rates. A Stay-at-Home provincial-wide emergency order was also issued

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<sup>4</sup> COVID-19 Preparedness and Management, Special Report on Emergency Management in Ontario – Pandemic Response, Office of the Auditor General of Ontario, November 2020, pg. 2-3.

on January 14, 2021 requiring everyone to remain at home with the exception of essential purposes such as groceries or health care services, for exercise or for essential work. Businesses were also required to ensure that employees work from home wherever possible<sup>5</sup>.

Thirty-five emergency orders were issued in addition to those remaining in effect under the *Reopening Ontario Act* and were designed to respond to the rapid increase of COVID-19 cases and to address concerns associated with the new COVID-19 variants of concern. The declaration remained in place until February 9, 2021.<sup>6</sup>

### ***Third Province of Ontario Emergency Declaration***

In response to the rapid increase in COVID-19 transmission and risks posed by variants of concern and the pressure on hospital capacity, the Ontario government, in consultation with the Chief Medical Officer of Health (CMOH) declared a third provincial emergency under section 7.0.1 of the *Emergency Management and Civil Protection Act* (EMCPA) on April 7, 2021.

This declared provincial emergency enabled Ontario to introduce emergency orders to introduce new public health and workplace safety measures to respond to the third wave of the COVID-19 pandemic. The Ontario Government also issued a province-wide Stay-At-Home Order in effect Thursday, April 8, 2021 for a four-week period. These new orders were in addition to those remaining in effect under the *Reopening Ontario Act* and the two emergency orders made during the second provincial emergency.

The declaration remained in effect for a 56-day period ending on June 2, 2021 given the downward trend in COVID-19 case numbers and steady improvement in hospital system capacity. The Province introduced the *Roadmap to Reopen*, a three-step plan to safely and cautiously reopen and gradually ease public health and workplace safety measure in effect<sup>7</sup>.

### ***Ontario Moves to Step Three of Roadmap to Reopen***

The Ontario government moved the province into *Step Three of the Roadmap to Reopen* on July 16, 2021 when key public health and health care indicators continued to improve and the provincewide vaccination rate surpassed initial targets.

Step Three focused on resuming additional indoor services with larger numbers of people and reduced public health and restrictions. Ontario's epidemiological data identified the Delta variant as the dominant strain necessitating the continued use of

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<sup>5</sup> News Release, Ontario Declares Second Provincial Emergency to Address COVID-19 Crisis and Save Lives, January 12, 2021, Office of the Premier

<sup>6</sup> Report on Ontario's second Declared Provincial Emergency from January 12, 2021 to February 9, 2021

<sup>7</sup> Report on Ontario's Third Declared Provincial Emergency from April 7, 2021 to June 2, 2021, Ontario.ca, June 7, 2021

face coverings in indoor public settings and physical distancing. The Chief Medical Officer of Health continued to evaluate these requirements on an ongoing basis.

### ***Mandatory Vaccinations to Access Certain Businesses and Settings***

To further protect Ontarians as the province continued to confront the Delta-driven fourth wave of the COVID-19, the Province required people to be fully vaccinated and provide proof of their vaccination status to access certain businesses and settings starting September 22, 2021. Requiring proof of vaccination in these settings reduced risk and is an important step to encourage every eligible Ontarian to get vaccinated, which is critical to protecting the province's hospital capacity and supporting businesses with the tools they need to keep customers safe and minimize disruptions.

### ***Ontario Further Strengthening Response to Omicron***

On December 17, 2021, the Ontario government applied additional public health and workplace safety measures including capacity and social gathering limits in response to the rapidly-spreading and highly transmissible Omicron variant. To reduce opportunities for close contact as vaccination acceleration efforts increased, Ontario introduced a 50 percent capacity limit in indoor public settings including restaurants, bars and other food and drink establishments, personal care services, personal physical fitness trainers, retailers, shopping malls, and indoor recreational amenities.

### ***Ontario Temporarily Moving to Modified Step Two of the Roadmap to Reopen Omicron Variant***

In response to the recent Omicron variant trends showing an alarming increase in COVID-19 hospitalizations, the Ontario government, in consultation with the Chief Medical Officer of Health, temporarily moved the province into *Step Two of its Roadmap to Reopen* with modifications that acknowledge the province's successful vaccination efforts. These measures include reducing social gathering limits to five people indoors and 10 people outdoors, requiring businesses and organizations ensure employees work remotely as much as possible, closing indoor dining, concert venues, theatre, cinemas along with numerous other restrictions. These time-limited measures are thought to help blunt transmission and prevent hospitals from becoming overwhelmed as the province continues to accelerate its booster dose rollout.

Unlike other variants, Omicron appears to be less severe but its high transmissibility has resulted in larger number of hospital admissions relative to intensive care unit admissions. Also, staff absenteeism is rising and affecting operations in workplaces across Canada due to Omicron infection and exposure. The supply chain for goods and services is strained and hospital and laboratory testing systems are largely overwhelmed in Ontario and most of Canada.

As part of the Province's response to the Omicron variant, starting January 5, 2022, students pivoted to remote learning with free emergency child care planned for school-

aged children of health care and other eligible frontline workers. In person learning at school resumed the week of January 17, 2022.<sup>8</sup>

At the time of this report's writing, these measures are scheduled to be rescinded on January 26, 2022. The next section presents a statistical overview of pandemic cases and vaccinations in Ontario.

### ***Ontario/Canada Snapshot View of Cases and Vaccines***

On January 17, 2022, the Ontario government COVID-19 (coronavirus) web site reported:

- Ontarians aged 18 or older with a booster dose - 46.6%
- Hospitalized - 3,887
- In ICU due to COVID-related illness - 578
- Ontarians aged 5 or older fully vaccinated - 82.4%
- Ontarians aged 5 or older with at least one dose - 88.2%
- Ontarians aged 12 or older fully vaccinated - 88.7%
- Ontarians aged 12 or older in 2021 with at least one dose - 91.4%
- Total doses administered - 29,522,313
- New daily cases - 8,521

The Government of Canada web site on COVID-19 daily epidemiology reported on January 19, 2022:

- Total Canadian Covid-19 cases – 2,868,862
- Total Resolved Cases – 2,538,133
- Total Canadian deaths – 32,220
- Deaths today – 212

According to Professor Livio Di Matteo, Professor of Economics at Lakehead University, "in 2020, 11 percent of Canada's COVID-19 cases, and more than 70 percent of COVID-19 deaths, were in long-term care facilities. According to the Canadian Institute for Health Information, while Canada's overall COVID-19 mortality rate was relatively low compared with rates in other Organization for Economic Co-operation and Development countries, we had the highest proportion of LTC deaths".<sup>9</sup>

### **3. Debriefing Process**

To undertake the COVID-19 response review, Plannix Operations was engaged to facilitate the debriefing process and prepare a summary report. A survey (see Appendix A) was prepared and issued to stakeholders identified by Dufferin County. To

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<sup>8</sup> News Release, Office of the Premier, January 03, 2022

<sup>9</sup> Among countries that should've known better, Canada's virus response was abysmal", Globe and Mail, May 26, 2021

accommodate all of the stakeholders, two in-person debriefing sessions were held on November 23 and 24, 2021. The consultants prepared an agenda and a series of questions that was emailed to the participants to initiate discussion on what practices worked well, what didn't work well, and to identify opportunities for improvement. Follow-up debriefing sessions were conducted virtually in December 2021 and January 2022 with several stakeholders who were unable to attend the in-person sessions.

The debriefings were limited to the stakeholders that Dufferin County stipulated. The review of the COVID response did not examine individual agencies' internal actions or the Provincial responses, however where the Province's actions affected the participating stakeholders, the correlating impact on stakeholder responses were noted. The federal governments actions were not examined in this review. Debriefings with individual physicians and elected officials were also outside of the scope of this assignment.

### **3.1. Stakeholders**

#### **3.1.1. Health Sector**

With a public health emergency such as the COVID-19 pandemic, the Health Sector has played, and continues to play, the lead role in the public response. In Dufferin County, these agencies include:

- Wellington-Dufferin-Guelph Public Health (WDGPH)
- Ontario Health Team (OHT)
- Dufferin Area Family Health Team
- Headwaters Health Care Centre
- Dufferin County Paramedic Services
- Community Care Support Services

All of the Health Sector groups had significant roles responding to the pandemic, with the WDGPH taking the lead on:

- monitoring outbreaks in the community
- tracking and tracing COVID exposures
- establishing and enforcing public health measures
- providing COVID-19 information and direction to the media, residents, businesses, local government and agencies, and the healthcare sector in the community
- coordinating vaccine management and establishing and operating vaccination clinics
- liaising with the Ministry of Health and provincial agencies, as required
- coordinating local community medical resources (family health teams, hospitals, etc.)
- fulfilling the legislative mandate of the Medical Officer of Health as outlined in provincial legislation

- coordinating on preventing human health risks in shelters, including areas of food preparation, infection prevention and control, water quality and sanitation

As the pandemic unfolded, with the WDGP leading the vaccination efforts, the Health Sector, the County of Dufferin and the local municipalities had an active role in supporting the health response efforts to the pandemic.

### **3.1.2. Municipal Sector**

Dufferin County is the upper-tier municipality that is comprised of four towns: Mono, Orangeville, Shelburne and Grand Valley and four rural townships: Amaranth, East Garafraxa, Melancthon and Mulmur.

The County seat is located in the Town of Orangeville (the largest of the eight municipalities).

The County of Dufferin Emergency Response Plan "...facilitates a controlled and coordinated response to any type of emergency occurring within or affecting the Municipality. The aim of the plan is to provide key officials, agencies and the municipal departments with an overview of their collective and individual responsibilities in an emergency. This plan also makes provisions for the extraordinary arrangements and measures that may have to be taken to safeguard the health, safety, welfare and property of the inhabitants of the Municipality".

The Emergency Control Group is responsible for initiating, coordinating and implementing the emergency response plan through the use of the Incident Management System at both lower and upper tiers. It is responsible for coordinating municipal operations prior to, during and after the emergency; prioritizing municipal operations and supporting the response to the emergency.

The Emergency Response Plan applies to the County of Dufferin and each of the eight member municipalities. The Community Emergency Management Coordinator (CEMC) for the County of Dufferin is appointed as the primary CEMC for each member municipality.

As most of the towns have small operations, Dufferin County manages the emergency management programs for them, with one Community Emergency Management Coordinator (CEMC), a County employee.

### **3.1.3. Long-Term Care/Retirement Homes**

In the early waves of the pandemic, the sector that was most severely impacted across the province was the long-term care (LTC), retirement homes and congregate living sector. Due in part to the factors that exasperated the COVID outbreaks such as age, underlying health conditions, close living quarters, and staff movement among multiple locations, COVID related illnesses and mortality most heavily affected this sector. The congregate living sector was further challenged by limited or non-existent outbreak



plans and protocols, limited access to Personal Protective Equipment (PPE) and fragmented oversight and regulation.

In Dufferin County, one long-term care home is owned and operated by the County: Dufferin Oaks Long Term Care. All other LTC, retirement and congregate living facilities are in the private or not for profit sectors.

Long-Term Care (LTC) facilities focused on outbreak planning and meeting staffing shortages. Management and staff willingness to be flexible and nimble greatly assisted their operation voluntarily flexing their schedules to ensure 7-day on-site Management support for their teams

Fortunately for Dufferin Oaks, it does not have 4-bedded rooms which helped contain the COVID-19 spread. It was easier to separate residents in a 2-bedded environment. Restrictions were put in place to prevent staff from working in multiple locations.

As of February 2, 2022, Wellington Dufferin Guelph Public Health reported four fatalities at Dufferin Oaks, twenty at Shelburne, two at Headwaters Health Care Centre, five at Bethsaida and one at Avalon Long Term Care. County-wide, forty-six individuals in long term care settings have died.

#### **3.1.4. Congregate Living Settings**

The congregate living settings (CLSs) entails a broad spectrum of types of facilities generally supporting vulnerable clientele, but can include:

- Supportive housing;
- Supported developmental services/Intervenor residences;
- Emergency homeless shelters;
- Mental health and addictions congregate settings;
- Homes for special care and community homes for opportunity;
- Violence against women (VAW) shelters;
- Anti-human trafficking (AHT) residences;
- Children's residential facilities; and
- Indigenous Healing and Wellness Facilities.<sup>10</sup>

#### **3.1.5. Emergency Services**

Residents and businesses in Dufferin County are serviced by five fire departments, depending on location:

- Town of Orangeville Fire Services
- Shelburne and District Fire Department
- Rosemont District Fire Department
- Mulmur-Melancthon Fire Department

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<sup>10</sup> Ministry of Health, COVID-19 Guidance: Congregate Living for Vulnerable Populations

- Town of Caledon Fire and Emergency Services

All of the fire services are either volunteers or composite (full-time and volunteer) operations.

Residents in Dufferin County who require emergency medical response are serviced by Dufferin County Paramedic Services. The Headwaters Health Care Centre is the license holder for this service.

### **3.1.6. Other Community Support**

Food insecurity throughout the world is growing, including in Dufferin County. The Orangeville Food Bank was established in 1991 to help the hungry in the community. Its vision is "A community without hunger." Clients are "people in transition including:

- those experiencing job loss or reduction in work hours
- those experiencing a recent family breakdown
- those with unexpected emergencies
- single parents
- the working poor
- residents on income support
- seniors with low pension income
- people with physical injuries or disabilities
- people with mental illness<sup>11</sup>

The Orangeville Food Bank is a non-governmental organization (NGO) managed by an Executive Director and a Food Manager. It is staffed by approximately 150 volunteers and relies primarily on food and financial donations from businesses and the community. Dufferin County provides a donation to help the Food Bank.

## **4. Observations and Themes**

Following a review of the survey results and the debriefing sessions, several general themes were identified:

- Plans And Procedures
  - Pandemic Plans
  - Emergency Response Plans
  - Business Continuity Plans
- Incident Management System (IMS)
- Coordination, Governance
- Virtual Workplace/Information Technology
- Resources And Logistics
  - PPE

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<sup>11</sup> Orangeville Food Bank website, January 2022

- Staffing
- Communications
- Training And Exercises
- Recovery

## **5. Plans and Procedures**

### ***Wellington-Dufferin-Guelph Public Health Pandemic Plan***

The existing WDGPB Pandemic Plan is based on all-hazards risk assessment approach and focused on preventative measures and vaccination. The plan was too complicated to implement given the dynamic and unpredictable nature of the COVID response and did not sufficiently address the need for stringent public health measures and communications. It did however, provide a good foundation for cooperation, collaboration and innovation.

#### **Recommendation:**

1. Review and update the WDGPB Pandemic Plan to reflect the need for managing new, potentially non-preventable viruses and increased emergency response scalability.

### ***Headwaters Health Care Centre Pandemic Plan***

The Headwaters Health Care Centre (HHCC) had an established Pandemic Plan that they were able to activate at the onset of the COVID-19 emergency. The plan included outbreak policies and procedures and a strong focus on infection prevention and control (IPAC). As with many of the other agencies, the plan was a strong starting point but given the high uncertainty and unknowns about the virus especially in the early days and the sheer scope, spread and duration of the pandemic necessitated a high degree of flexibility and adaptation to effectively manage and respond to changing circumstances.

#### **Recommendation:**

2. Review and update HHCC Pandemic Plan to reflect the need for managing new, potentially non-preventable viruses and increased emergency response scalability.

An advantage that HHCC had was that at the onset of the pandemic, it already had established relationships and contacts with other stakeholders. This optimally positioned HHC to respond.

#### **Recommendation:**

3. Regularly review and update stakeholder contact information.

### ***Dufferin Oaks Long Term Care Outbreak Plan***

The Dufferin Oaks Long Term Care facility already had established outbreak plans and protocols in place. Consequently, when COVID struck, these were used as a starting point for minimizing spread. As more was being learned about COVID, Dufferin Oaks staff displayed flexibility and nimbleness and were thus able to adapt appropriately.

#### **Recommendations:**

4. Review and update plans and protocols regularly.
5. Provide training on the outbreak plans and protocols to new staff.
6. Conduct regular refresher training for existing staff.

### ***Municipal Emergency Response Plans***

In Ontario, municipalities are mandated by the *Emergency Management and Civil Protection Act* and *Ontario Regulation 380/04* to have an emergency management program and an emergency management (a.k.a. response) plan. In Dufferin County, one Emergency Response Plan (ERP) is in place for the County and the local municipalities. The ERP was prepared as an “all hazards” plan that is designed to address most emergency situations but not any one hazard specifically. It lays out the concept of operations, coordination, roles and responsibilities. In Dufferin, the ERP organizational structure is based on the Incident Management System (IMS), which lays out the different coordinating “functions” (Command, Finance and Administration, Logistics, Operations and Planning).

When the COVID-19 pandemic started, the Dufferin County ERP was activated to respond to the emergency. A key strength of the plan was that it brought all of the stakeholders together in an organized manner. As the emergency continued, the plan helped to build and strengthen these partnerships. While there have been some concerns with the Incident Management Plan (IMS) model overall which is covered in a subsequent section, the ERP did what it was designed to do.

#### **Recommendations:**

7. Annually review and/or update the Dufferin County Emergency Response Plan to ensure that it continues to meet the needs of the County, local municipalities and stakeholders.
8. Continue to build and strengthen relationships and partnerships with stakeholder groups. Formalize Working groups for congregate living, emergency social services, health and agriculture sectors with the stakeholders identified in this report to meet regularly to discuss emerging issues, maintain situational awareness and foster working relationships.

### ***Continuity of Operations/Business Continuity Plans***

While Dufferin County has an Emergency Response Plan (ERP), the impact of the COVID pandemic emergency was so great, broad-reaching and enduring that no plan could completely manage it. One of the greatest impacts to day-to-day operations for the County, the local municipalities and all Ontarians were the public health requirement to minimize or eliminate in-person business. Consequently, office staff were directed to work-from-home (WFH).

Given that working from home on this scale is unprecedented in Ontario, most business continuity plans do not plan for such an eventuality. Any existing Continuity of Operations (COOP)/Business Continuity Plans (BCPs) had minimal strategies to support the maintenance of services when facilities and offices could not be used and no plans were prepared for the scope of this effort nor the duration. During the initial stages of the emergency, the planning horizon was kept relatively short as little was known about the magnitude of the pandemic or the cascading challenges that it would present. With the ever-increasing duration and the uncertainty this caused, stakeholders found that maintaining alternate work arrangements was challenging.

Note, where face-to-face services to residents had to be maintained, health and safety measures were introduced to limit any possible exposures between staff and residents.

For **Community Care Support Services (CCSS)**, contingency plans were in place but the changing and dynamic nature of the pandemic emergency required flexible and nimble planning. The organization was accustomed to dealing with episodic emergencies which focused on identifying the particular risk level for individual patients. CCSS had to pivot to adapt to the increased health and safety protocols, Public Health guidance, and reduced in-person support to patients.

Two of the biggest challenges with the new work-from-home strategy was the sourcing and provision of personal computers for those staff who did not have access to one and reliable internet connectivity in the homes of staff. In rural parts of the County, internet service is poor or even non-existent, creating yet additional challenges to maintaining services.

Throughout the pandemic, the **Orangeville Food Bank** did not have a Business Continuity Plan to guide it through the changes and disruptions. As a member of Feed Ontario, they were provided with a template for a plan, however no additional details or guidance were given. Consequently, changes in how the Food Bank operated were constantly evolving, often to comply with Public Health guidelines for businesses. The Food Bank was not recognized initially in the same manner as grocery stores and with frontline workers, making it more difficult to deliver services to the community in the normal manner.

To better help meet the community's needs and comply with Public Health direction, the Orangeville Food Bank established a drive-through food service. The other food banks

in Dufferin County (except for Shelburne) agreed to collaborate on this drive-through operation, allowing all of them to continue providing food distribution service while consolidating their operations, temporarily closing their local service. While the drive-through service worked well, transportation for a number of clients to the site proved to be a challenge. To help these clients, a delivery model was established. As Public Health guidelines continued to change, the food banks returned to their normal in-person food services. Due to the growth of the new COVID variant Omicron, at the end of December 2021 the drive-through service resumed.

When province-wide lockdowns were first implemented, closing restaurants and other facilities, commercial food suppliers experienced a glut of food products, especially chicken (popular in the restaurant industry). In turn, the Orangeville Food Bank was fortunate to receive large donations of perishable food from the food service industry and suppliers. To properly store this, a 53-foot large refrigerator trailer (i.e. "reefer") was leased and funded by Dufferin County for the Food Bank.

#### **Recommendations:**

9. For those agencies who currently do not have one, develop and implement a Continuity of Operations/Business Continuity Program.
10. As part of the Continuity of Operations/Business Continuity Plans, address equipment, technology, personnel and resource needs in the event of a disruption.
11. Review and update Continuity of Operations/Business Continuity Plans to address poor or non-existent internet connectivity for staff who must work from home in rural areas such as establishing cellular hotspots wherever possible.
12. Review and update notification, escalation and Emergency Operations Centre contact information for County staff and key partners and agencies.

#### **6. Incident Management System**

The Incident Management System (IMS) is a standardized approach to emergency management used in Canada, the United States and other parts of the world to bring personnel, facilities, equipment, procedures and communications together within a common organizational structure. This enables responders and partners from different organizations and jurisdictions to interact and work well together in all types of incidents and emergencies.

While most incidents are managed at site by Incident Commanders, larger emergencies, like the COVID-19 pandemic, require the establishment of an Emergency Operations Centre to support multiple site activities and to manage non-site activities.

The County of Dufferin Emergency Control Group is responsible for initiating, coordinating and implementing the emergency response plan through the use of the Incident Management System in the Emergency Operations Centre.

The Emergency Operations Centre serves as the established and recognized point of authority, providing capacity for the Emergency Control Group to ensure:

- effective policy and strategic direction to the emergency
- support of emergency operations at the site(s)
- consequence management
- resource management to support the emergency site(s)
- coordination of management links to other Command/Departmental Operations Centres, external agencies and the Provincial Emergency Operations Centre
- providing information to the public and the news media and
- maintaining business continuity for the rest of the County.

An Emergency Operations Centre that operates under the principles of IMS is organized around the five major functions of Management, Operations, Planning, Logistics and Finance and Administration to execute these core responsibilities. These functions are scalable and flexible as smaller incidents like a house fire may only require one or two functions whereas larger emergencies usually require activation of all the functions.

The Province of Ontario has developed an Incident Management System (IMS) that provides standardized organizational structures, functions, processes, and terminology for use at all levels of emergency response in the province. Provincial Ministries, Dufferin County, Headwaters Health Care Centres, Ontario Health teams, police and fire services, local area and neighbouring municipalities and a host of external agencies and partners across Dufferin County are mandated to use IMS.

While the Incident Management System worked well for managing the pandemic emergency in the healthcare sector, staff turnover and inexperience in an Emergency Operations Centre environment did present some struggles. Some municipalities noted that they had more success with IMS than others, especially the smaller ones with fewer staff.

The Town of Orangeville supported the continued use of IMS for emergencies but other municipalities, including the County, feel that some modification to the system would make it easier to implement. Some aspects of the municipal organizations were felt to not “fit” easily into the IMS model (Command, Finance and Administration, Logistics, Operations, and Planning).

Emergency response organizations, fire services, health care, businesses, the military and other organizations customize and build their IMS structures based on the following concepts and principles. They are:

1. Accountability- all functional areas and jurisdictions remain responsible for their own actions at all times during the emergency.

2. Applicability –IMS may be applied in small, simple, or large complex emergencies.
3. Comprehensive Resource Management – IMS provides processes for categorizing, ordering, dispatching, tracking and recovering resources.
4. Consolidated Incident Action Plan outlines emergency response goals, objectives, strategies, tactics and safety, communications and resource management information.
5. Designated Incident Facilities as required.
6. Information Management processes to acquire, analyze, and disseminate information to internal and external audiences.
7. Integrated Communications to ensure that all jurisdictions and partners communicate and transmit incident information in a timely manner across jurisdictional lines.
8. Interoperability is the ability of responders from numerous organizations to interact and work well together including technological and virtual interoperability.
9. Inter-Organizational Collaboration means defining roles, relationships and a framework of accountability.
10. Management by Objectives means determining operational objectives and directing all efforts toward achieving them.
11. Modular and Scalable Organization in terms of structures and processes which can be expanded or contracted without losing their distinct functions.
12. Simplicity & Flexibility means that only required components are activated to provide needed functions as the situation evolves.
13. Standardization in structure and functions allows diverse stakeholders to work together using a common approach and understanding.
14. Standard Terminology for organizational elements like functions, facilities and resources.
15. Sustainability will depend on organizational capacity and available resources.
16. Span of Control refers to the optimal number of subordinates reporting to a supervisor. The optimum span of control is 5:1.
17. Unity of Command. The command structure is based on the function to be performed and expertise of incident management staff, rather than rank, organization or jurisdictions.<sup>12</sup>

It is important that proposed changes to the IMS structure reflect these concepts and principles to maximize multiagency interoperability as organizations that plan together, train and exercise together are in a better position to effectively respond to emergencies.

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<sup>12</sup> Source: "Incident Management System 200 Student Manual," Office of Emergency Management, City of Toronto, Printed August 2012



## **Recommendations**

### ***Emergency Operations Centre***

13. Continue efforts to implement a scalable and flexible IMS structure in the County of Dufferin based on the 17 concepts and principles.
14. Review the application of the Incident Management System in municipalities and scale and adjust the structure to better suit their organizational needs and capacities.
15. Continue to provide IMS training to help staff better understand the scalability and flexibility afforded by the IMS model.
16. Designate an IMS instructor.
17. Establish an EOC Management Team briefing cycle at the onset of an emergency for internal updates to senior management and modify as the emergency evolves. These briefings are held to share current information, operational activities, priorities and challenges to facilitate a common situational awareness and action plan.
18. Assess and review EOC documentation relating to Position Checklists, Position Logs, Status Reports, Situation Reports, IMS Incident Updates, the Major Event Log, the EOC Action Plan, the EOC Organizational Chart and Electronic Information Displays to better align with operational needs.
19. Consider adopting the Ontario Office of the Fire Marshal and Emergency Management's six key measures to assist organizations in implementing incident management systems:
  - a. Raise awareness within your organization through presentations, communications and online;
  - b. Support and endorse IMS within your organization;
  - c. Adopt IMS into emergency plans, policies and procedures;
  - d. Use IMS in emergency exercises to help plan and prepare;
  - e. Respond to real incidents and planned events using IMS;
  - f. Develop a long-term sustainability plan.<sup>13</sup>
20. The County should develop a multi-year work plan to further these key measures for Dufferin County staff and external partners and agencies.

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<sup>13</sup> Emergency Management Ontario website, February 2022

## ***Virtual Emergency Operations Centre***

21. Develop an Emergency Operations Centre Manual to train staff on how to operate a virtual Emergency Operations Centre with adequate technological and telecommunications abilities similar to the legal requirement to establish a physical EOC with a backup site for use by the municipal emergency control group in an emergency.

## ***Notification and Activation***

22. Develop an Emergency Level Emergency Support Function that defines initial notification and activation procedures to ensure that staff understand their operational roles and information requirements.

## **7. Coordination and Governance**

### ***Overview of the Province of Ontario Emergency Response Organization***

According to the Emergency Management Ontario (EMO) web site, "EMO leads the coordination, development and implementation of prevention, mitigation, preparedness, response, and recovery strategies to maximize the safety, security, and resiliency of Ontario through effective partnerships with diverse communities."<sup>14</sup>

Some emergencies are large, complex, or impact a number of jurisdictions. In these cases, there is a need for a coordinated response from the many provincial organizations that are responding. The provincial emergency response organization (provincial ERO) is the organization that is formed during multi-jurisdictional emergencies to conduct Ontario's coordinated response.

The provincial ERO is made up of all of the provincial organizations that are actively involved in an emergency response operation. The specific organizations that are active in the provincial ERO can vary, depending on the requirements of the emergency.

The Provincial Emergency Operations Centre (PEOC) is the central coordinating hub of the provincial ERO and is a fully equipped facility maintained by Emergency Management Ontario (EMO) that can be activated in response to, or in anticipation of, emergencies. The PEOC is staffed with appropriate representatives from ministries that have been delegated responsibilities for those emergencies as well as EMO staff. It serves as an initial point-of-contact for the affected municipality and federal interests.

Other components of the provincial ERO connect to the PEOC as needed in order to facilitate provision of the appropriate services. In this way, the organization is flexible and adaptable to the needs of the current situation and all hazards.

All Ontario government ministries and agencies/boards/commissions are also considered part of the provincial ERO. These organizations connect to the PEOC as

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<sup>14</sup> Emergency Management Ontario website, February 7, 2022

needed in order to ensure coordinated provision of support to the emergency response operation, including sharing information, resources or coordination support, generally through a staff liaison.

Strategic leadership of the provincial ERO is the responsibility of elected and appointed government officials, including the Lieutenant Governor in Council (LGIC), the Premier, The Cabinet Committee on Emergency Management, the Solicitor General, and the Commissioner of Emergency Management.

### ***Overview of the County of Dufferin Emergency Management Response Organization***

According to section 2.4 of the draft *Dufferin County, Emergency Response Plan*, the Community Emergency Management Coordinator (CEMC) for the County of Dufferin is appointed as the primary CEMC for each member municipality during the COVID-19 emergency. The CEMC monitors potential and impending threats that may impact the health, safety or economic stability across Dufferin County.

The Community Emergency Management Coordinator acts as an advisor to the Senior Municipal Official, municipalities, departments, groups and agencies on matters of emergency response and recovery by:

- Providing expertise regarding the implementation of the emergency response plan
- Fulfilling any role within the Emergency Operations Centre as needed
- Providing guidance, direction and/or assistance to any emergency or support personnel at the Emergency Operations Centre, and/or incident sites
- Assisting the Incident Commander as needed
- Coordinating post-emergency debriefings

The Province of Ontario has established a number of criteria to guide municipalities when making a decision about declaring an emergency. The County of Dufferin experienced several of these criteria:

- Is the situation an extraordinary event requiring extraordinary measures?
- Does the situation require a response that exceeds or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?
- Does the situation create sufficient strain on the municipal response capability in areas within the municipality that may be impacted by a lack of services?
- Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operation?

As a result, the County of Dufferin declared an Emergency in accordance with the *Emergency Management and Civil Protection Act* on Thursday, March 26, 2020. "Due to

the rapidly changing conditions, it became necessary for the County Warden to declare an emergency to address resident needs in a more timely manner.”<sup>15</sup>

All of the local area municipalities also declared emergencies as follows:

2020-03-19 Town of Shelburne  
2020-03-20 Town of Orangeville  
2020-03-27 Township of Amaranth  
2020-03-27 Township of E. Garafraxa  
2020-03-27 Town of Grand Valley  
2020-03-30 Township of Mulmur  
2020-03-31 Township of Melancthon  
2020-03-31 Town of Mono

All of these emergency declarations remain in effect to date.

Dufferin County responded to and managed the Covid-19 emergency through the following activities:

- Activated the County Emergency Operations Centre for 701 days (as of 22/02/03) and pivoted it to a virtual operations centre for the first two quarters of 2020 to coordinate short- and long-term response and recovery strategies including economic recovery
- Coordinated weekly briefings of the Municipal Control Group or as necessary
- Ensured ongoing coordination of information between internal and external stakeholders
- Directly supported the COVID-19 Assessment Centre at Headwaters Health Care Centre, Headwaters Health Care Centre Incident Management Team, the Ontario Health Team Emergency Operations Centre and Dufferin Food Share
- Provided logistical, emergency information and situational awareness support to Headwaters Health Care Centre.
- Created informal working groups to bring together congregate living and emergency social service partners to maintain a common operating picture and address operational issues and evolving challenges
- Facilitated an “Agricultural Roundtable” with a variety of agricultural sector representatives
- Supported Headwaters Health Care Centre and Wellington Dufferin Guelph Public Health as they assisted Shelburne Residence Dufferin County
- Provided logistic support to the Health Care sector to source, receive, store, and distribute supplies

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<sup>15</sup> County of Dufferin.ca/news, February 7, 2022.

- Assumed the lead Logistical role in acquiring scarce resources and supplies for the County and community partners
- Supported Dufferin County Paramedic Services deployment to the Covid-19 Assessment Centre
- Supported business continuity operations including planning to address staff shortages and resource management issues
- Supported two emergency childcare centres for children of emergency workers.
- Liaised with Emergency Management Ontario and other provincial agencies
- Partnered with Headwaters Health to conduct COVID-19 Assessment Centre Exercise on March 28, 2020
- Provided essential County services to the residents
- Ensured continuity of municipal operations through Council and committees

A participant in one of the debriefing sessions astutely commented that “Change Happens at the Speed of Trust”. This comment aptly applies to the efforts of the Emergency Control Group, the Emergency Operations Centre and the Community Emergency Management Coordinator in discharging their considerable duties and decisions throughout the pandemic emergency. A high level of trust, collaboration and cooperation among the multi-faceted and diverse agency representatives had been built and nurtured over the years. These excellent working relationships served as a critical pre-condition for achieving an effective, nimble and resilient emergency response that is still ongoing.

Growing and maintaining the professional working relationships and collaborative networks is key to effective emergency response and can be fostered by planning, training and exercising together and formalizing working groups and linkages.

### **Recommendation**

23. Continue to build and strengthen relationships and partnerships with stakeholder groups. Formalize Working groups for congregate living, emergency social services, health and agriculture with the stakeholders identified in this report to meet regularly to discuss emerging issues, maintain situational awareness and foster working relationships.

### ***Emergency Declarations & Councillor Liaison***

One of the roles of elected officials is to communicate to residents about emergencies and any direction that they should take. It was found during the pandemic emergency that Dufferin Council was not familiar with what an emergency declaration entails, specifically what powers does the declaration bestow.

### **Recommendations:**

24. Provide greater guidance to Council on what powers an emergency declaration permits.

25. Establish protocols for communication and Councillor's roles during incidents and emergencies such as leveraging formal and informal community networks to disseminate information to help the community and how to report urgent matters to the County for escalation to appropriate parties.

Headwaters Health Care Centre advised that in a municipally declared emergency, some labour relations clauses were able to be overridden to meet operational needs.

**Recommendations:**

26. Consider adding the hospital's abilities during an emergency declaration regarding collective agreements to the County's Emergency Declaration Checklist.

***Overview of Public Health Ontario***

According to the Public Health Ontario website, their Vision is internationally recognized evidence, knowledge and action for a healthier Ontario.

The Mission is to enable informed decisions and actions that protect and promote health and contribute to reducing health inequities.

**The Mandate:**

- provide scientific and technical advice and support to clients working in government, public health, health care, and related sectors
- build capacity, assemble expertise and guide action through advice, consultation and interpretation
- continuing education and professional development
- health emergency preparedness
- information management
- knowledge and best practices generation
- laboratory services
- library services
- research, ethics and evaluation
- support to policy and program development
- surveillance and population health assessment.

In meeting this vision, mission and mandate, Public Health Ontario's primary clients include Ontario's Chief Medical Officer of Health, the Ministry of Health and Long-Term Care and other ministries, local public health units, health system providers and organizations across the continuum of care. Other partners include academic, research, not-for-profit, community-based and private sector organizations and government

agencies working across sectors that contribute to Ontarians achieving the best health possible.<sup>16</sup>

### ***Province of Ontario's Enhanced Response Structure***

Anecdotal information from the Dufferin Health Sector stakeholders reported that they felt the Province of Ontario didn't seem to use existing emergency and pandemic plans and the IMS structure for responding to and coordinating the response to the COVID-19 pandemic. Moreover, the Minister of Health announced a new response structure comprised of a number of tables with specific mandates on March 2, 2020.

The new response structures entailed:

- A new Command Table as the single point of executive oversight, leadership and strategic direction to guide Ontario's response. The Command Table reports to the Minister of Health and is chaired by the Deputy Minister of Health, Ontario's Chief Medical Officer of Health, Ontario Health's President and Chief Executive Officer and representatives from Public Health Ontario, the Ministry of Long-Term Care and the Ministry of Labour, Training and Skills Development.
- Five Regional Planning and Implementation Tables, led by Ontario Health with support from local public health units are responsible for reviewing regional plans to ensure local readiness and implementing provincial strategies for assessment, testing and care, supplies and equipment, surveillance and communications.
- The Ministry of Health Emergency Operations Centre will provide situational awareness and overall coordination among the components of the response structure.
- A Scientific Table, led by Public Health Ontario to support provincial and regional components with evidence, scientific and technical advice to inform planning and response.
- An Ethics Table, led by University of Toronto Joint Centre for Bioethics to provide ethical guidance and representation at both provincial and regional tables to support decision-making
- Sector or Issues Specific Tables to support local case and contract management as well as sector-specific coordination such as paramedic services, First Nations health partners and others as needed.
- A Collaboration Table with members from key health sector organizations to advise the Command Table<sup>17</sup>.

### ***Dufferin County Health Sector***

It is clear that the new enhanced response structure was outside of the existing framework that all Public Health Units, provincial ministries and municipalities had

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<sup>16</sup> Public Health Ontario website, January 7, 2022

<sup>17</sup> News Release, Ontario Implementing Enhanced Measures to Safeguard Public from COVID-19, March 02, 2020

adopted and been trained in (IMS). This resulted in a lack of clarity on the respective roles and responsibilities of the agencies, made for difficult interoperability and caused much confusion during an already tumultuous emergency.

At the best of times healthcare in Ontario has complex hierarchies, with multiple agencies and ministries responsible for delivering services to the public with limited integration. COVID-19 amplified what was already broken with respect to health care, social services, mental health, addictions, poverty, equity and accessibility and social justice. While those in the healthcare sector were aware of these issues, the pandemic highlighted the silos, lack of cross-coordination and chronic underfunding issues.

A further issue with provincial coordination was that the Provincial Emergency Operations Centre (PEOC) of Emergency Management Ontario (EMO) seemed to be missing from the coordination and response. There was (and continues to be) minimal open and transparent coordination between provincial agencies, ministries and municipalities despite their primary legislative authority for emergencies. The PEOC did not perform their normal emergency coordination, collaboration and communication role during a declared provincial emergency. There did not appear to be standard briefings, operational periods, status or situation reports, or defined Liaison relationships with key community agencies. Additionally, the relationship between the PEOC and the new top-driven "Command Table" is not defined nor does it reflect past emergency planning and response practices, operations and training.

These observations are corroborated in the report prepared by the Office of the Auditor General of Ontario. "The established provincial emergency response structure was not followed for the COVID-19 pandemic, and a new structure was developed during the emergency. The initial meeting of key parties involved in this new structure was held on April 11, 2020, more than three weeks after the provincial emergency declaration was made."<sup>18</sup>

Health care representatives from numerous agencies also reported that the province tended to release complex media releases and bulletins on late Friday afternoon putting out contentious new directions. This timing often made it very difficult for public health and municipal efforts to interpret and implement this information in a timely fashion. It also exacerbated staffing requirements on the weekend for teams that were already considerably stretched.

Stakeholders felt that at the beginning of the pandemic the province was making reasonable decisions based on sound recommendations from the provincial Science Table. As the emergency progressed, it seemed that public health recommendations became increasingly politicized in the Fall of 2020.

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<sup>18</sup> COVID-19 Preparedness and Management, Special Report on Emergency Management in Ontario-Pandemic Response, Office of the Auditor General of Ontario, November 2020



The general sentiment from the health and municipal organizations was that they felt disconnected from the Province of Ontario and that Provincial leadership was weak. There were differences among the province and local health units respecting the interpretation of directives and guidance.

Again, this observation was supported by the provincial Office of the Auditor General who stated that "There was a lack of engagement of EMO and its partners at emergency operation centres. The usual best practice during an emergency is to have key emergency management staff from various ministries and other impacted stakeholders work out of the Provincial Emergency Operations Centre (EMO Centre) for the duration of the emergency. This facilitates collaboration and the easy sharing of information. This best practice was not followed during COVID-19, as most of the EMO Centre staff worked remotely, and the EMO Centre was a stand-alone operation, even though the EMO Centre is large enough to allow for physical distancing. Of particular concern was the fact that Ministry of Health staff were not stationed at the EMO Centre or connected virtually, and similarly EMO staff were not connected with the Ministry of Health Operations Centre to provide help and support. This also prevented them from being kept fully updated and apprised of unfolding events."<sup>19</sup>

Another issue that was raised repeatedly was that geographic boundaries for the various health services are not aligned. The result of this was that, at times, healthcare sector agencies, businesses and the public were receiving differing and potentially conflicting messages and direction. An example of this was that hospital admitting protocols, COVID-positive protocols and other standards differed between Dufferin County Paramedic Services and Peel Region Paramedics resulting in operational challenges at Headwaters Health Care and other admitting facilities.

It should be noted that all participants in the debriefings felt that the Dufferin response was unique compared to other municipalities due to the strong and cooperative working relationships that were in place combined with cultures that promoted flexibility and nimbleness to change roles and adapt as necessary.

#### **Recommendations:**

27. Consider encouraging Public Health Ontario (PHO) and Emergency Management Ontario (EMO) to return to the established provincial response framework (IMS) that Ministries and municipalities have implemented, trained and exercised.
28. Consider encouraging EMO/PEOC to begin communications and coordination with the Health Sector, ministries and municipalities.

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<sup>19</sup> Ibid.

29. Consider encouraging the Province to move towards greater integration of all health services to better align with the public's need for a seamless, one-window delivery model.
30. Consider encouraging the Province to prioritize scientific/medical information when preparing public health directions and guidance.
31. Consider encouraging the Province to assess the various healthcare services sector geographic boundaries to better align with each other.

### **Assessment Centres**

The need for the establishment of COVID-19 assessment centres was recognized early in the pandemic. Members of the public who either showed symptoms or were asymptomatic but may have been exposed to COVID needed to be tested to determine whether they were infected. Unfortunately, the responsibility for setting up and operating assessment centres was not clearly identified (Public Health or hospital). In Dufferin County, ultimately that task fell upon the Headwaters Health Care Centre.

To set up the assessment centres, Headwaters Health Care Centre (HHCC) first established a small stakeholder group that included representation from Dufferin County. Key criteria for the assessment centre were scalability, accessibility, location, and staffing. A drive-through centre was determined to best fit these needs and was established on HHCC property. The County leveraged its ability to secure physical materials (tents, trailers, barriers, signage, etc.). Dufferin County Paramedic Services provided managerial support to the Assessment Centre from the pandemic's onset until August 2020. The Ontario Provincial Police (OPP) assisted with traffic control on site. At the time that the assessment centre was being implemented, funding for the costs were uncertain. Nevertheless, all parties proceeded with the establishment of it as this was a priority for the community.

Shortly after the launch of the assessment centre, the Province directed all agencies who established them to develop and implement a booking system for residents. The direction came late on a Friday with the mandate to have it operating by the following Tuesday. This new requirement and the extremely short timeline added additional burden and stress on all parties involved. Information Technology (IT) staff from the County and HHCC collaborated through the weekend to have a system operational by Monday morning. To assist with the launch, Dufferin County loaned staff and a facility (the Emergency Operations Centre) to HHCC for the assessment booking call centre. Over time, this function was transferred entirely to HHCC.

### **Recommendations:**

32. In future pandemic plans, clearly define roles and responsibilities, including establishment, operation and funding for assessment centres.

### **Food Banks**

The Orangeville Food Bank has enjoyed a strong, collaborative relationship with Dufferin County for many years. This proved beneficial as the County was able to provide support and guidance to the Food Bank throughout the pandemic. Part of this success is the personnel involved. The Executive Director of the Orangeville Food Bank is a former politician who is well-versed in how municipal government works and knows where to turn to get the supports they need. Unfortunately, the smaller Food Banks in the County do not have this experience or familiarity with government and often struggle to get what they need.

While the relationship between the Orangeville Food Bank and Dufferin County is not formal, the Food Bank does make an annual presentation to Dufferin Council on the community needs and the Food Bank activities and the County provides some funding.

#### **Recommendations:**

33. Provide government services awareness training for Food Banks in Ontario, possibly through either the Rural Ontario Municipal Association (ROMA) or Feed Ontario.
34. Formalize the relationship between Dufferin County and the Orangeville Food Bank and other local area food banks.

The Orangeville Food Bank noted that they are often a window into the broader social services needs of their clients. Unfortunately for those clients, they must work with many different agencies and providers. With limited or no access to transportation or technology, clients often struggle to find or get the supports they need.

#### **Recommendations:**

35. Consider encouraging social service providers to develop a “one-window” approach to community supports.

### **8. Long-Term Care/Retirement Homes/Congregate Living**

In the early waves of the pandemic, the sector that was most severely impacted across the province was the long-term care (LTC), retirement homes and congregate living sector. Due in part to the factors that exasperated the COVID outbreaks such as age, underlying health conditions, close living quarters, and staff movement, COVID related illnesses and mortality most heavily affected this sector. The congregate living sector was further challenged by limited or non-existent outbreak plans and protocols and limited access to PPE.

### ***Long-Term Care/Retirement Homes***

In Dufferin County, one long term care home is owned and operated by the County: Dufferin Oaks Long Term Care. All other LTC, retirement and congregate living facilities are in the private sector.

Long-Term Care (LTC) facilities focused on outbreak planning and meeting staffing shortages. Management and staff willingness to be flexible and nimble greatly assisted their operations.

Fortunately for Dufferin Oaks, it does not have 4-bedded rooms which helped with the containment of the COVID-19 spread. It was easier to separate residents in a 2-bedded environment. Restrictions were put in place to prevent staff from working in multiple locations.

Early in the pandemic, the Shelburne Long-Term Care Centre experienced a significant outbreak and 50% of the residents passed away. The Bethsaida Retirement Home also experienced a major outbreak and, while a smaller facility with approximately 50 residents, it had a 3-4% fatality rate. Observations from emergency service providers found that Bethsaida had substandard care, inadequate resources and poor Infection Prevention and Control (IPAC) protocols.

In an effort to assist the Shelburne LTC and Bethsaida Retirement Home, the Paramedic Services base hospital (Hamilton Health Sciences) was engaged and provided recommendations for patient care and response. Two local physicians attended the Shelburne facility and provided direct patient care.

It should be noted that in Ontario, there currently is no requirement for retirement homes to have regulated professional nurses on site to provide care for residents. Consequently, resident care fell primarily to Personal Support Workers (PSW), including medical supports such as drug dispensing. As noted previously, healthcare in Ontario has limited integration and coordination. Furthermore, oversight of this sector appears to be uneven, resulting in poor enforcement of standards in the homes.<sup>20</sup>

#### **Recommendations:**

36. Consider encouraging the Province to make regulated professionals such as nurses mandatory in all long-term care and retirement homes.
37. Consider encouraging the Province to increase inspections and enforcement of standards and regulations in all long-term care and retirement homes.
38. Consider encouraging the Province to require long-term care homes and retirement homes to have current outbreak plans and protocols with adequate staff training and exercises.

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<sup>20</sup> Ontario's Long-Term Care COVID-19 Commission Final Report, April 2021

39. Consider encouraging the Province to ensure that long-term care homes and retirement homes have a current stockpile of PPE at all times.

### ***Congregate Living Settings***

The various congregate living settings fall under a variety of different legislation and regulations. The absence of formal clinical oversight on hostels, rooming house, emergency shelters and other congregate settings presented numerous challenges. There were inadequate mechanisms to funnel information to these unregulated sectors particularly in Peel Region who displayed little knowledge or understanding on the importance of hand sanitizing, masking and droplet precautions.

At the onset of COVID, unfortunately it appears that this sector was not sufficiently considered and guidance and support fell through the cracks. Consequently, one of the worst outbreaks in Dufferin County occurred in such a facility. In an effort to remedy this, the Wellington-Guelph-Dufferin Public Health Unit working with Dufferin County support, established a focused team to help address the outbreaks in congregate care. Ongoing communications, training and support (including provision of PPE) has been provided to the operators of these facilities.

**Community Care Support Services (CCSS)** found it challenging coordinating and implementing directives that were sometimes contradicting each other from four Public Health Units that oversee the congregate settings within the CCSS geographic boundaries. For instance, the Caledon congregate setting used difference guidance than the WGD PHU.

Of the four Public Health Units (Wellington-Dufferin Guelph Health Unit, Peel Public Health, Toronto Public Health, York Region Public Health Services) that operate in Dufferin County, the Dufferin CCSS felt that the Wellington-Guelph-Dufferin Health Unit provided superior accessibility, engagement, receptivity and regular communications. They felt that WDGPH were very responsive, helpful and open to CCSS's concerns and helped to leverage the right people and decisions when needed.

### **Recommendations:**

40. Continue to provide coordination and support the congregate living sector in Dufferin County.
41. Consider encouraging congregate living settings to develop outbreak plans and procedures.
42. Seek stricter regulations and accountability mechanisms from the Province to better protect congregate living and retirement homes.
43. Consider encouraging Province to consolidate legislation and regulations governing the congregate living sector.

44. Consider encouraging the Province to align the Public Health Units into seamless geographic boundaries.

Another observation from CCSS was that more emphasis should have been placed on improving environmental controls, like ventilation, housekeeping and dietary controls in congregate settings to mitigate outbreaks.

**Recommendations:**

45. Consider encouraging congregate settings operators to assess environmental controls in congregate settings to identify areas for improving outbreak mitigation.
46. Consider encouraging congregate settings operators to establish plans for improving environmental controls in their facilities.

**9. Virtual Workplace/Information Technology**

When direction was issued to workplaces to minimize in-person work environments, most of the stakeholders implemented a work-from-home strategy. For many, the technical IT challenges proved to be considerable given the poor rural or non-existent internet connectivity in parts of the County, lack of appropriate hardware (laptop PC's), IT security, and, for some, limited technological skills of staff to easily shift to remote work.

***Public Health***

Public Health Units in Ontario regularly use a variety of established information systems for managing outbreaks and health issues. During the COVID pandemic, the province introduced a new system (COVAX) for PHU's to use that, it appears, duplicates existing systems. This presented a new challenge, as PHU personnel suddenly had to undertake new training in the midst of an ongoing emergency.

**Recommendations:**

47. Unless absolutely warranted, do not introduce new systems that duplicate existing systems during outbreaks or emergency situations.

***Municipalities***

Internet connectivity in parts of the County presented challenges for implementing the work-from-home strategy. Mobile hubs were implemented where possible and cellular hotspots were also used. Furthermore, with many staff utilizing their personal/home computers for work, the risk to system security increased. To help mitigate this risk, County IT staff introduced strengthened measures and protocols. No security breaches have occurred with the municipalities to date, however Headwaters Health Care Centre did experience a ransomware attack.

One aspect that helped in the need to implement the work-from-home strategy, including serving residents, was that more services had started to be digitized prior to COVID. The current plan is that over time, more services will be digitized.

**Recommendations:**

- 48. Consider encouraging the Federal and Provincial governments to help facilitate the expansion of broadband internet into rural communities.
- 49. Continue to monitor and introduce IT security measures.
- 50. Continue to transition government services to digital where possible.

In part due to the Public Health direction to minimize in-person work and the adoption of a work-from-home strategy, Dufferin County established a virtual Emergency Operations Centre (EOC) to manage the pandemic emergency. All Emergency Control Group (ECG) members had access to the necessary technology to be able to work remotely. Situational awareness was maintained via emails and virtual meetings, as were Operations Cycle briefings. While this approach was not the same as an active EOC with in-person communications and meetings, the County did find that this strategy has been successful for them to continue to manage the emergency.

**Recommendations:**

- 51. Evaluate success of virtual EOC with ECG members and stakeholders.
- 52. Include option for virtual EOC for future emergency activations.
- 53. Develop an Emergency Operations Centre Manual to train staff on how to operate a virtual Emergency Operations Centre with adequate technological and telecommunications abilities similar to the legal requirement to establish a physical EOC with a backup site for use by the municipal emergency control group in an emergency.

***Community Care Support Services***

Dufferin County Community Support Services (DCCSS) "provides services to assist seniors and disabled adults to remain in the familiar surroundings of their own homes."<sup>21</sup> With the introduction of public health measures to limit the spread of COVID, a remote workplace strategy was implemented but proved to be challenging. The issue of poor or non-existent internet connectivity in rural areas made it difficult for some staff to easily transition to remote work. Another challenge was that many staff normally worked with older model desktop computers, limiting their ability to adapt to mobile or remote computing. Lastly, there were staff who did not possess the necessary technical skills to easily switch to remote work.

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<sup>21</sup> Dufferin County website January 2022

To overcome the poor internet access, mobile hotspots connected to phones were established. DCCSS prioritized the acquisition of laptop PCs for those staff who needed them and provided digital education and training of staff to be able to work remotely.

**Recommendations:**

- 54. Consider acquiring laptop computers for all staff when existing desktop computers reach end of lifespan and need to be replaced.
- 55. Develop strategies for remote work for those staff who are unable to access the internet from their alternate (e.g. home) workplace.
- 56. Provide information technology training for staff.

***Orangeville Food Bank***

As the Orangeville Food Bank is a non-governmental organization primarily run and staffed by volunteers, it has limited information technology resources. Many of the PCs that they use are greater than 10 years old with outdated software. This has forced the Food Bank to rely on staff and volunteers' personal computers. Furthermore, they have no technical support should an issue arise.

Similarly, the Food Bank has only one phone line to reach them so personal cell phones are used often. Unfortunately, both of the computer and phone dependencies run the risk of increased privacy and security issues for clients, donors, volunteers and staff.

**Recommendations:**

- 57. Seek technology support from external sources such as local businesses or Dufferin County.
- 58. Identify technology needs for the Orangeville Food Bank and seek donations of equipment.

**10. Resources and Logistics**

***Personal Protective Equipment (PPE)***

The sudden increase in need for PPE for staff in many of the agencies and sectors in Dufferin was a huge challenge at the onset of the pandemic. In the months prior to the COVID pandemic, the provincial SARS hospital stockpile of PPE had expired and was donated to other countries.

The **Ontario Health Team** assumed a coordinating role as the PPE conduit while Dufferin County assumed the logistics role for centralized PPE sourcing. Headwaters Health Care Centre had a stockpile and a reliable supplier and they centralized the storage of the stockpile. Stakeholders collaborated on a PPE plan for best use/value for PPE supply and distribution. This helped the agencies to work in a safe manner but



illustrated an earlier limitation of having each agency manage their own stockpile of PPE.

With infection protocols wavering on whether COVID-19 was aerosolized or not, **Paramedic Services** staff struggled in the early days. They did not have a huge PPE supply and masks were limited in the early phase. As a result, N-95 respirators were locked up and strictly supervised.

The need for PPE in the long-term care facilities was crucial for the health and safety of residents and staff. Provincial PPE shortages were serious as supply and emergency stocks were inadequate. The **Dufferin Oaks Long Term Care** facility was fortunate as they had learned years earlier from the SARS outbreak that having a ready stockpile of PPE was critical. While their PPE supply did not run out, their contingency plan would have been to source needed PPE from either the hospital or the Province. Nevertheless, Dufferin Oaks was able to maintain a supply and was quite well stocked. The County's logistical support proved helpful in coordinating the distribution of PPE to stakeholders.

#### **Recommendations:**

59. All agencies/sectors should examine their needs for PPE for possible future health emergencies and establish a stockpile.
60. Examine establishing a central procurement team for PPE for the Dufferin County municipalities and stakeholder groups.
61. Continue to maintain a supply of PPE at Dufferin Oaks.
62. Regularly inspect PPE supply to ensure that it is current/useable. Rotate PPE stockpiles among agencies where practicable.

#### **Staffing**

The need to sustain staffing levels in the long-term care homes during the pandemic (and at all times) is necessary for the care and well-being of LTC residents. With the Province mandating that Personal Support Workers (PSWs) could no longer work in multiple facilities, the strain on having the appropriate coverage in the LTC grew. Furthermore, with school students relegated to virtual learning, some staff were not able to attend the workplace as they had to stay with their younger children and access to daycare was sometimes problematic. Additionally, existing staffing shortages, especially in the regulated fields, became more acute. To combat these issues, staffing schedules were constantly being adjusted and management staff flexed their schedules to ensure 7-day on-site support to LTC staff.

#### **Recommendations:**

63. Work to secure additional funding to address LTC staffing shortfalls.

Fire Services found that call volumes declined by roughly 30% during the early periods of the pandemic. Nevertheless, to best manage staffing with the public health requirements for physical distancing, Fire Services stopped jointly responding to most health emergency calls, leaving those to Paramedic Services.

The **Orangeville Food Bank** also experienced a loss of staff (volunteers) when schools moved to virtual classes as many volunteers now had to remain at home. Furthermore, as many volunteers were seniors with possible health issues, more than 40 resigned to reduce their risk of COVID exposure. To combat these personnel shortages, a call for volunteers went out to the community with a great response (more volunteers than needed). With the increased demand for services and large number of new volunteers, one-on-one training was not possible. Consequently, the Food Bank prepared position descriptions for the volunteers.

**Recommendations:**

64. Maintain a volunteer pool for the Food Bank for possible future disruptions.

65. Regularly review and maintain Food Bank volunteer position descriptions.

In the municipalities, one gap that became evident during this emergency was limited team depth in management. As the emergency continued to draw out, management staff had few staff members who could step in to relieve them.

**Recommendations:**

66. Establish cross-training for all municipal staff.

67. Undertake succession planning for non-management municipal staff.

As with many businesses in the broader community and industry, IT staff turnover at the County during the emergency presented a challenge. Management found it difficult to bring in and train new staff who were not familiar with the County and its services.

**Recommendations:**

68. Assess hiring process and develop enhanced "on-boarding" strategies for new IT staff.

In the Dufferin Paramedic Services, during the pandemic, they experienced one retirement, eight medical leaves, a few resignations due to burn-out and one termination. This is presenting staffing challenges for management as the province-wide demand for paramedics is great.

**Recommendations:**

69. Maintain an active recruitment strategy for new paramedic hires.

70. Support employee well-being programs to help minimize burn-out by paramedics.

71. Examine staffing schedules to assess whether any opportunities for increased time-off for paramedics can be incorporated.

## **11. Communications**

During an emergency, timely and accurate information is critical for both the public and internal staff. Public information needs to be clear and relevant to help minimize confusion, mistrust and misinformation. With the COVID pandemic, much information and direction were being disseminated by both the federal and provincial governments. Critical to this was the need for WDG Public Health Unit, County of Dufferin, and the local municipalities to interpret this information and determine how it impacts their community. Subsequently, WDG PHU, the County and the local municipalities would then issue appropriate information to their audiences. A challenge that crept up though, was that often the province would issue information/direction late on Friday afternoons, leaving little time for staff to interpret and release relevant information.

One issue that was raised was with limited staffing resources in Communications, the constant need for updated information strategies and tactics (e.g. media releases, website updates, social media, etc.) proved challenging and, at times, overwhelming.

### **Recommendations:**

72. Assess current Communications staffing levels and develop strategy for managing communications surge needs.

Generally, the debriefing stakeholders felt that they were able to deliver information to residents well.

### ***Situational Awareness – Internal***

#### ***County of Dufferin***

Internal (staff) communications initially had some challenges, such as not all County and Municipal staff having access to email (i.e., no email addresses) or poor/non-existent internet connectivity. Early in the emergency the lack of email addresses was rectified. Poor rural internet connectivity though, continues to be an issue.

To ensure that County staff were aware of what information was being released to residents, media messages/releases were shared with staff prior to issuing. This helped alleviate potential issues of not having the same information as the public in the community. Furthermore, a SharePoint site was established for all County staff to access various COVID resources. Lastly, it should be noted that as the emergency continued, the Chief Administrative Officer (CAO) for Dufferin County began preparing videos for staff to provide regular updates. These were well-received by staff.

### ***Paramedic Services***

Paramedic Services continues to try to keep staff informed, but have found that the frequent changes in guidance have been difficult to adequately communicate. They found that many staff do not regularly read their emails. To counter this, weekly virtual meetings were held but attendance by staff was poor.

A positive change that was expedited by the pandemic was the introduction of text messaging to paramedics about emergency calls they are responding to. This was in process prior to COVID but is now in place for Dufferin Paramedic Services.

#### **Recommendations:**

73. Ensure that all staff have a corporate email address or alternate tactics to receive communications.
74. Look to alternate tactics for disseminating information to internal staff and stakeholders.

### ***Headwaters Health Care Centre (HHCC)***

With frequent changes in direction from the Province, to keep staff informed, the Headwaters Health Care Centre sent out daily emails to staff. Information included items specific to the hospital, local issues, and provincial and national guidance. Links to relevant information were included in the emails. It was found though, that in the early days staff appreciated the information but as time went on, they felt overwhelmed. HHCC adjusted by reducing the frequency of the emails and provided more information through staff huddles.

#### **Recommendations:**

75. Throughout an emergency situation, monitor staff response to situational awareness and information sharing and adjust as necessary.

### ***Situational Awareness - Province***

As noted previously, Provincial coordination with the health sector and municipalities was felt to be weak. Regular Situation Reports from the PEOC to municipalities were virtually non-existent. The first Incident Status Summary was issued March 26, 2020 and the last was sent July 31, 2020. No other status updates were issued by the PEOC to municipalities. There were, however PEOC, Ministry and Municipal coordinated videoconferences, however these were halted in June 2021. No explanation was given as to why these were terminated.

Early in the pandemic, the Headwaters Health Care Centre established a COVID Assessment Centre however they were not invited to participate in provincial briefings. It was not clear if the Headwaters Health Care Centre Emergency Operations Centre received any guidance from the Provincial Emergency Operations Centre.

Provincial directives from the Ministry of Health and Long-Term Care were inconsistent and contradictory resulting in the need to constantly cross reference documents. Front line staff needed to decipher mixed messaging and inconsistent direction with respect to testing, screening and visitation requirement in congregate settings.

The Ontario Health Teams were well connected to the provincial Ministry and this greatly helped Community Care Supports Services to be well informed. At the time, Community Care was part of the Ontario Health Teams organizational structure; this is no longer the case.

Paramedic Services, however, found that weekly Chiefs' meetings that had been established with the Ministry of Health (with Deputy Minister representation) were helpful.

**Recommendations:**

- 76. Establish regular situational briefings and issuance of Situation Reports from the PEOC to municipalities.
- 77. Include all COVID Assessment Centres in the provincial briefings from the Assessment Emergency Operations Centre.
- 78. Continue with the weekly Ministry of Health meetings with Paramedic Services Chiefs in the province.

**Public Information**

Timely information and direction to residents was critical to successfully implementing public health measures and maintaining day-to-day government business services. Traditional tactics such as media releases and interviews were used, and the websites of the stakeholder agencies were updated regularly. Frequently asked questions (FAQs) were added to the County's website for residents to access. Some elected officials also created "coffee chats" for residents, allowing them to have a forum for sharing information and answering concerns. Communications staff monitored social media for issues and misinformation and would quickly respond to correct these.

**Recommendations:**

- 79. Continue with timely and relevant information for residents using multiple tactics.
- 80. In all emergency situations, monitor mainstream media and social media for possible issues or misinformation.

With restrictions on public gatherings, Council meetings had to be moved to be conducted virtually. Dufferin County was the first to encourage the Ministry of Municipal Affairs and Housing (MMAH) to revise regulations to allow meetings to no longer be "in-person". Once the County had approval to proceed virtually, they found that the response was positive and that greater resident participation occurred.

**Recommendations:**

81. Examine options for continuing with virtual Council meeting or implementing a hybrid option (in-person and virtual) once public health restrictions on gatherings are lifted.

For Headwaters Health Care Centre, their website and social media were kept current throughout the pandemic to provide relevant information for the public. Frequently asked questions (FAQs) were posted to help the public and family members of patients. When appropriate, media releases were also provided. Despite a call centre that had been established with the County, they found that their switchboard was overwhelmed with calls from the public.

**Recommendations:**

82. Throughout any emergency, monitor public inquiries and adjust communications tactics and resources as necessary.

**12. Training and Exercises**

Annual emergency management training and exercises for municipalities are mandated by the Emergency Management and Civil Protection Act (EMCPA) and Ontario Regulation 380/01. Dufferin County has been compliant with this requirement and, during the pandemic emergency, enhanced the training by providing regular "Disaster School" to all staff. This program proved popular and had a big uptake by staff and stakeholders, both internal and external.

Stakeholders noted that all of the training and exercises over the years prepared them to better deal with the pandemic. Additional tabletop exercises for stakeholders and "What-if Wednesdays" for senior County staff (impromptu calls with a specific scenario) further prepared them for managing the response to the pandemic.

More than one stakeholder exclaimed that the collaborative relationship that was fostered by the County was foundational to the response.

**Recommendations:**

83. Continue with a regular training and exercise program.

One gap that became evident during this emergency was limited team depth in management. As the emergency continued to draw out, management staff had few staff members who could step in to relieve them.

**Recommendations:**

84. Establish cross-training for all staff.
85. Undertake succession planning for non-management staff.

With Community Care Support Services, infection prevention and control (IPAC) training was introduced, especially since Care staff enter patients' homes and work in close proximity with them.

#### **Recommendations:**

86. As more is learned about COVID and the new variant, Omicron, IPAC training should continue to be updated and delivered to staff.

Fire services who participated in the debriefings noted that COVID-19 physical distancing restrictions posed challenges as their training rooms are not large enough to accommodate the voluntary firefighters for required training. Adjustments were made to help facilitate the training activities.

### **13. Recovery Phase**

The Recovery Phase generally takes place after an emergency is over, however planning and actions for recovery can start any time. This phase is generally defined as those actions that will help restore an organization, community, etc. to its pre-emergency state. While COVID still ongoing at the time of this report, observations of critical areas that will require recovery actions have started.

#### ***Community Care Support Services***

Overall, Community Care Support Services staff have been fairly resilient but this is proving to be challenging particularly given the Omicron variant setback. Fatigue is an ongoing concern with no indication of when pressures will decrease. CCSS has been encouraging staff to access virtual wellness programs and personal counselling.

Observations of patient and resident care is that the mental health of the population is worsening. With ongoing delays to accessing primary care, cognitive impairments are increasing, placing additional pressure on Community Care Support Service team. The Care Coordinators are often the only agency directly and physically supporting residents' needs. "Compassion fatigue" is becoming a concern.

With less Personal Support Worker and nursing services available, family members are straining to pick up the slack. The shutting down of respite and adult day services denies vulnerable populations and their families the direct hands-on supports that they need resulting in hardship and compassion fatigue.

More emphasis should have been placed on improving environmental controls, like ventilation, housekeeping and dietary controls in congregate settings to mitigate outbreaks.

#### **Recommendations:**

87. Continue to monitor and support staff well-being and encourage their use of wellness programs.

88. In outbreak situations, an early adoption of enhanced environmental controls for patients should be emphasized.

A Nurse Practitioner program coordinated by the Dufferin Area Family Health Team was helpful in supporting the Community Care Support Service team with patient care, however this was not introduced until later in the pandemic.

**Recommendations:**

89. Utilize the Nurse Practitioner program early when patient support and visitation become stressed due to emergency situations.

***Supply Chain***

With the impact of COVID on global supply chains, Paramedic Services, Public Works (and others) are finding it increasingly difficult to purchase new vehicles, equipment and parts for their fleet due to lack of supply. It is expected that in time, this situation will improve but for the moment replacement of existing fleet vehicles or acquiring specialized equipment cannot be achieved.

**Recommendations:**

90. Continue preventative maintenance on existing fleet of vehicles and equipment.

**14. General Observations**

With the adoption of a virtual workplace/work-from-home strategy, staff have indicated that they are feeling burn-out from participating in too many virtual meetings. Where under normal workplace conditions, personnel could easily meet or have impromptu discussions, under the remote workplace strategy, there has been an increase in having to schedule more "formal" virtual meetings.

In initial COVID days, Paramedic Services call volumes plummeted by roughly 50% as the public was afraid of attending hospitals. To minimize potential exposure, Fire Services did not respond to medical calls.

One opportunity resulting from the pandemic is the increasing support for paramedic community medicine. The province has approved funding for a Dufferin community paramedic program. Minimum standards will need to be established.

**Recommendations:**

91. Proceed with the establishment of a Dufferin community paramedic program.

92. Consider encouraging the province to establish standards for the community paramedic program.

It was noted by stakeholders that the Ontario Works (OW) support program does not provide sufficient funding for recipients, especially compared to what CERB offered.



Some OW clients who incorrectly felt that they could apply for CERB and received the benefits are now being advised that they have to pay it back. Furthermore, these recipients who are already living marginally no longer receive OW funds if they had received CERB.

The pandemic provided for one-time funding for social services (housing) however this will not be ongoing. Unfortunately, the increased funding has raised client expectations that might not be possible to meet in future years.

**Recommendations:**

93. Consider encouraging province to increase base funding for social services.

## APPENDIX A: COVID-19 Response Debriefing Questionnaire

## County of Dufferin

### COVID-19 Response Debriefing Questionnaire

Dufferin County is undertaking a debriefing of the response to the COVID-19 emergency. To help prepare for upcoming debriefing sessions, the following questionnaire is being circulated to stakeholders. Please answer questions as best you can. *No comments will be attributed to anyone completing this form.*

<b>Name (optional):</b>	
<b>Municipality/Agency/ Department/Partner/ Stakeholder:</b>	
<b>Briefly describe your regular position or role in Dufferin County.</b>	
<b>What positions/roles did you perform during the emergency?</b>	

Where noted, please rate on scale of 1 - 5 with 1 being insufficient and 5 being superior.

1. Were adequate plans, procedures, protocols, or supports in place for the emergency?						
Emergency Response Plan?	1	2	3	4	5	n/a
Business Continuity/Continuity of Operations Plan?	1	2	3	4	5	n/a
Pandemic Plan?	1	2	3	4	5	n/a
Communications Plan?	1	2	3	4	5	n/a
Psychosocial (mental health supports);	1	2	3	4	5	n/a
Health & Special Needs	1	2	3	4	5	n/a
Financial Assistance	1	2	3	4	5	n/a

1. Were adequate plans, procedures, protocols, or supports in place for the emergency?						
Emergency Social Services	1	2	3	4	5	n/a
Food & Clothing	1	2	3	4	5	n/a
Transportation	1	2	3	4	5	n/a
Lodging & Shelter	1	2	3	4	5	n/a
Multi-Culture and Language	1	2	3	4	5	n/a
Animal Care	1	2	3	4	5	n/a
Other?						
Comments:						

2. Were resources (staff, technology, facilities, PPE, other) available for the response and for you to perform your duties?						
Staff	1	2	3	4	5	n/a
Technology	1	2	3	4	5	n/a
Facilities	1	2	3	4	5	n/a
PPE and safety	1	2	3	4	5	n/a
Other? (list)						
Comments:						

**3. Did staff have necessary training to respond to this pandemic emergency?**

	1	2	3	4	5	n/a
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**Comments:****4. Rate the general level of cooperation that you experienced among the departments, municipalities, agencies, partners & stakeholders that you interacted with to perform your duties.**

Coordination	1	2	3	4	5	n/a
Governance	1	2	3	4	5	n/a
Information sharing	1	2	3	4	5	n/a
Coordinated Communications	1	2	3	4	5	n/a
Clarity of Direction	1	2	3	4	5	n/a
Efficient and Effective Program Delivery	1	2	3	4	5	n/a

**Comments:****5. Were sufficient resources available for communications?**

Internal (i.e. staff) communications	1	2	3	4	5	n/a
External (i.e. public) communications	1	2	3	4	5	n/a

**Comments:**

**6. Was communications messaging clear and informative?**

Internal (i.e. staff) communications	1	2	3	4	5	n/a
External (i.e. public) communications	1	2	3	4	5	n/a

**Comments:**

**7. General Comments: please feel free to share your insights and recommendations on any aspect of the emergency response.**

**Comments:**

## **APPENDIX B: Summary of Recommendations**

## Summary of Recommendations

Recommendations
<b>7. Plans and Procedures</b>
<b><i>Wellington-Dufferin-Guelph Public Health Pandemic Plan</i></b>
1. Review and update the WDGPH Pandemic Plan to reflect the need for managing new, potentially non-preventable viruses and increased emergency response scalability.
<b><i>Headwaters Health Care Centre</i></b>
2. Review and update HHCC Pandemic Plan to reflect the need for managing new, potentially non-preventable viruses and increased emergency response scalability.
3. Regularly review and update stakeholder contact information.
<b><i>Dufferin Oaks Long Term Care Outbreak Plan</i></b>
4. Review and update plans and protocols regularly.
5. Provide training on the outbreak plans and protocols to new staff.
6. Conduct regular refresher training for existing staff.
<b><i>Municipal Emergency Response Plans</i></b>
7. Annually review and/or update the Dufferin County Emergency Response Plan to ensure that it continues to meet the needs of the County, local municipalities and stakeholders.
8. Continue to build and strengthen relationships and partnerships with stakeholder groups. Formalize Working groups for congregate living, emergency social services, health and agriculture sectors to meet regularly to discuss emerging issues, maintain situational awareness and foster working relationships.
<b><i>Continuity of Operations/Business Continuity Plans</i></b>
9. For those agencies who currently do not have one, develop and implement a Continuity of Operations/Business Continuity Program.
10. As part of the Continuity of Operations/Business Continuity Plans, address equipment, technology, personnel and resource needs in the event of a disruption.



11. Review and update Continuity of Operations/Business Continuity Plans to address poor or non-existent internet connectivity for staff who must work from home in rural areas such as establishing cellular hotspots wherever possible.
12. Review and update notification, escalation and Emergency Operations Centre contact information for County staff and key partners and agencies.

## **8. Incident Management System**

### ***Emergency Operations Centre***

13. Continue efforts to implement a scalable and flexible IMS structure in the County of Dufferin based on the 17 concepts and principles.
14. Review the application of the Incident Management System in municipalities and municipalities and scale and adjust the structure to better suit their organizational needs and capacities.
15. Continue to provide IMS training to help staff better understand the scalability and flexibility afforded by the IMS model.
16. Designate an IMS instructor
17. Establish an EOC Management Team briefing cycle at the onset of an emergency for internal updates to senior management and modify as the emergency evolves. These briefings are held to share current information, operational activities, priorities and challenge to facilitate a common situational awareness and action plan.
18. Assess and review EOC documentation relating to Position Checklists, Position Logs, Status Reports, Situation Reports, IMS Incident Updates, the Major Event Log, the EOC Action Plan, the EOC Organizational Chart and Electronic Information Displays to better align with operational needs.
19. Consider adopting the Ontario Office of the Fire Marshal and Emergency Management's six key measures to assist organizations in implementing incident management systems:
  - a. Raise awareness within your organization through presentations, communications and online.
  - b. Support and endorse IMS within your organization;
  - c. Adopt IMS into emergency plans, policies and procedures;
  - d. Use IMS in emergency exercises to help plan and prepare;
  - e. Respond to real incidents and planned events using IMS;
  - f. Develop a long-term sustainability plan.

20. The County should develop a multi-year work plan to further these key measures for Dufferin County staff and external partners and agencies.
<b><i>Virtual Emergency Operations Centre</i></b>
21. Develop an Emergency Operations Centre Manual to train staff on how to operate a virtual Emergency Operations Centre with adequate technological and telecommunications abilities similar to the legal requirement to establish a physical EOC with a backup site for use by the municipal emergency control group in an emergency.
<b><i>Notification and Activation</i></b>
22. Develop an Emergency Level Emergency Support Function that defines initial notification and activation procedures to ensure that staff understand their operational roles and information requirements.
<b>9. Coordination, Governance</b>
<b><i>County of Dufferin Emergency Management Response Organization</i></b>
23. Continue to build and strengthen relationships and partnerships with stakeholder groups. Formalize Working groups for congregate living, emergency social services, health and agriculture with the stakeholders identified in this report to meet regularly to discuss emerging issues, maintain situational awareness and foster working relationships.
<b><i>Emergency Declarations &amp; Councillor Liaison</i></b>
24. Provide greater guidance to Council on what powers an emergency declaration permits.
25. Establish protocols for communication and Councillor's roles during incidents and emergencies such as leveraging formal and informal community networks to disseminate information to help the community and how to report urgent matters to the County for escalation to appropriate parties.
26. Consider adding the hospital's abilities during an emergency declaration regarding collective agreements to the County's Emergency Declaration Checklist.
<b><i>Dufferin County Health Sector</i></b>
27. Consider encouraging Public Health Ontario (PHO) and Emergency Management Ontario (EMO) to return to the established provincial response

framework (IMS) that Ministries and municipalities have implemented, trained and exercised.

28. Consider encouraging EMO/PEOC to begin communications and coordination with the Health Sector, ministries and municipalities.

29. Consider encouraging the Province to move towards greater integration of all health services to better align with the public's need for a seamless, one-window delivery model.

30. Consider encouraging the Province to prioritize scientific/medical information when preparing public health directions and guidance.

31. Consider encouraging the Province to assess the various healthcare services sector geographic boundaries to better align with each other.

### ***Dufferin County***

#### ***Assessment Centres***

32. In future pandemic plans, clearly define roles and responsibilities, including establishment, operation and funding for assessment centres.

#### ***Food Banks***

33. Provide government services awareness training for Food Banks in Ontario, possibly through either the Rural Ontario Municipal Association (ROMA) or Feed Ontario.

34. Formalize the relationship between Dufferin County and the Orangeville Food Bank and other local area food banks.

35. Consider encouraging social service providers to develop a "one-window" approach to community supports.

## **10. Long-Term Care/Retirement Homes/Congregate Living**

### ***Long-Term Care/Retirement Homes***

36. Consider encouraging the Province to make regulated professionals such as nurses mandatory in all long-term care and retirement homes.

37. Consider encouraging the Province to increase inspections and enforcement of standards and regulations in all long-term care and retirement homes.

38. Consider encouraging the Province to require long-term care homes and retirement homes to have current outbreak plans and protocols with adequate staff training and exercises.

39. Consider encouraging the Province to ensure that long-term care homes and retirement homes have a current stockpile of PPE at all times.

### ***Congregate Living Settings***

40. Continue to provide coordination and support the congregate living sector in Dufferin County.
41. Consider encouraging congregate living settings to develop outbreak plans and procedures.
42. Seek stricter regulations and accountability mechanisms from the Province to better protect congregate living and retirement homes.
43. Consider encouraging Province to consolidate legislation and regulations governing the congregate living sector.
44. Consider encouraging the Province to align the Public Health Units into seamless geographic boundaries.
45. Consider encouraging congregate settings operators to assess environmental controls in congregate settings to identify areas for improving outbreak mitigation.
46. Consider encouraging congregate settings operators to establish plans for improving environmental controls in their facilities.

## **11. Virtual Workplace/Information Technology**

### ***Public Health***

47. Unless absolutely warranted, do not introduce new systems that duplicate existing systems during outbreaks or emergency situations.

### ***Municipalities***

48. Consider encouraging Federal and Provincial governments to help facilitate the expansion of broadband internet into rural communities.
49. Continue to monitor and introduce IT security measures.
50. Continue to transition government services to digital where possible.
51. Evaluate success of virtual EOC with ECG members and stakeholders.
52. Include option for virtual EOC for future emergency activations.
53. Develop an Emergency Operations Centre Manual to train staff on how to operate a virtual Emergency Operations Centre with adequate technological and telecommunications abilities similar to the legal requirement to establish a physical EOC with a backup site for use by the municipal emergency control group in an emergency.

### ***Community Care Support Services***

- 54. Consider acquiring laptop computers for all staff when existing desktop computers reach end of lifespan and need to be replaced.
- 55. Develop strategies for remote work for those staff who are unable to access the internet from their alternate (e.g. home) workplace.
- 56. Provide information technology training for staff.

### ***Orangeville Food Bank***

- 57. Seek technology support from external sources such as local businesses or Dufferin County.
- 58. Identify technology needs for the Orangeville Food Bank and seek donations of equipment.

## **12. Resources and Logistics**

### ***Personal Protective Equipment (PPE)***

- 59. All agencies/sectors should examine their needs for PPE for possible future health emergencies and establish a stockpile.
- 60. Examine establishing a central procurement team for PPE for the Dufferin County municipalities and stakeholder groups.
- 61. Continue to maintain a supply of PPE at Dufferin Oaks.
- 62. Regularly inspect PPE supply to ensure that it is current/useable. Rotate PPE stockpiles among agencies where practicable.

### ***Staffing***

- 63. Work to secure additional funding to address LTC staffing shortfalls.
- 64. Maintain a volunteer pool for the Food Bank for possible future disruptions.
- 65. Regularly review and maintain Food Bank volunteer position descriptions.
- 66. Establish cross-training for all municipal staff.
- 67. Undertake succession planning for non-management municipal staff.
- 68. Assess hiring process and develop enhanced "on-boarding" strategies for new IT staff.
- 69. Maintain an active recruitment strategy for new paramedic hires.
- 70. Support employee well-being programs to help minimize burn-out by paramedics.

71. Examine staffing schedules to assess whether any opportunities for increased time-off for paramedics can be incorporated.

### **13. Communications**

72. Assess current Communications staffing levels and develop strategy for managing communications surge needs.

#### ***Situational Awareness – Internal***

##### ***County of Dufferin, Paramedic Services***

73. Ensure that all staff have a corporate email address or alternate tactics to receive communications.

74. Look to alternate tactics for disseminating information to internal staff and stakeholders.

##### ***Headwaters Health Care Centre***

75. Throughout an emergency situation, monitor staff response to situational awareness and information sharing and adjust as necessary.

#### ***Situational Awareness - Province***

76. Establish regular situational briefings and issuance of Situation Reports from the PEOC to municipalities.

77. Include all COVID Assessment Centres in the provincial briefings from the Assessment Emergency Operations Centre.

78. Continue with the weekly Ministry of Health meetings with Paramedic Services Chiefs in the province.

#### ***Public Information***

79. Continue with timely and relevant information for residents using multiple tactics.

80. In all emergency situations, monitor mainstream media and social media for possible issues or misinformation.

81. Examine options for continuing with virtual Council meeting or implementing a hybrid option (in-person and virtual) once public health restrictions on gatherings are lifted.

82. Throughout any emergency, monitor public inquiries and adjust communications tactics and resources as necessary.



<b>15. Training and Exercises</b>
<p>83. Continue with a regular training and exercise program.</p> <p>84. Establish cross-training for all staff.</p> <p>85. Undertake succession planning for non-management staff.</p> <p>86. As more is learned about COVID and the new variant, Omicron, IPAC training should continue to be updated and delivered to staff.</p>

<b>16. Recovery Phase</b>
<b><i>Community Care Support Services</i></b>
<p>87. Continue to monitor and support staff well-being and encourage their use of wellness programs.</p> <p>88. In outbreak situations, an early adoption of enhanced environmental controls for patients should be emphasized.</p> <p>89. Utilize the Nurse Practitioner program early when patient support and visitation become stressed due to emergency situations.</p>
<b><i>Supply Chain</i></b>
<p>90. Continue preventative maintenance on existing fleet of vehicles and equipment.</p>

<b>17. General Observations</b>
<p>91. Proceed with the establishment of a Dufferin community paramedic program.</p> <p>92. Consider encouraging the province to establish standards for the community paramedic program.</p> <p>93. Consider encouraging province to increase base funding for social services.</p>

## APPENDIX C: Consultant Profile



## **COMPANY PROFILE – Plannix Operations**

Plannix Operations was engaged by the County of Dufferin to facilitate the debriefing of municipal partners on the COVID-19 response. For this project, Plannix Operations partnered with sub-consultant Loretta Chandler.

Plannix Operations was established in 2017 with the goal of providing expert emergency management, business continuity (continuity of operations) planning, training, exercising, support activities and risk assessments, including ISO 9001:2015. Nick Buczynsky, ABCP, is the President of Plannix Operations and sole proprietor providing services to municipalities, provincial agencies, emergency services, non-governmental organizations and businesses in Ontario.

Nick brings over 40 years of practical and operational experience in emergency management, business continuity, traffic operations, Intelligent Transportation Systems (ITS) and policy development. His experience working for local, regional and provincial governments is highlighted by his early adopter status of the DisasterLAN emergency management software. Nick was one of the first people in Canada to utilize the program and realize its practical application in emergency operations centres; he has subsequently provided training to hundreds of municipal and provincial personnel, first responders and supporting agencies.

Nick is a certified Associate Business Continuity Professional (ABCP) through the Disaster Recovery Institute Canada (DRIC). He is also a certified trainer in Basic Emergency Management (BEM) and the Ontario Incident Management System (IMS) program.

Hands-on experience with significant incidents and emergency situations include the 2013 Ice Storm, 2015 Pan-Am Games contingency planning, the 9-11 terrorist attack, the 2003 Power Outage, major GTA traffic incidents and numerous other events. Nick's ability to see the big picture and integrate services is evident through his successful coordination of staff and agencies during planning and preparedness activities as well as emergency response and recovery initiatives.

Over the years, Nick has been called upon numerous times as a subject matter expert, delivering dozens of presentations to community groups, businesses, and industry.

## **BIOGRAPHY – Loretta Chandler**

Former Director, Office of Emergency Management (Retired)  
City of Toronto

Loretta Chandler has performed many diverse roles in her 34 years of public service with the City of Toronto, York Region Emergency Management and the Ontario Public Service.

Loretta joined the Office of Emergency Management, City of Toronto in November 2009 in the new position of Director to provide strategic leadership and direction to the City's Emergency Management and Business Continuity programs.

As a member of Senior Management Team, she effectively promoted a high level of operational emergency preparedness in cooperation with emergency services, internal and external stakeholders, public and private sector partners and other levels of government; building and strengthening these relationships has also been her top priority.

Loretta strengthened the City's ability to mitigate, prepare, respond and recover from emergencies by leading the implementation and customization of the Incident Management System, a standardized approach to emergency management within the City's Emergency Operations Centre.

Under Loretta's leadership, the Office of Emergency Management created the emergency response structure, developed supporting plans and protocols and conducted annual training and exercise programs including debriefings and preparing After-Action Reports. These efforts have been instrumental in making the City of Toronto a leader in Incident Management System implementation at the municipal level.

She has served as the Emergency Operations Centre Director for nineteen activations of the Emergency Operations Centre including the 2010 G20 Summit, the 2013 Severe Flooding and Ice Storm, the 2015 Pan/Parapan American Game and the 2017 Toronto Island Flooding.

Loretta successfully led the program development and integration of the Emergency Social Services team with the Office of Emergency Management to provide an organized response to the urgent needs of residents who are displaced as a result of an emergency.

Loretta has a Masters Degree in Public Policy and Public Administration from the London School of Economics, an Honours Degree in Political Science from York University, a Masters Certificate in Municipal Leadership, Schulich School of Business and the Certified Municipal Manager III Emergency Management Professional designation.

## Denise Holmes

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**From:** Julie Reid <deputyclerk@arran-elderslie.ca>  
**Sent:** Wednesday, March 2, 2022 4:50 PM  
**To:** Denise Holmes  
**Cc:** minister.mecp@ontario.ca; sylvia.jones@ontario.ca  
**Subject:** Follow Up Letter from the Multi-Municipal Wind Turbine Working Group  
**Attachments:** Noise Audit Status Feb 2022 v3.1.docx; Appendix 2 Complaints.docx

March 2, 2022

Township of Melancthon

Denise B. Holmes

dholmes@melancthontownship.ca

### **RE: Ontario's Energy Plan and Wind Turbines**

Dear Mayor and Council:

I am following up on our letter of December 14 as I thought it was important to ensure that your municipality is aware of the Ontario government's recently announced plans that have potential to lead to new wind turbine installations in rural Ontario. This plan is included among the energy program that was announced at the Rural Ontario Municipal Association meeting and in a speech that Todd Smith, as Minister of Energy, gave to the Empire Club. The program includes a pilot SMR pilot nuclear facility at Darlington, expanded hydroelectric generation capacity, new RFPs for medium term and long term generation capacity and a program to certify renewable energy generation capacity.

We are specifically concerned about the certification program. While details on the program are limited, we are concerned that wind turbines are included among the renewable energy generation facilities that can be certified under the program. The wind companies are certainly listening as leasing activity in support of a project has already been reported in southwestern Ontario.

While changes introduced by the government allow municipalities to regulate the creation of new wind turbine facilities within their communities through zoning by-laws, other regulatory changes by the government exempts existing wind projects from these municipal by-laws, even when the project operator is replacing the existing wind turbines with larger, more powerful equipment. On this basis, the project repowering included in the recent Ministerial Directive would not require any municipal input or approval due to this regulation.

Many municipalities that have started the process of drafting by-laws relative to wind turbines find that they need direction on appropriate setbacks that would be included in a municipal zoning by-law. They know that the existing setbacks in Regulation 359/09 are not sufficient to protect residents and they are looking to the provincial government for revised setbacks reflecting the learning from

the existing projects and the lived experiences in other jurisdictions. If the province is reviving wind power development, it needs to take a leadership role by updating these regulations immediately.

We are also concerned about the government's failure to address the problems created by the existing wind turbine projects. These projects operate under Renewable Energy Approvals or REAs that set out very strict operating requirements. First, project operators are required to prove that the project is operating within the 40 dBA audible noise limit by filing noise audit reports prove compliance. Many projects were provided with specific deadlines for the submission of these reports. The attached appendix shows the status of these audits based on public information. Only 45% of projects have reached some form of closure with the other continuing to operate (three continuing even though they have been found to be non-compliant) despite concrete timelines for action in their REAs.

The failure of the government to enforce the requirements of the REAs for wind turbine project operators to investigate and resolve complaints about project operations is another concern. More than 5,800 Incident Reports have been created as a result of complaints about noise emissions from wind turbine projects and based on feedback from the residents in our communities there has been little or no action by the project operators on these matters. Frankly, the government has shown no interest in working on behalf of rural residents. This is an additional concern as 39% of the Incident Reports, prepared and signed by Provincial Officers, include references to adverse health effects.

If you have not already made adjustments to your zoning by-laws, I hope that your Council will take advantage of this reminder to review their contents in the context of the government's apparent plans to start construction of more wind turbines despite the past failings of this technology.

Our view is that the provincial government needs to:

- **Update the direction provided in terms of setbacks** between wind turbines and other activities,
- The government needs to **take more aggressive action in enforcing the terms of the approvals** for existing wind turbines before authorizing the construction of any new turbines, and,
- Bar operators of projects with these compliance failures from participating in any of the contract extensions or opportunities to bid on capacity expansions that are envisioned in the recent Ministerial Directive.

If you agree, we ask that you communicate your concern to Minister David Piccini, Ontario Minister of Environment, Conservation and Parks as well as your local MPP(s).

If your municipality is interested in joining the Multi-Municipal Wind Turbine Group to receive updates on these matters please contact the Deputy-Clerk for information on the fee structure. The group meets every second month and Zoom facilitates the participation of members beyond easy driving distance of the normal meeting site in Chesley.

Yours truly,

Tom Allwood,  
Chair, Multi-Municipal Wind Turbine Working Group

Councillor, Municipality of Grey Highlands

c. Honourable David Piccini, Minister of Environment, Conservation and Parks,  
minister.mecp@ontario.ca

Hon. Sylvia Jones,Dufferin-Caledon,sylvia.jones@ontario.ca

## Appendix 1: Status of Compliance Noise Audits

This table is based on information originally released in August 2019 by the MECP in response to a Freedom of Information request. It has been updated with information on more recent compliance testing from project websites. As the Protocol requires that project operators post these audit reports on their websites within 10 business days of their submission to the MECP, this should be an accurate source of status information.

	Project Name	Commercial Operation Date <sup>1</sup>	I-Audit Submitted to MECP <sup>2</sup>	Updates to February 1, 2022 <sup>3</sup>	MECP Review Completed <sup>4</sup>	Time Since Start of Operation <sup>5</sup>
	<b>Demonstrated Compliance</b>	<b>Share – 43% - Average time under review – 3.8 years</b>				
1.	Adelaide (Suncor) Wind	January 28, 2015	October 29, 2015		March 9, 2020	5.1 years
2.	Armow Wind Project	December 7, 2015	February 24, 2017		November 6, 2020	4.8 years
3.	Belle River Wind	September 1, 2017	August 6, 2020		August 20, 2020	2.6 years
4.	Bluewater Wind	July 19, 2014	June 12, 2015		June 25, 2019	4.9 years
5.	Bow Lake	August 10, 2015	August 9, 2017		March 21, 2019	3.6 years
6.	Dufferin Wind	December 1, 2014	September 1, 2015		September 26, 2018	3.8 years
7.	East Lake St Clair	May 22, 2013	April 20, 2016 <sup>6</sup>		April 20, 2016	2.9 years
8.	Ernestown Wind	September 30, 2014	June 29, 2015		April 30, 2018	3.6 years
9.	Grand Bend Wind	April 19, 2016	March 21, 2017		December 4, 2018	2.6 years
10.	Grand Renewable Energy	December 9, 2014	December 21, 2015		November 4, 2019	4.9 years
11.	HAF Wind	June 14, 2014	March 14, 2015		December 17, 2018	4.5 years
12.	Grey Highland Clean Energy	September 21, 2016	July 11, 2017		August 30, 2019	2.9 years
13.	Grey Highlands ZEP	February 26, 2016	July 31, 2018		August 30, 2019	3.6 years
14.	MacLean's Mountain Wind	May 1, 2014	February 27, 2015		March 20, 2019	4.9 years
15.	Moorefield Wind	May 16, 2017	December 17, 2018		March 25, 2019	1.9 years
16.	Oxley Wind	February 8, 2014	September 27, 2017		April 25, 2019	5.2 years
17.	Napier Wind	December 3, 2015	March 3, 2017		January 22, 2021	5.1 years
18.	Quixote One	August 14, 2015	September 1, 2017		April 15, 2019	3.7 years
19.	St Columban Wind	July 16, 2015	June 22, 2016		October 2, 2018	3.2 years
20.	Settler's Landing	April 5, 2017	August 22, 2018		May 10, 2019 <sup>7</sup>	2.1 years

	Demonstrated Non-Compliance- REA Amended	Share – 2%				
1.	North Kent 1 Wind	February 22, 2018	June 30, 2019	November 1, 2021	November 1, 2021 <sup>8</sup>	3.7 years

	Demonstrated Non-Compliance – No Resolution	Share – 7% - Average time under review - 6.8 years				
1.	K2 Wind <sup>9</sup>	May 29, 2015	November 25, 2016	December 12, 2019		6.8 years
2.	Unifor/CAW <sup>10</sup>	October 24, 2013	June 28, 2018	No Updates	Not Provided	8.3 years
3.	Niagara Region Wind	November 2, 2016	July 20, 2018	February 3, 2021		5.3 years

	Deemed Incomplete	Share - 17% - Average time under review – 7.1 years				
1.	Cedar Point Wind	October 7, 2015	September 21, 2016	June 24, 2019		6.3 years
2.	East Durham Wind	August 15, 2015	August 17, 2016	July 2, 2019		6.5 years
3.	Goshen Wind	January 28, 2015	January 28, 2016	November 7, 2017		7.1 years
4.	Grand Valley Wind Phase 3	December 3, 2015	November 30, 2016	March 1, 2021		6.2 years
5.	Pt. Dover/Nanticoke Wind	November 8, 2013	August 6, 2014	December 16, 2020		8.3 years
6.	South Branch Wind	March 4, 2014	May 28, 2015	March 3, 2016		7.9 years
7.	Springwood Wind	November 21, 2014	May 31, 2016	No Updates <sup>11</sup>		7.2 years
8.	Whittington Wind	November 21, 2014	April 1, 2016	No Updates <sup>11</sup>		7.2 years

	Under Review	Share – 30% - Average time under review – 6.0 years				
1.	Adelaide (NextEra) Wind	August 22, 2014	August 10, 2015	June 26, 2020		7.3 years
2.	Amherst Island Wind	June 15, 2018	June 14, 2019	May 14, 2020		3.6 years
3.	Bornish Wind	August 15, 2014	August 7, 2015	July 2, 2020		7.3 years
4.	Conestogo Wind	December 20, 2012	December 20, 2013	April 5, 2019		9.1 years
5.	Gunn's Hill Wind	November 14, 2016	October 16, 2018	No Information		5.1 years
6.	Port Ryerse Wind	December 9, 2016	July 17, 2018	No Updates		5.1 years
7.	Romney Wind	December 31, 2019	Not Yet Due	June 29, 2021		1.8 year
8.	Snowy Ridge	October 5, 2016	September 20, 2017	No Updates <sup>11</sup>		5.3 years
9.	South Kent Wind	March 28, 2014	January 30, 2015	August 14, 2020		7.9 years
10.	Sumac Ridge Wind	November 17, 2017	September 27, 2018	No Information		4.1 years
11.	Summerhaven Wind	August 6, 2013	February 10, 2014	May 1, 2020		8.5 years
12.	Underwood <sup>12</sup>	February 9, 2009	Not Provided	No Updates		13.0 years

13.	Wainfleet Wind	September 17, 2014	May 15, 2015	No Information		6.4 years
14.	ZEP Ganaraska Wind	May 6, 2016	September 14, 2018	No Information		4.7 years

	<b>Submission Due</b>					
1.	Henvey Inlet	October 19, 2019	Due – October 2020	No Information		2.3 years

	<b>Not Yet Due</b>					
1.	Nation Rise	June 17, 2021	Due - June 2022			0.6 years

<sup>1</sup> IESO Active Contract List as at September 30, 2021

<sup>2</sup> Data Provided by MECP as at July 30, 2019

<sup>3</sup> Based on a review of project websites – “No Updates” = No change in information; “No information” = audit no information posted on website

<sup>4</sup> Dates provided by MECP.

<sup>5</sup> Elapsed time calculated either to the date compliance was confirmed or to the current date.

<sup>6</sup> Identical dates for submission and review completion provided by MECP

<sup>7</sup> Approval date posted by operator conflicts with status provided by MECP 2 months after “approval”

<sup>8</sup> REA amended to reduce night time noise levels at 2 wind turbines to bring noise levels within noise guidelines.

<sup>9</sup> In May 2019, the Ministry found the K2 project was out of compliance and ordered the operator to develop and implement a Noise Abatement Action Plan.

<sup>10</sup> Turbine determined to be non-compliant on March 8, 2018, Noise Abatement Action Plan implemented. Problem not resolved.

<sup>11</sup> Capstone Renewable Project, limited project documentation posted on project websites.

<sup>12</sup> I-Audit report submitted in January 30, 2018 accepted and then rejected by MECP. More noise testing is currently underway.



## Appendix 2: Complaints by Project

The following table summarizes the information on the complaint records provided in response to a series of four Freedom of Information requests. In total, the information released indicates that more than 5,800 complaints have been made about the operations of wind turbine projects between 2006 and 2018. (The requests for information covering 2019 and 2020 are outstanding. The fact the government does not have rapid access to these records to fulfill FOI requests is proof that citizen complaints are going nowhere, and are not subject to any high level scrutiny.)

Communications from residents indicate that when there is no follow-up action on complaints, people just give up and stop complaining. This does not mean that the problems have been resolved. Actual follow-up on high profile situations could encourage many residents to start documenting their concerns and reports of poor health again.

Site Name	Start Year	2006 - 2014	2015 - 2016	2017	2018	Total
Melancthon Wind (All Phases)	2008	873	62	0	26	961
K2 Wind	2015	1	413	178	149	741
Unifor (CAW)	2013	236	92	174	147	649
Enbridge Underwood	2009	442	73	14	27	556
Talbot Wind Farm	2010	388	7	2	6	403
East Durham	2015		293	6	27	326
Thames Valley Phase 1&2	2010	239	16		0	255
Capstone - Grey Highlands	2014		3	121	79	203
Comber Wind	2010	127		2	9	138
Frogmore-Cultus-Clear Creek	2008	131	4		0	135
HAF Wind	2014	71	57	2	0	130
Niagara Wind	2016	0	24	20	83	127
Harrow Wind	2010	117	6		0	123
Plateau Wind	2012	119	1		0	120
Ripley Wind	2007	99			0	99
Conestogo Wind	2010	69	10		0	79
Grand Valley Wind	2012	24	38		8	70
Kent Breeze Wind	2011	55	2		0	57
Snowy Ridge	2016		7	46	1	54
Dufferin Wind	2014	3	50		0	53
Grand Bend Wind	2016		13	37	2	52
St. Columban Wind	2017	1	30	11	5	47
South Kent Wind	2014	35	5		0	40
Settler's Landing	2017			35	2	37
Adelaide Wind	2014		34	2	0	36

McLean's Mtn. Wind	2010	27	6	3	0	36
Ernestown Wind Park	2014	1	33		0	34
Summerhaven Wind	2010	19	8	3	1	31
Wolfe Island Wind	2009	22		1		23
Proof Line Wind	2009	20				20
Grand Renewable	2014		19		1	20
Bluewater Wind	2011	8	8	2		18
Jericho Wind	2014	3	15			18
Armow	2011		15			15
Amherst Island	2018				15	15
Cedar Point	2011		10	4		14
Goshen Wind	2015		8	2		10
Port Alma Wind	2008	9				9
Erieau-Blenheim Wind	2013	8				8
Erie Shores (Port Burwell)	2006	5			2	7
Raleigh Wind Energy	2011	6				6
Kruger-Chatham Wind	2011	5				5
Port Ryerse Wind	2016		5			5
Marsh Line	2010			4	1	5
North Kent Wind	2018		3		2	5
Bornish Wind	2011	1	3			4
Ganaraska Wind	2016		4			4
Zephyr Wind Farm	2012	4				4
Port Dover/Nanticoke	2013	3				3
South Branch Wind	2014	3				3
Springwood Wind	2014		3			3
Sumac Ridge	2013			3		3
Bow Lake	2010			1	2	3
Gesner Wind	2013	2				2
Oxley Wind Farm	2014	2				2
Prince I & II Wind	2006	2				2
Napier Wind	2015		1			1
Wainfleet Wind	2014		1			1
Otter Creek	-			1		1
<b>Total</b>		<b>3,180</b>	<b>1,382</b>	<b>674</b>	<b>595</b>	<b>5,831</b>

Ministry of Infrastructure

Broadband Strategy Division

777 Bay Street, 4<sup>th</sup> Floor, Suite 425  
Toronto, Ontario M5G 2E5

Ministère de l'Infrastructure

Division des stratégies pour l'accès à large  
bande

777, rue Bay, 4 étage, Suite 425  
Toronto (Ontario) M5G 2E5



## Getting Ontario Connected Act, 2022

I am pleased to reach out to you today, following the update that the Minister of Infrastructure, The Honourable Kinga Surma provided (March 7, 2022) to municipal heads of council.

The Government is committed to ensuring that all communities across Ontario have access to high-speed internet by committing nearly \$4 billion in funding-based opportunities for unserved and underserved communities. The *Building Broadband Faster Act* was enacted in April 2021 to help achieve this goal by the end of 2025. This legislation will help remove barriers or delays to broadband project construction and support a more streamlined approach to the deployment of high-speed internet infrastructure.

The Building Broadband Faster Act Guideline (Guideline) was then released in November 2021 to outline the standards for supporting broadband deployment. This was accompanied by a Statement of Intent that provided a roadmap for further legislative, regulatory, and policy tools to facilitate this work.

In line with the Statement of Intent, the Government of Ontario has introduced the *Getting Ontario Connected Act, 2022* which, if passed, would help achieve its high-speed internet goals by reducing construction delays and expediting collaboration among infrastructure owners.

The legislation, if passed, would amend the *Building Broadband Faster Act, 2021* (BBFA) to set required service standards to ensure municipalities provide timely responses to right-of-way permit requests. It would also require information and data sharing by municipalities, infrastructure owners and other stakeholders upon request in relation to designated broadband projects.

Infrastructure Ontario is concurrently developing an online platform called Broadband One Window that would provide municipalities and stakeholders with easy and secure access to datasets while helping to manage right of way access applications.

The legislation, if passed, would also amend the *Ontario Underground Infrastructure Notification System Act, 2012* to improve the process for locating underground infrastructure while enabling construction activities in the province to be completed faster and more efficiently, without compromising safety.

The government has worked with municipalities and other key stakeholders to communicate the impacts these measures would have in advancing broadband projects. To further support these efforts, I would appreciate your feedback on a proposal to be posted shortly on [Ontario's Regulatory Registry](#) related to these amendments, as well as a separate proposal for an administrative penalties framework under the BBFA, which will be developed in the coming months.

Thank you for your ongoing support and should you have any questions, please do not hesitate to contact the Ministry at [broadband@ontario.ca](mailto:broadband@ontario.ca).

Yours sincerely,

Jill Vienneau

Digital signature of Jill Vienneau  
Jill Vienneau, Assistant Deputy Minister of  
Infrastructure, Broadband Strategy  
Division, email: jill.vienneau@ontario.ca, 1-CA  
Date: 2023-07-07 11:19:50 -0400

Jill Vienneau  
Assistant Deputy Minister  
Broadband Strategy Division



**UPPER GRAND  
DISTRICT SCHOOL  
BOARD**

**Linda Busuttil**

*Chairperson, Upper Grand District School Board*

Board Office: 500 Victoria Road N. Guelph, ON N1E 6K2

Email: [linda.busuttil@ugdsb.on.ca](mailto:linda.busuttil@ugdsb.on.ca)

Tel: 519-822-4420 ext. 735 or Toll Free: 1-800-321-4025

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*sent by email.*

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

March 7, 2022

Dear Mayor White,

Please find attached a copy of the letter that we have sent to the Minister of Education.

During a recent provincial school board Chairs call with the Minister, I raised attention to the climate change work being led by municipalities and the need to align our collective local efforts on climate change. We are specifically seeking dedicated funding to support the building and retrofitting of existing schools to significantly reduce our carbon footprint.

As always, we look forward to working with local municipalities

Thank you,

Linda Busuttil

Chairperson

Upper Grand District School Board

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**Upper Grand District School Board**

• Linda Busuttil, Chair  
• Barbara Evoy, Vice Chair

• Mark Bailey  
• Mike Foley

• Lynn Topping  
• Jen Edwards

• Robin Ross  
• Gail Campbell

• Jolly Bedi  
• Martha MacNeil



*sent by email.*

The Honourable Stephen Lecce  
Ministry of Education  
438 University Ave, 5<sup>th</sup> floor  
Toronto, ON M5G 2K8

**RE: REDUCING SCHOOL BOARD CARBON FOOTPRINTS**

March 4, 2022

To the Honourable Stephen Lecce, Minister of Education,

I am writing on behalf of the Upper Grand District School Board to request the addition of dedicated funding to directly reduce school board carbon footprints during new capital developments and ongoing retrofits.

The timing of this letter coincides with the recent UN climate report card<sup>1</sup> calling for immediate action, and warning that populations are vulnerable to increasingly dangerous climate impacts. While the report highlights the current impacts of climate change on human health and ecosystems, the report also provides hope and stresses the urgency to work collectively, all levels of government, all institutions, to mitigate global warming.

Our local municipal partners are increasingly taking the lead and action on climate change. During the February 17, 2022 Chair's call I shared the City of Guelph's December 2021 declaration of support for the United Nation's Race to Zero Campaign and explicit climate change targets.

Minister, our youth, families, employees, and local communities expect school board politicians and institutions to visibly do our part as local partners. We request that the Ministry of Education support local school board carbon reduction efforts with a goal of attaining carbon neutral schools.

...2/

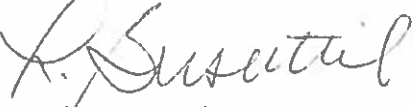
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<sup>1</sup> United Nations: Intergovernmental Panel on Climate Change, IPCC, Sixth Assessment Report: Impacts, Adaptations, Vulnerability, 2022. <https://www.ipcc.ch/report/ar6/wg2>

---

We call upon all levels of government to work together to support and align our collective climate action work, for the benefit of our youth, families and communities.

Sincerely,



Linda Busuttill  
Chairperson  
Upper Grand District School Board

cc: Upper Grand DSB Trustees  
Hon Ted Arnott, Wellington-Halton Hills MPP  
Hon Mike Schreiner, Guelph MPP  
Hon Randy Pettapiece, Perth-Wellington MPP  
Hon Sylvia Jones, Dufferin-Caledon MPP  
Hon. Peter Bethlenfalvy, MP  
Lloyd Longfield, MP  
Hon. Michael Chong, MP  
Kyle Seebach, MP  
Peter Sovran, Director of Education, Upper Grand DSB  
Nancy Naylor, Deputy Minister of Education  
Ministry of Education, Capital Branch  
Ontario Public School Boards' Association (OPSBA) President  
Chairs of Ontario English Public School Boards  
Municipal Partners

## Denise Holmes

---

**From:** BRET LEMIEUX <blemieux@rogers.com>  
**Sent:** Monday, March 7, 2022 11:12 AM  
**To:** Denise Holmes  
**Subject:** Melancthon 2021 Groundwater Report  
**Attachments:** BG-782-Township of Melancthon Landfill - 2021 Groundwater Monitoring Report - February 2022.pdf

Good Morning, Denise: I hope you are well. Please find attached the 2021 groundwater monitoring report,

Regards,

Bret

Breton Lemieux, M.Sc., P.Geo., QP  
Bluewater Geoscience



# **SEMI-ANNUAL GROUNDWATER MONITORING AND SAMPLING REPORT 2021**

**Township of Melancthon Landfill Site  
Lot 12, Concession 4  
Melancthon Township, Ontario**

**Project No. BG-782**

**Prepared for:**

**The Corporation of the Township of Melancthon  
157101 Highway 10,  
Melancthon, ON.  
L9V 2E6  
ATTN: DENISE HOLMES, CAO/CLERK**

**FEBRUARY 2022**



# **BLUEWATER GEOSCIENCE CONSULTANTS INC.**

42 Shadyridge Place  
Kitchener, Ontario  
N2N 3J1

Tel: (519) 744-4123  
Fax: (519) 744-1863  
E-mail: [blemieux@rogers.com](mailto:blemieux@rogers.com)

---

February 28, 2022

The Corporation of the Township of Melancthon  
157101 Highway 10,  
Melancthon, Ontario L9V 2E6  
Attn: Ms. Denise Holmes, CAO/Clerk

Dear Ms. Holmes:

**Re: 2021 Semi-Annual Groundwater Monitoring and Sampling Report,  
Township of Melancthon Landfill Site, Lot 12, Concession 4  
Melancthon Township, Ontario**

Bluewater Geoscience Consultants Inc. (Bluewater) was retained by The Corporation of the Township of Melancthon to complete the 2021 Semi-Annual Groundwater Monitoring and Sampling Report for the Melancthon Township landfill property located on Lot 12, Concession 4 in Melancthon Township, Ontario. The Township operates a municipal landfill site at the property and requires the Groundwater Monitoring and Sampling Program for their MECP Certificate of Authorization (C of A) for the operation.

The scope of work, observations, analytical test results, and our conclusions and recommendations for the 2021 Semi-Annual Groundwater Monitoring and Sampling Report are presented in the following report.

We trust that this report is complete within our terms of reference and suitable for your present requirements. If you have any questions or require further information, please do not hesitate to contact our office.

Sincerely,  
**BLUEWATER GEOSCIENCE CONSULTANTS INC.**



Breton J. Lemieux, M.Sc., P.Geo. QP<sub>ESA</sub>  
President, Senior Geoscientist

## **BLUEWATER GEOSCIENCE**

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## **1.0 INTRODUCTION**

The Corporation of The Township of Melancthon (Township) retained Bluewater Geoscience Consultants Inc. (Bluewater) to complete the 2021 landfill (LF) groundwater monitoring and sampling program and to generate the annual report detailing the findings. The landfill site monitoring was undertaken to continue to assess any environmental impacts to surface and groundwater created by the LF operations. This landfill monitoring report was completed in accordance with the requirements of the Ministry of the Environment, Conservation and Parks (MECP) Certificate of Approval for the LF site.

The site monitoring included completing two site inspections, measuring groundwater levels in all 34 observation wells during the Spring and Fall of the year and determination of the resulting groundwater flow patterns in and around the LF. Groundwater sampling was conducted on 19 selected sampling wells during both the Spring and Fall of each year. The groundwater samples for 2021 were submitted to a CAEAL-accredited analytical laboratory for analysis. The results of the completed laboratory analyses were compared to MECP's Ontario Drinking Water Standards (ODWS) (for on-site monitors) and the Reasonable Use Policy (RUP) for off-site monitors.

## **2.0 PREVIOUS INVESTIGATIONS**

### **2.1 R.J. Burnside & Associates Limited – Annual Groundwater Monitoring Reports 1993-2000**

Annual groundwater monitoring reports for the LF were completed by R.J. Burnside & Associates Limited (Burnside) from 1993 – 2000. These reports included the sampling and analysis of groundwater samples from seventeen existing monitoring wells located in and around the LF site. Eleven of the monitors are located in the overburden aquifer while six are installed within the underlying bedrock aquifer. A summary of these reports indicates that no exceedance of the MOE RUP had been determined during the groundwater sampling events. In general, on-site monitoring locations indicated that exceedance of the MOE's ODWS for on-site monitors were rare and not sustained.

### **2.2 Rubicon Environmental Inc. – Groundwater Monitoring and Hydrogeological Investigations – Spring 2001**

During 2001 Rubicon added another fourteen groundwater monitors to the existing network of monitors in and around the LF site. Eight of these monitors were installed in the overburden aquifer while six were installed in the bedrock aquifer.

During the 2001 investigations, the existing monitoring wells installed by Burnside were sampled and analysed. The additional monitoring wells were tied into the site survey, but not sampled.

### **2.3 Rubicon Environmental Inc. – Groundwater Monitoring and Hydrogeological Investigations – Spring 2002**

This report included results of the Spring and Fall 2002 site monitoring and groundwater sampling and analysis program. The monitoring and sampling included the new monitors added during 2001.

### **2.4 Rubicon Environmental Inc. – Landfill Monitoring – March 24, 2004**

This report provides details of the 2003 LF groundwater monitoring and sampling program completed at the site. The report details that some minor exceedances of the ODWS were determined for on-site monitoring wells.

### **2.5 Bluewater Geoscience Consultants Inc. – Annual Groundwater Monitoring and Sampling Reports 2004 - 2020**

These reports detail the 2004 - 2020 LF groundwater monitoring and sampling program completed at the site. The report details that some minor exceedances of the ODWS were determined for on-site and off-site monitoring wells.

## **3.0 SITE BACKGROUND**

The LF site has been in operation since ~1973 at its current location at Lot 12, Concession 4, Township of Melancthon, County of Dufferin. The LF serves the population of ~2,400 people in the Township. The nearest residence is located ~450 m south of the LF site. The location of the LF is remote and distant from any significant population centres.

The LF presently operates under Provisional Certificate of Approval (C of A) A180703. The total LF property comprises an area of ~33.038 ha., of which 6.1 ha. has been approved for landfilling. During 2013 the County of Dufferin assumed waste collection and disposal services in the Township of Melancthon. Further waste disposal at this landfill is not anticipated should County of Dufferin services be found adequate.

### **3.1 Site Inspection**

During both Spring and Fall monitoring events, a site inspection was completed. The main refuse disposal area has been covered with soil and grades have been established to reduce the amount of rainwater infiltration into the waste pod. Temporary fencing has been placed around portions of the fill area to control windblown waste. There was no waste placement at this landfill during 2021.

During the Spring 2006 inspection it was noted that OW-4S had been destroyed, likely by equipment working in the area. OW-4S is located within the current filling are. During the Fall inspection it was noted that OW-4D had been destroyed during the summer months. OW-4D was also located within the current filling area. During 2015, monitor OW-17 was destroyed and is no longer part of the monitoring network.

#### **4.0 GROUNDWATER MONITORING WELLS AND METHODOLOGY**

##### **4.1 Existing Monitoring Wells in 2021**

Thirty-four groundwater-monitoring wells were in existence at the commencement of the 2021 monitoring period. All wells were inspected and found to be in good order, with the exceptions noted just above.

Seventeen monitoring wells had been installed by Burnside pre-2001. Six of these were installed in the deeper bedrock aquifer (denoted "D" for deep) while eleven were installed in the shallow overburden aquifer (denoted "S" for shallow). All existing monitoring wells were constructed of 50 mm diameter Schedule 40 PVC pipe and are fitted with steel protective casings and locks. The locations of all monitoring wells are presented on the Base Site Plan (Figure 1B, Appendix A). A brief description of each monitor locations is provided below:

- OW 1 is installed in the overburden aquifer and is located between two former refuse disposal areas
- OW 2S and OW 2D are located downgradient (east) of the current refuse disposal area
- OW 3S and OW 3D are located immediately downgradient (east) of the current refuse disposal area
- OW 4S and OW 4D are no longer present
- OW 5S is installed in the overburden aquifer and is located north of the disposal area, near the northern property boundary. This monitor is frequently dry in Fall
- OW 6S and OW 6D are located near the south property boundary and had been intended to represent background water quality
- OW 7S and OW 7D are located near the northeast property corner, northeast of the former refuse disposal area
- OW 8 is installed in the overburden aquifer and is located in the main refuse area. OW 8 is considered a 'leachate' well
- OW 9S and OW 9D are located off-site, northeast of the landfill and in the east ditch of the 4<sup>th</sup> Line
- OW 10S and OW 10D are located east of the main refuse disposal area
- OW 11S and OW 11D are located northwest of the main refuse disposal area. These monitors were intended to provide further clarification of groundwater flow patterns and are not included in the sampling program
- OW 12S and OW 12D are located west of the main refuse disposal area. These monitors were intended to provide further clarification of groundwater flow patterns and have been included since the 2006 sampling program;
- OW 13S and OW 13D are located immediately south of the main refuse disposal area. These wells were located to provide better delineation of the groundwater mounding in the refuse area and provide chemical data south of the refuse area;
- OW 14S is located southeast of the main refuse disposal area and was intended to help clarify groundwater flow patterns distant from the refuse disposal area;
- OW 15S and OW 15D are located southeast of the main refuse disposal area and were intended to help clarify groundwater flow patterns distant from the main refuse disposal

area. These monitors were sampled for the first time during 2006;

- OW 16S and OW 16D are located along the north property boundary. These monitors were intended to provide clarification of groundwater flow patterns and provide chemical analysis of groundwater at the north property boundary. These monitors were sampled for the first time during the 2006 program;
- OW 17S is located off-site in the overburden aquifer. The monitor is located in the east ditch of the 4<sup>th</sup> Line. This monitor was intended to provide better information on shallow groundwater flow patterns and potentially provide chemical data regarding the contribution of road salt to noted groundwater impacts. This monitor was destroyed in 2015 and has not been replaced;
- OW 18S and OW 18D are located off-site east of the 4<sup>th</sup> Line. These monitors were intended to help refine groundwater flow patterns in the overburden and bedrock aquifers and provide chemical data in that area.

#### **4.2 Wells Installed in 2006**

During 2006 an additional six monitoring wells were installed at the landfill. The six new wells consisted of three sets of two wells (OW-19S and 19I, OW-20S and 20D and OW-21S and 21D). The locations of the new wells are shown on Figure 1B, Appendix A. A description of the location and rationale for each of the new wells is presented below:

- OW-19S and OW-19I are located in the southeast corner of the landfill property, just west of the 4<sup>th</sup> Line. These wells were installed to provide additional points for determining groundwater flow patterns and to provide chemical data at this downgradient property boundary. OW-19S is set in the shallow till overburden while OW-19I (intermediate) is set in a lower till unit. These two wells were included in the 2007 sampling and lab analysis program for the first time;
- OW-20S and OW-20D are located just southeast of the 'old closed landfill' in the northeast portion of the landfill property. These wells will provide further groundwater flow data as well as providing additional chemical data. OW-20S is set in the shallow overburden, just above the bedrock. OW-20D is sealed into the bedrock. These two wells were included in the 2007 sampling and lab analysis program for the first time;
- OW-21S and OW-21D are located along the north landfill property boundary, well west of the active landfilling area. These wells will be utilized to provide additional groundwater flow information as well as providing chemical data at locations well upgradient of the fill area. OW-21S is set in the shallow overburden, just above the bedrock. OW-21D is sealed into the dolostone bedrock. These two wells were included in the 2007 sampling and lab analysis program for the first time;

All groundwater-monitoring wells have been surveyed relative to a geodetic datum and ground surface and top of monitoring well pipe elevations have been recorded. During 2006, waste placement was taking place in the immediate area of OW-4S and OW-4D. These wells were destroyed by the heavy equipment. OW-17 was destroyed during the winter of 2014-2015 and is no



longer part of the monitoring network.

#### **4.3 Water Level Monitoring**

On May 17 and October 12, 2021 groundwater levels were measured in all 34 existing monitoring wells installed at the LF. The depth to water relative to the top of monitoring well pipe was measured using a Solinst water level gauge. The determined water depths were recorded and the resulting groundwater elevations were determined. Table 1, Appendix B provides the tabular representation of the groundwater elevation data, including historic groundwater levels.

After completion of the water level measurements, the monitors selected for sampling were thoroughly purged of a minimum of 3 casing volumes of water in anticipation of the groundwater sampling.

#### **4.4 Groundwater Sampling**

The 2021 groundwater sampling and analysis program consisted of sampling 19 selected groundwater monitoring locations at and around the LF property. Samples were obtained from both overburden and bedrock aquifer wells. Prior to obtaining the groundwater samples, the selected monitors had been purged of a minimum of three casing volumes of water in order to facilitate provision of representative samples.

Groundwater samples from the selected monitoring wells were obtained using dedicated Waterra tubes and foot valves and were placed directly into the laboratory-supplied sample bottles. The groundwater samples were obtained and submitted for analysis of the volatile organic compounds (VOC's), general water chemistry and heavy metals parameters. The heavy metal samples were field filtered and preserved. The groundwater samples were chilled in coolers prior to being submitted under Chain of Custody to ALS Laboratories of Waterloo, ON for analysis. ALS is a CAEAL (Canadian Association of Environmental Analytical Laboratories) accredited laboratory.

#### **4.5 Surface Water Sampling**

Surface water sampling was not completed during the 2020 monitoring program at location SW-3 (Figure 1). This location is a small dugout (possible former gravel extraction pit) located on the property adjacent to the north. It is our understanding that the Township has now purchased this property.

#### **4.6 Groundwater Flow**

The determination of groundwater flow patterns in both overburden and bedrock aquifers are essential in determining the potential for off-site impacts and contaminant distribution. In general, groundwater levels in both overburden and bedrock aquifers were lower (~1m) in the Fall than the Spring monitoring. The measured groundwater elevations for each aquifer were determined and plotted on the site plan. The resulting groundwater flow patterns were determined based on this



distribution. Figures 2 and 3 present the groundwater flow patterns for the Spring monitoring while Figures 4 and 5 provide the Fall 2021 aquifer flow patterns.

As may be noted from these Figures, mounding of groundwater in both aquifers within the refuse disposal area is occurring. This phenomenon is typical of landfill sites and should be expected to continue. The mounding creates radial flow, outwards, apparently in all directions away from the refuse disposal area. The flow then comes under the influence of background flow patterns. Based on the findings of this, and previous, monitoring events, the overburden groundwater flow is towards the northeast while the bedrock groundwater flow is more-directly eastwards.

Groundwater flow is driven by the gradient of the groundwater. This produces head differences between locations creating the conditions for groundwater movement. The horizontal hydraulic gradient in the overburden aquifer has been determined to be on the order of 0.007 m/m. Based on this gradient, and the characteristics of the overburden, the lateral groundwater flow velocity may be approximately 74 m/yr. The horizontal hydraulic gradient in the bedrock aquifer is lower; approximately 0.002 m/m. Based on this gradient and the characteristics of the aquifer, velocities of approximately 0.03 m/yr are estimated.

Vertical hydraulic gradients between the overburden and bedrock aquifers create the conditions for downward migration of groundwater impacted in the refuse disposal area. Downward vertical gradients allow downward movement of water into the bedrock aquifer. Downward vertical gradients are found in the refuse disposal area allowing shallow impacted groundwater to potentially enter the bedrock aquifer. This is significant because the bedrock aquifer is utilized as a potable water source within the Township and the bedrock aquifer is less able to attenuate groundwater contaminants.

## **5.0 GROUNDWATER QUALITY**

### **5.1 Groundwater**

Groundwater sampling and analysis for the LF site has been undertaken since 1993. Additional wells were added to the sampling regime in 1999 and selected monitoring wells installed in 2001 were added to the sampling list during 2002. Groundwater quality data for the 2021 program are provided in the Tables in Appendix B along with chemistry data from 2015 - 2021. Copies of the detailed Certificates of Analysis for the 2020 monitoring data are provided in Appendix C.

Inorganic parameters such as chloride, sulphate, hardness and alkalinity are frequently utilized to determine the extent of landfill leachate impacts in groundwater. Hardness and alkalinity are naturally elevated at the landfill property and throughout Melancthon Township. Chloride levels in both overburden and bedrock aquifers are elevated in the refuse disposal area. In general, concentrations in the bedrock aquifer are slightly higher than in the associated overburden wells. This is a reflection of the downward gradient from the overburden to the bedrock coupled with the lower attenuation capabilities in the bedrock. None of the on-site or off-site monitors exceeded the MECP ODWS concentration for chloride during the 2021 monitoring events. None of the wells sampled during 2021 exceeded the MOE RUP for chloride (125.5 mg/L) concentration. Elevated

chloride concentrations in this vicinity of the 4<sup>th</sup> Line, east of the LF, may be partially attributable to the application of road salt during winter.

In general, the background groundwater quality at the LF site consists of hard water with elevated hardness, alkalinity, manganese and iron content. During the 2021 monitoring, all wells sampled had determined hardness in excess of the ODWS. Alkalinity concentrations in excess of the ODWS were noted at OW's 2S, 2D, 3D, 7S, 7D, 9D, 16D and 20D. Iron concentrations in excess of the ODWS were determined at all sampled wells including upgradient locations. Manganese concentrations in excess of the ODWS were determined for OW's 2S, 2D, 3D, 7S, 7D, 10S, 10D, 13D, 16D, 20S and 20D. As this list includes most sampled location these elevated concentrations are likely reflective of background groundwater quality in the area. The lack of significantly elevated manganese concentrations at OW-8, which is considered a leachate well and displays elevated sulphate concentrations, further suggests that elevated manganese concentrations are not landfill related.

The sulfate concentration at OW 8 of 464 mg/L in Spring 2021 was just below the ODWS of 500 mg/L and above the RUP of 253.9 mg/L. The Fall 2021 concentration for sulfate was 523 mg/L, above the ODWS and RUP values. These elevated concentrations are likely related to leachate groundwater impacts in the main refuse disposal area. No other on-site or off-site monitor exceeded the RUP for sulphate.

Parameter concentration trends through time for sulphate, chloride and manganese for selected off-site, property boundary and downgradient wells reviewed. Manganese concentrations trends do not suggest rising levels as would be expected if landfill related. Chloride trends do not suggest rising concentrations for these wells. In fact, several locations have shown slightly declining levels over the last few years. This is likely reflective of an effort on Township personnel's behalf to reduce salting in the area of the landfill entrance after several elevated chloride concentrations were detected in past years. As suggested at that time, those past elevated chloride concentrations appear to have been affected by these road salting activities.

The sulfate concentration trends for the selected wells show generally rising concentrations at OW-2S and OW-2D. Sulfate concentrations at the other selected wells do not indicate any discernible rising trends. Sulfate concentrations are generally higher in Fall than Spring. A site plan showing concentration distribution during Spring 2021 for shallow groundwater wells is provided in Figure 6 and for deep groundwater wells is provided in Figure 8, Appendix A. A site plan showing concentration distribution for Sulfate during Fall 2021 for shallow wells is provided on Figure 10 and for deep groundwater wells is provided on Figure 12, Appendix A.

A site plan showing chloride distribution during Spring 2021 is provided in Figure 7 for shallow groundwater wells and in Figure 9 for deep groundwater wells. A site plan showing chloride distribution during Fall 2021 is provided in Figure 11 and for shallow groundwater wells and in Figure 13 for deep groundwater wells.

Trace concentrations of VOC parameters, well below ODWS's and close to method detection limits, were determined for the 2021 monitoring at OW's 2D, 3D, 7S, and 10S. While these VOC concentrations are likely landfill related, they are not considered to be of significance at this landfill.

There was a general trend towards higher parameter concentrations during the Fall monitoring compared to Spring concentrations. This is a continuing trend, consistent with past findings and normal groundwater conditions.

Bluewater has evaluated the long-term trends in groundwater quality at the LF site. Most parameter concentrations have remained fairly steady over the past several years suggesting that dilution and attenuation are dealing adequately with the refuse area derived leachate impacts.

## **5.2 Surface Water**

Surface water sampling was not completed during the Spring or Fall 2021 monitoring.

## **5.3 Methane Monitoring**

Methane gas is a by-product of waste decomposition and will be generated in the waste unit until all the organic matter is completely decayed. Methane, while it is a potential explosion hazard, is not a major concern provided that no building is ever permitted within approximately 30 meters of the refuse disposal area. The shallow water table and relatively permeable cover material at the Melancthon landfill are expected to prevent significant migration of methane. Gas produced by the landfill is expected to vent naturally to the atmosphere. It should be noted however, that ice, snow cover, and frozen ground in the winter may prevent methane gas from venting and cause methane gas to migrate laterally from the refuse disposal area.

If methane is present in concentrations between 5% and 15% in air it can become explosive. Below this range, there is an inadequate amount of methane for explosion. Above this range, there is an inadequate amount of oxygen for explosion. Therefore, 5% is considered the Lower Explosive Limit (LEL) and 15% is considered the Upper Explosive Limit (UEL) for methane.

Headspace methane monitoring was completed on all wells during both Spring and Fall 2021 monitoring events. The results of the methane monitoring are presented in Table 2 Appendix B. A slight detectable methane concentration was determined for OW-8 however no other of the monitors had detectable methane concentrations during the Spring or Fall 2021 monitoring events. On-going methane monitoring should be incorporated in future monitoring events.

## **6.0 LANDFILL VOLUMES AND CAPACITY**

The Melancthon landfill has a current design capacity of 297,000 m<sup>3</sup> on the approved 6.1 ha area. At the completion of 2012, 89,326 m<sup>3</sup> of the total volume had been filled. The volume survey completed during October 2013 determined that the landfill volume used during 2013 was 10,636 m<sup>3</sup> meaning the total volume used to the end of 2015 is 99,962 m<sup>3</sup>. The 2013 volume included the importation of ~ 2,000 m<sup>3</sup> of clean fill to cover the current fill area based on the end of waste receiving at the site. No waste was added during 2021. Based on this figure, the remaining fill volume for this design is 197,038 m<sup>3</sup>.

## 7.0 SUMMARY AND CONCLUSIONS

The following section summarizes the findings of the 2021 Annual Groundwater Monitoring Report:

- The Township of Melancthon operates a 'natural attenuation' landfill site in a remote, sparsely populated area of the Township. Surrounding land use is predominantly agricultural and the nearest residence is located ~450 m south of the site;
- During 2013 The County of Dufferin assumed waste collections and disposal responsibilities for Melancthon Township. No waste was imported to the landfill during 2021. At this time, further waste placement at this landfill is not anticipated given adequate service is maintained by the County;
- Two main hydrogeological units exist in the subsurface of the site. The upper unit, referred to as overburden, consists of sand and gravel and silty sand soils. The groundwater level in the overburden is unconfined and shallow (<2m) and shows seasonal fluctuations with Spring levels generally higher than those in Fall. This fluctuation is likely the result of the addition of snow melt water during the Spring. The second, deeper hydrogeological unit is the underlying dolostone bedrock aquifer. The water level in the bedrock is generally lower than in the overburden. This creates a downward vertical hydraulic gradient that allows landfill-generated impacts to potentially enter the bedrock aquifer;
- Mounding of groundwater occurs within both hydrogeological units within the refuse disposal area. This mounding creates a radial flow pattern in the refuse area that drives flow in all directions away from the mound. The groundwater then comes under the influence of the background (natural) flow regime. Groundwater flow in the overburden aquifer is northeast towards the entrance to the landfill in the northeast corner of the property. Flow in the bedrock aquifer is more-directly to the east and the eastern property boundary;
- Comparison of the laboratory analytical data from the Spring and Fall 2021 monitoring events to the applicable ODWS and RUP objectives indicates that background water quality exceeds ODWS Standards for hardness, alkalinity, iron and manganese;
- Exceedance of the MOE RUP objectives for parameters such as hardness, alkalinity, manganese and iron were determined at most sampled locations during 2021. These concentrations are likely at least partially unrelated to landfill impacts and reflect general water quality in Melancthon Township. No chloride RUP exceedance was noted for any off-site or on-site wells. Exceedance of the RUP for other leachate-indicators such as sulfate was not noted during 2021 near property boundaries. Exceedance of the RUP and ODWS for sulfate occurred at OW-8, located immediately downgradient of the principal fill area.
- Significant methane concentrations were not determined during 2021;
- The site is currently in compliance with the terms and conditions of its C of A.

## **8.0 RECOMMENDATIONS**

The following recommendations are made regarding the future Groundwater Monitoring and Sampling Program at the Township of Melancthon landfill site:

- Continuation of the semi-annual groundwater monitoring and sampling program including a routine site inspection, recording of static water levels at all 34 monitoring locations and groundwater sampling and laboratory analysis of the selected monitoring wells in both Spring and Fall;
- Preparation and submission of an Annual Monitoring Report to MECP for review.
- Natural dilution of contaminants derived in the refuse disposal area coupled with natural attenuation in the overburden appears to be dealing with derived groundwater impacts adequately at this time. The widespread occurrence, including upgradient locations, of ODWS and RUP exceeding manganese, iron, hardness and alkalinity concentrations appears to be more a function of natural geologic conditions than landfill-derived impacts. Lab results for monitors downgradient of the principal fill areas show more elevated chloride and sulphate concentrations, which are not similar to findings in the northeast corner of the property.
- Monitoring for headspace methane concentration in all wells should be continued for the 2022 program.

## **9.0 REFERENCES**

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## **10.0 LIMITATIONS**

This report was prepared for the exclusive use of The Township of Melancthon. This report is based on information and data collected during the completion of an environmental investigation of the Site carried out by Bluewater Geoscience Consultants Inc., and is based solely on the site conditions encountered at the time of the assessment and the applicable guidelines in place at the time of this investigation.

It should be noted that the observations and recommendations presented in this report are limited to the actual locations explored and laboratory parameters analyzed. The information presented in terms of the thickness and types of the sub-soils encountered, groundwater levels and chemical testing results, etc., are only applicable to the actual locations explored. Variations may be present between these locations. Should significant variation become apparent during later investigations, it may be necessary to re-evaluate the recommendations of this report. The results of an investigation of this nature should, in no way, be construed as a warranty that the site is free from any and all contamination from past or current practices since conditions may be different from the locations tested. This assessment was carried out using existing historical information as available from various agencies and no assurance is made regarding the accuracy or completeness of this information.

If new information is discovered during future work, including excavation, borings or other studies, Bluewater Geoscience Consultants Inc. should be requested to re-evaluate the conclusions presented in this report and to provide amendments as required. The analytical test results are assumed to be correct and performed according to all current regulations. No audit of the laboratory's methods or procedures was performed.

This assessment does not include, nor is it intended to include, any option regarding the suitability of any structure on the site for any particular function, the integrity of the on-site buildings or the geotechnical conditions on the site. Inspections of buildings do not include compliance with building, gas, electrical or boiler codes, or any other federal, provincial or municipal codes not associated with environmental concerns. Should concerns regarding any issue other than environmental matters arise as a result of our investigations, appropriately qualified professionals should address them.



This report is not to be reproduced or released to any other party, in whole or in part, without the express written consent of Bluewater Geoscience Consultants Inc.

## **11.0 CLOSURE**


Bluewater Geoscience Consultants Inc. operates under a Certificate of Authorization from The Association of Professional Geoscientists of Ontario (APGO). Breton Lemieux is a registered Qualified Person (QP) with MECP and is a licensed Professional Geoscientist with over thirty-five years of international environmental consulting experience. Mr. Lemieux has a Geologic Technologist Diploma from Fleming College in Lindsay, Ontario, an Honours Bachelor of Science degree in Geology from the University of the West Indies in Kingston, Jamaica and a Master of Science degree in Earth Sciences from the University of Waterloo. His experience includes conducting Phase I, II and III ESAs at a wide variety of contaminated sites, underground storage tank removal supervision, water supply development, environmental building science and other site and landfill environmental monitoring projects.



# Living with and Managing COVID-19

Technical Media Briefing

Ministry of Health  
March 9, 2022

Ontario 

Info # 8  
MAR 17 2022

# Overview

- With the peak of Omicron behind us, Ontario has been able to cautiously and gradually move through its reopening milestones. The majority of public health and workplace safety measures have now been lifted, and key public health indicators continue to improve or remain stable.
- Thanks to our high vaccination rates as well as the arrival of antivirals, Ontario has the tools necessary to manage the impact of this virus, and we are now learning to live with and manage COVID-19 for the long-term.
- This necessitates a shift to a more balanced response to the pandemic, and changes are being made with respect to the province's pandemic response to reflect a longer-term approach.
- The following slides speak to how Ontario intends to lift the remaining public health and workplace safety measures as well as track key indicators going forward.



# Ontario's Reopening Plan

Following the peak of the Omicron wave, on January 20, 2022, the government released details of its steps to cautiously and gradually ease public health and workplace safety measures, starting on January 31, 2022.

Continued improvements in key indicators have allowed the province to continue to ease public health measures sooner, with **the majority of COVID-19 related public health and workplace safety measures lifted on March 1, 2022.**



All settings may open at **full (100%) capacity**



**Proof of vaccination, capacity limit, and physical distancing requirements lifted in all settings.**



**No limits** on indoor or outdoor **social gatherings** and **organized public events** or **religious services, rites, or ceremonies.**



Sector-specific restrictions such as **limits on dancing or singing, requirements to remain seated, requirements for appointments/reservations, and active screening, etc. lifted.**

## Ongoing Improvements in Key Indicators



Per cent positivity remained stable this past week at 12.07% (February 20 to February 26, 2022). Per cent positivity was at its highest on January 2, 2022 at 34.3%.



COVID-19 hospitalizations have **decreased of 81%** compared to January peak (4190; January 16, 2022). The average for new COVID+ admissions to hospital in the last week was 82 patients per day, which is a **decrease of 79%** from the week of January 10-16 (average was 390).



The average for new COVID-related admissions to ICU in the last week was 15 patients per day, which is a **decrease of 77%** from the week of January 10-16 (average was 65).



The number of wastewater sites in the province reporting a downward trend in SARS-CoV-2 detections has **started to decrease**, with an increase in the number of sites demonstrating a stable trend. It is normal to see fluctuating wastewater trends.



# CMOH Directives & Letter of Instructions

The Chief Medical Officer of Health has issued seven Directives to health care providers and health care entities currently in place detailing precautions and procedures with respect to COVID-19.

In addition, instructions were also issued by the CMOH requiring a COVID-19 vaccination policy in a number of high-risk settings (e.g. the education sector, retirement homes, community care and post-secondary institutions)

A process is now underway to gradually revoke all CMOH Directives and instructions by the end of April. In all cases, Directives will be replaced with operational guidance or recommendations from the CMOH and relevant ministry.



**As Directives are revoked, individual organizations will continue to have the authority to keep requirements in place.**



**Personal protective equipment and rapid antigen tests will continue to be provided to support health and safety in these settings.**

## Key Principles

- **Moving away from emergency measures to ongoing operations**
- **Moving away from reliance on provincial direction** through mandatory requirements
- Endeavouring to bring as much as possible **consistent** guidance, **both across and within sectors**;
- Ensuring **supports for most vulnerable** are removed last
- Providing **sufficient time** for sectors to prepare
- Ontario's **Chief Medical Officer of Health remains key decision maker on Directives and LOIs.** Decisions on revoking pandemic related requirements (Directives or Letters of Instruction,) continue to be **evidence based** and informed by indicators and trends.
- Lifting of measures are undertaken in a **coordinated fashion.**

## CMOH Directives & Letter of Instructions (cont.)

As Directives are revoked, individual organizations will continue to have the authority to keep requirements in place. Personal protective equipment and rapid antigen tests will continue to be provided to support health and safety in these settings.

Date	What's Changing?	Ongoing Support
<b>March 14:</b> Mandatory vaccination policies end	<ul style="list-style-type: none"> <li>• Revoke Directive 6</li> <li>• Revoke letters of instruction to Ministry of Children, Community and Social Services, Ministry of Seniors and Accessibility and Ministry of Education</li> <li>• Revoke Minister of Long-Term Care directive on immunization policy</li> </ul>	<ul style="list-style-type: none"> <li>• Province to continue providing rapid-antigen tests to organizations</li> <li>• Organizations can retain their own policies</li> </ul>
<b>March 21:</b> Most masking mandates end	<ul style="list-style-type: none"> <li>• Remove masking requirements in most places (including schools), except public transit, long-term care, retirement homes and other health-care settings, congregate care settings, shelters, jails and congregate care and living settings, including homes for individuals with developmental disabilities</li> <li>• Lift other measures in schools, including removing cohorting and daily on-site screening</li> <li>• All other regulatory requirements for businesses removed, including passive screening, safety plans</li> </ul>	<ul style="list-style-type: none"> <li>• Province to continue providing rapid-antigen tests and PPE to schools and businesses</li> <li>• Individuals can continue to opt to wear masks</li> <li>• Enhanced cleaning, optimizing air quality and ventilation and absence reporting will remain in schools</li> </ul>
<b>March 28:</b> Reopening Ontario Act expires	<ul style="list-style-type: none"> <li>• <i>Reopening Ontario Act</i> (ROA) expires</li> </ul>	<ul style="list-style-type: none"> <li>• Final extension of ROA emergency order for 30 days</li> </ul>
<b>April 27:</b> All remaining measures, directives and orders end	<ul style="list-style-type: none"> <li>• Remove masking requirements in all remaining settings</li> <li>• Any remaining emergency orders under ROA expire</li> <li>• Revoke Directives 1, 2.1, 3.4 and 5</li> </ul>	<ul style="list-style-type: none"> <li>• CMOH guidance and recommendations on IPAC, including use of PPE</li> <li>• Province to continue providing rapid-antigen tests and PPE</li> </ul>

# Case and Contact Management & Isolation

Due to the unique characteristics of the Omicron variant, case and contact management and isolation guidelines are being updated to minimize the burden to workers and families, while ensuring that our highest risk settings continue to be protected. We are able to make these changes due to the availability of rapid tests and the province's high vaccination rate.

	Current	New Guidance
Isolation requirements for non-household close contacts	<ul style="list-style-type: none"> <li>Fully vaccinated individuals do not need to isolate</li> <li>Unvaccinated/immunocompromised individuals need to isolate for 10 days (or 5 days if under 12)</li> <li>Individuals who have tested positive in past 90 days, exempt from isolation</li> </ul>	<p>No isolation requirements for any groups. For 10 days after exposure, all close contacts should:</p> <ul style="list-style-type: none"> <li>Self-monitor for symptoms</li> <li>Wear a mask and avoid activities where mask removal would be necessary</li> <li>Not visit anyone who is at higher risk of illness (i.e. seniors)</li> <li>Not visit or attend work in highest risk settings (unless they have previously tested positive in past 90 days)</li> </ul>
Isolation requirements for household close contacts	<ul style="list-style-type: none"> <li>All household members need to self-isolate while the COVID-19 positive case/symptomatic individual is isolating (or for 10 days from last exposure if immunocompromised)</li> </ul>	<ul style="list-style-type: none"> <li>The following household members do not need to self-isolate but should follow above precautions for 10 days: <ul style="list-style-type: none"> <li>Household members that have previously tested positive for COVID-19 in the past 90 days</li> <li>Household members that are 18 + and have received their booster dose</li> <li>Household members that are under 18 years old and are <a href="#">fully vaccinated</a></li> </ul> </li> <li>Household members that <b>do not</b> meet the above criteria must <a href="#">self-isolate</a> as per current requirements.</li> </ul>

A close contact is anyone you were less than two metres away from for at least 15 minutes, or multiple shorter lengths of time, without personal protective equipment in the 48 hours before your symptoms began or your positive test result, whichever came first.



# Case and Contact Management & Isolation

Ontario's changes to case and contact management and isolation guidelines ensures that those living and working in the highest risk settings continue to be protected. We are able to make these changes due to the availability of rapid tests and the province's high vaccination rate.

	Current	New Guidance
<b>Highest Risk Setting Definition</b>	<ul style="list-style-type: none"> <li>Hospitals (including complex continuing care facilities and paramedic services) and congregate living settings, including Long-Term Care, retirement homes, First Nation elder care lodges, group homes, shelters, hospices, and correctional institutions</li> </ul>	<ul style="list-style-type: none"> <li>In addition to current eligibility, the following settings are now added to the PCR eligibility list: <ul style="list-style-type: none"> <li>Home and community care</li> <li>Provincial Demonstration Schools and hospital schools</li> </ul> </li> </ul>
<b>Highest Risk Setting Guidance</b>	<ul style="list-style-type: none"> <li>Cases and contacts who live in highest risk settings must complete 10 days isolation and quarantine</li> </ul>	<ul style="list-style-type: none"> <li>Sector specific guidance will be released to allow for shorter self-isolation for residents who are contacts</li> </ul>
<b>Recommendations for Cases/ Symptomatic individuals who are Immune Compromised</b>	<ul style="list-style-type: none"> <li>Self isolate for 20 days if severely immunocompromised</li> </ul>	<ul style="list-style-type: none"> <li>All immunocompromised individuals should isolate for 10 days but follow additional precautions (e.g., masking, avoiding highest risk settings and vulnerable individuals) for an additional 10 days (20 days total)</li> </ul>



# Updates to COVID-19 Data Reporting

- As Ontario continues to ease public health measures and begins to manage COVID-19 for the long-term, the province will be making changes to data reporting starting **March 11, 2022**.
- The province is providing additional context for certain indicators to reflect the emergence of Omicron as the dominant variant, and the province's high vaccination rates.
- Changes to testing guidelines as a result of the highly transmissible Omicron variant have resulted in some indicators becoming less relevant.

## Additional changes effective March 11, 2022

### Additions & Enhancements

- Death by **fatality type** (COVID was cause of death, COVID contributed to death, cause of death unknown or missing)
- Deaths by **vaccination status and age group**
- **Removal of deaths known to be not related to COVID from reported death** (i.e., remove deaths that are classified as 'COVID was unrelated to cause of death')

### Sunset/Modified

- **Sunsetting reproductive number** (estimate of the average number of people one person will infect with COVID-19).
- Modifying **outbreaks in non-high risk settings and cases with outbreaks in non-high risk settings**.

# Updates to COVID-19 Data Reporting

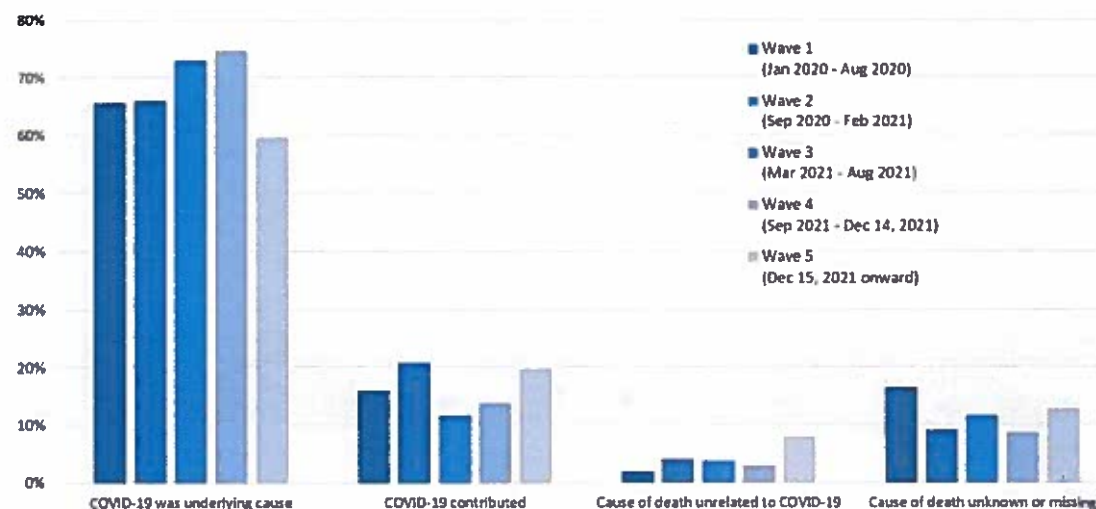
Due to the Omicron variant's high transmissibility, Ontario has seen a larger number of cases than previous waves.

The Omicron variant required a review of our reporting, and we have already made changes to clarify between hospitalization and ICU admissions reporting to stratifying those admitted for COVID-19 versus admitted for non-COVID reasons and tested positive with COVID).

Data from other jurisdictions suggested that with the very high Omicron case counts, some people with COVID-19 infection were dying from causes unrelated to their COVID-19 infection.

This necessitated a review of the reporting processes in place since the start of the pandemic, including whether COVID-19 was causing or contributing to the death of individuals.

**A higher proportion of Wave 5 deaths were reported as non-COVID-19-related than in previous waves**  
Deaths due to causes unrelated to COVID made up 8% of all deaths in Wave 5, significantly higher than in previous waves



Data: ECM March 6, 2022. Dates are reported date when death occurred. Cause of death reporting may be incomplete for some recent deaths.

# Updates to COVID-19 Data Reporting

The Ministry undertook a review of best practices to better understand how information was being recorded on Medical Certificates of death.

To support having highest quality data on deaths from COVID-19, we have sent best practices to physicians and registered nurses in the extended class to support improvements in reporting. **Ontario's death reporting will be updated to be consistent with the World Health Organization's categorization.**

Type of Death for Cases of COVID-19	Definition	Change as of March 11 <sup>th</sup>
COVID was the underlying cause of death	COVID-19 was the underlying cause of death. A death resulting from a clinically compatible illness in a probable or confirmed COVID-19 case.	Will continue reporting as COVID-19 deaths while also outlining fatality type
COVID contributed to but was not the underlying cause of death	Deaths due to chronic or other pre-existing conditions that were exacerbated by COVID-19.	
Cause of death unknown*	Death in a person with COVID-19 infection, cause of death is still under investigation, or the public health unit has been unable to determine the cause of death.	
Cause of death was missing*	Death in a person with COVID-19 infection, with cause of death missing in the Case and Contact Management system (CCM).	
COVID was unrelated to the cause of death	When there was a clear alternative cause of death, e.g., trauma, drug toxicity, other natural death process.	To be excluded from COVID-19 deaths reported

\*Due to the live nature of the data, the category may change at a later date when the cause of death is confirmed either as "COVID-19 is the underlying cause of death", "COVID-19 contributed but not underlying cause," or COVID-19 unrelated. As such, data from the most recent days should be interpreted and communicated with caution as those numbers are very likely to increase due to reporting lags.

# Updates to COVID-19 Data Reporting

## Deaths by Fatality Type

As of March 6, 2022, approximately 84% of fatalities in people with COVID were either caused by COVID or COVID contributed to the death. Approximately 4.2% of fatalities in people with COVID were unrelated to COVID.

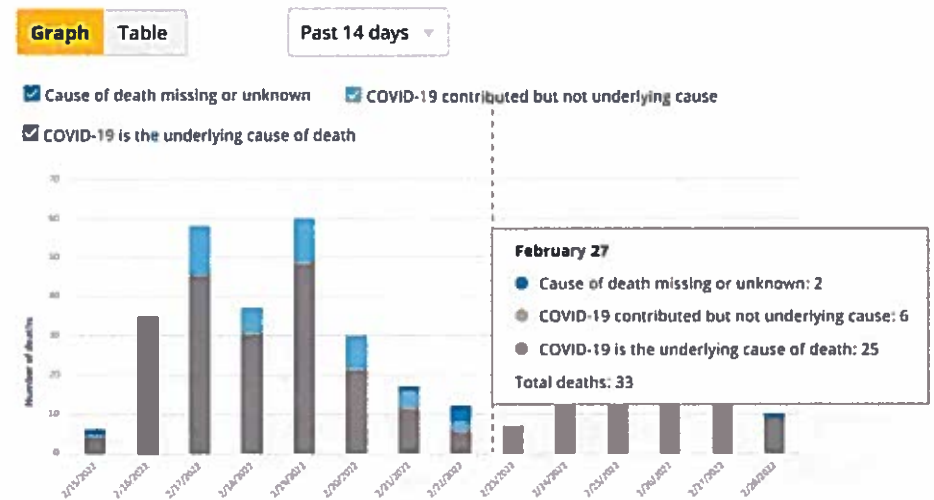
In addition to reporting the total number of deaths, we will begin reporting **daily net changes in the number of COVID-19 deaths reported day over day broken out into three fatality types**.

Information will be provided **from March 2020 and onward**. **Users will be able to select the following historic outlooks for:**

- Past 7 days
- Past 14 days
- Past 30 days
- Past 90 days
- All time

Deaths are not reported by the date on which death happened as reporting may include deaths that happened on previous dates.

### COVID-19 deaths by fatality type



See what we mean by: Cause of death missing or unknown

[Find out more about this data, including why there may be negative numbers.](#)

\*Mockup Example of new reporting

# Updates to COVID-19 Data Reporting

## Deaths by Vaccination Status and by Age Group

Vaccination remains the most powerful tool in averting COVID-19 death in all age groups and in particular among those 60 years and older. For example, among those 60+, those not fully vaccinated have a 20 times higher risk of dying compared to those with boosters.

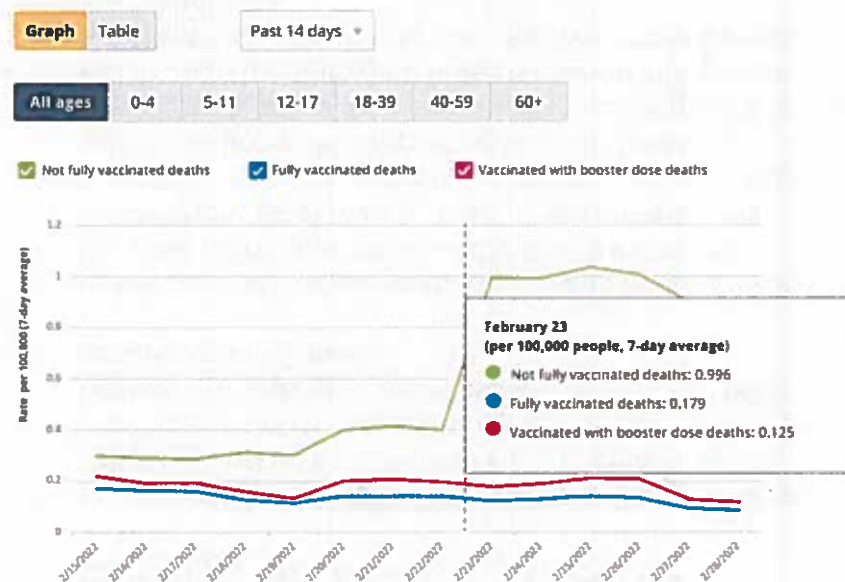
We will report rates of death by vaccination status and age group. Data will be **based on date of death**.

Information will include:

- **7-day moving average of rates of death according to vaccination status and age groups**
- Users will be able to select historic view for the past:
  - 7 days
  - 14 days
  - 30 days (coming soon)
  - 90 days (coming soon)
  - All time (coming soon)

### Deaths involving COVID-19 by vaccination status

Rate per 100,000 (7-day average) of COVID-19 deaths by vaccination status.



\*Mockup Example of new reporting

# Updates to COVID-19 Data Reporting

## Changes on March 11, 2022

We will no longer report deaths if the record indicates that COVID-19 was unrelated to the cause of death. This will cause a decrease in the total number of deaths.

The existing visuals that will be updated with this change include:

- Total deaths table
- Cumulative deaths graph
- Deaths by PHU
- Deaths according to age group

On March 11<sup>th</sup>, the "Reported today" and "Changes from previous day" will not be available for 1-2 days due to the change in methodology. The "Total deaths" will be available.

This change will provide a more accurate representation of deaths that are due to COVID-19 rather than all deaths in people with COVID-19.

## Ending on March 11, 2022

In response to the highly-transmissible Omicron variant, Ontario adjusted its COVID-19 testing guidelines to prioritize testing for those at highest risk and working in highest risk settings, consistent with practice in other jurisdictions in Canada.

In this context, we are no longer able to accurately track the total number of cases of COVID-19 in Ontario. Accordingly, as of March 11, 2022, we are discontinuing reporting on the reproductive number. Certain categories within existing public reporting (e.g., outbreaks in non-high-risk settings, cases with outbreaks in non-high-risk settings) will include the following note to caution interpretation until non-high risk settings are removed from the graph in the near future.

Key indicators such as per cent positivity, hospitalizations, and ICU admissions remain relevant indicators to inform our pandemic response.

The Ministry is examining when frequency of reporting should change.



Ministry of Health  
March 9, 2022

Ontario 



## Denise Holmes

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**From:** Danny Williamson <Danny.Williamson@wdgpublichealth.ca>  
**Sent:** Wednesday, March 9, 2022 11:53 AM  
**To:** Cam Guthrie; Kelly Linton; Wade Mills  
**Cc:** andrear@wellington.ca; Timothy Chan; Katie Duncan; Michelle Dunne; Scott Wilson; Scott Stewart; Sonya Pritchard; Chris Beveridge  
**Subject:** Statement from Dr. Mercer on local mask requirements

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.

Good Morning,

A number of you have reached out with respect to the Province's announcement this morning. A statement from Dr. Mercer follows:

"WDG Public Health will remove the local Section 22 Orders on masking pursuant to the Province's direction under the Reopening Ontario Act on masking on March 21, 2022. We will continue to monitor local COVID-19 conditions and respond as the situation requires.

While many of us are ready to take this next step, many are not. For families with children under five, members of our community with underlying health conditions and many who are just not ready to get 'back to normal', your concerns are very valid. Please continue to follow the public health measures that support your and your families' needs.

As much as we continue to move forward, there is no end date for the pandemic. We can each move forward only as quickly as our individual situations dictate. As a community, we have done so much together during this pandemic. We must continue to treat each other with empathy and kindness."

Thanks,

Danny

Danny Williamson, BA, BEd, MBA  
Communications Specialist  
Wellington-Dufferin-Guelph Public Health  
160 Chancellors Way  
Guelph ON N1G 0E1  
1-800-265-7293 ext. 4376  
[danny.williamson@wdgpublichealth.ca](mailto:danny.williamson@wdgpublichealth.ca)  
[www.wdgpublichealth.ca](http://www.wdgpublichealth.ca)

## Denise Holmes

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**From:** WCO President <wco.president@gmail.com>  
**Sent:** Thursday, March 10, 2022 12:05 PM  
**To:** Denise Holmes  
**Subject:** New setbacks recommended for wind turbines  
**Attachments:** WCO Setback Recommendation-March8-NP.pdf; Letter to Municipalities-March10.pdf

Good day:

Please see the attached letter and document for Council.

Thank you.

Jane Wilson

President

WIND CONCERNS ONTARIO

Ottawa

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Wind Concerns Ontario is a coalition of individuals and community groups concerned about the negative impacts on health, environment and the economy from industrial-scale wind power generation projects.

<http://www.windconcernsontario.ca>

# WCO | WIND CONCERNS ONTARIO

March 10, 2022

Municipalities of Ontario

**Re: Setbacks for industrial-scale wind turbines**

Wind Concerns Ontario has released its recommendations for setbacks between industrial-scale or grid-scale wind turbines and homes, and other buildings such as schools, long-term-care facilities, worker housing, etc.

The recommendations were developed after a review of current municipal bylaws and Official Plans, a review of setbacks employed in other countries around the world, and information on complaints of noise and adverse health effects collected in Ontario.

The setback recommended is 2 km between turbines and property lines. We believe this is a "reasonable compromise" and is more likely to be protective of health and safety than the current Ontario government setback of 550 metres, which is unchanged from 2009.

Please see the accompanying recommendation document.

Wind Concerns Ontario is a coalition of community groups, families and individuals concerned about the negative impacts of industrial-scale wind turbines on the economy, the environment, and people's health.

Jane Wilson RN, B.A.

President

WIND CONCERNS ONTARIO

[president@windconcernsontario.ca](mailto:president@windconcernsontario.ca)

## **Community group coalition recommends 2-kilometer setback for Ontario wind turbines to protect health, safety**

March 8, 2022

OTTAWA--- Wind turbines built in Ontario to generate electricity from wind energy should have a setback of a minimum of two kilometers says Wind Concerns Ontario.

Ontario's present regulations for siting of wind turbines cite a minimum of 550 metres; that is not adequate to protect health or safety, Wind Concerns Ontario says.

The Ontario government currently has almost 7,000 formal Incident Reports documenting environmental noise pollution, dating from 2006 to the end of 2018, many of which also contain citizen complaints of adverse health effects.<sup>1</sup>

"Since wind turbines first started operating in Ontario, people have been complaining about the noise," says Jane Wilson, RN, Wind Concerns Ontario president. "The comments made to Provincial Environmental Officers are just heartbreaking—people cannot sleep for days on end. They often leave their homes to get rest. Some of them leave, and never go back."

Environmental noise pollution is a known factor in adverse health effects including sleep disturbance, which over the long term, can lead to other health effects such as high blood pressure and other cardiac problems.

The Ontario government pledged to monitor research around the world and revise regulations as required, but this has not occurred, Wind Concerns Ontario says. The Ontario government returned siting powers to municipalities when it amended the Planning Act in 2019, but it did not provide any guidance as to what new zoning by-laws could be.

At present, many jurisdictions—particularly those with a long history of using wind turbines—are adopting greater setbacks for health and safety. In Bavaria, Germany, for example, setbacks from residences are 10 times the height of the turbine which is equivalent to more than 2,000 metres or 2 kilometres. In Spain, Sweden, Scotland and Poland, setbacks are between 1 and 2 kilometres. In its new zoning bylaw, the Ontario municipality of Dutton-Dunwich implemented a setback of 2,000 metres.

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<sup>1</sup> Wind Concerns Ontario. 2021. Response to Wind Turbine Noise Complaints by Ontario's Environment Ministry 2018.

Wind turbine noise is uniquely intrusive on the environment. U.S. acoustics professional Robert Rand says, “Unlike other power plant technologies which have numerous noise control options, the only reliable noise control for wind turbines is distance.”<sup>2</sup>

Other jurisdictions may have greater setbacks, and some have shorter, says Wilson. “We believe 2 kilometres is a reasonable compromise to protect health. Given the evidence, wind power operators should be supportive of every effort to be good acoustic neighbours.”

Wind turbine setbacks need to apply to all types of receptors including residential locations, both participant and non-participant, work locations, including farm locations, other employment locations, care facilities and schools.

A recent review of turbine equipment failures conducted by a group of Ontario municipalities also highlighted the inadequacy of the current setback of blade length plus 50 metres from property lines. The failure incidents profiled show that a minimum setback from the property line of tower height plus blade length (at least 200 metres for equipment used currently) is needed to protect against complete tower collapse. Additional distances are needed to protect against ice throw and the scattering of debris that can extend as far as twice the height of a wind turbine tower.

New setbacks also need to be applied to any repowering of existing turbines. The current practice of “grandfathering” existing wind turbines is not appropriate in light of evidence.

Wind Concerns Ontario is a coalition of community groups and individuals concerned about the negative impacts of industrial-scale or grid scale wind turbines (IWTs) on the environment, human health and the economy.

[contact@windconcernsontario.ca](mailto:contact@windconcernsontario.ca)

Jane Wilson

[www.windconcernsontario.ca](http://www.windconcernsontario.ca)

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<sup>2</sup> Rand, Robert. 2019. Health Impacts of Industrial Wind Turbines. Presentation at Erie County Community College, September 10, 2019.

## APPENDIX 1: CURRENT SETBACKS IN VARIOUS JURISDICTIONS

### EXAMPLES OF U.S. SETBACKS

State	County	Setback (m)	Comment
Indiana	Miami	600	Property lines
Kansas	Pratt	628	
Kentucky	Mason	1,600	Property Lines
Maine	Caratunk	2,414	Property Lines
	Clifton	1,219	Residences
Nebraska	Lancaster	1,600	Residences
N. Carolina	Newport	1,524	Property Lines
Oregon	Umatilla	3,219	Residences
Wyoming	All Counties	1,100	5.5 X Height to Property Lines

\*Note the setbacks to property lines, not the centre of houses as in Ontario

#### EXAMPLES OF EUROPEAN SETBACK DISTANCES

Country	Set-back
Austria	800 to 1,200 m
Denmark	4 X total height – 829 m
Estonia	1,000 to 2,000 m
Bavaria, Germany	10 x total height – 2,073 m
Baden, Germany	700 m
Brandenburg, Germany	1000 m
Sachsen, Germany	10 X hub height – 1,380 m
Hungary	1,000 to 2,000 m
Poland	10 x total height – 2,073
England	Local – 700 m to 10 x height
N Ireland	10 x rotor diameter – 1,386 m
Scotland	Local up to 2,000 m

Source: European Commission. 2018. Wind potentials for EU and neighbouring countries, p.52.



## Denise Holmes

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**From:** Emma Holmes [REDACTED]  
**Sent:** Sunday, March 13, 2022 5:56 PM  
**To:** Donna Funston  
**Cc:** Tracey Atkinson; Denise Holmes  
**Subject:** Resignation Letter  
**Attachments:** Resignation Letter - NDCC Board of Management.pdf

Good evening Donna,

Please find attached my resignation letter from the NDCC Board of Management effective immediately.

Thank you,

Emma Holmes

# Emma Holmes

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March 13, 2022

Donna Funston  
157101 Highway 10  
Melancthon, ON L9V 2E6

Dear Donna and The Board of Management,

Please accept this letter as my formal notice to resign from the North Dufferin Community Centre Board of Management, effective immediately.

Sincerely,



Emma Holmes

**CORPORATION OF THE TOWNSHIP OF MELANCTHON**

**BY-LAW NUMBER -2022**

**A BY-LAW TO PROVIDE FOR ADVANCE VOTING**

WHEREAS Section 43(1) of the Municipal Elections Act, 1996, S.O. 1996, c. 32, provides that the Council of a Municipality shall pass a By-law to establish one or more dates for an advance vote and the hours during which the voting places shall open on that date or dates:

BE IT THEREFORE ENACTED BY THE Municipal Council of the Corporation of the Township of Melancthon as follows:

THAT the voting period of Internet and Telephone Voting will commence at 10:00 a.m. on Friday, October 14, 2022 and end at 8:00 p.m. on Election Day, Monday, October 24, 2022.

BY-LAW read a first, second and third time and passed this 17<sup>th</sup> day of March, 2022.

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MAYOR

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CLERK

GB# 17.1.1

MAR 17 2022



*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)*

**MEMORANDUM**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: DUIVENVOORDEN COST RECOVERY AGREEMENT**

**DATE: MARCH 8, 2022**

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On February 16, 2022, the Township CAO/Clerk provided notice that the Township had received a complete application from Duivenvoorden Haulage Ltd (DHL) to amend the Township's Official Plan and Municipal Zoning By-law 12-1979, as amended. The application affects lands located in Part of the East Half of Lot 13 and the East Half of Lot 14, Concession 4 OS. The purpose of the applications are to redesignate and rezone lands for the purpose of expanding existing pit operations currently utilized by DHL.

The applications were accompanied by several studies and reports which are available for review on the Township's website, under Planning – Duivenvoorden Haulage Limited. These studies and reports will be peer reviewed by the Township's Professional Experts and the costs of the peer reviews will be paid for by DHL.

The Township prepared a Cost Recovery Agreement and sent it to Duivenvoorden Haulage for their consideration. The Agreement has been signed by Duivenvoorden and returned to Township Staff and is attached to this Memorandum to be executed by the Mayor and Clerk.

Recommendation Motion – that the Mayor and Clerk be directed to sign the Cost Recovery Agreement between Duivenvoorden Haulage Limited and The Corporation of the Township of Melancthon.

As soon as the Agreement has been executed, the Township will continue to process the applications.

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**COST RECOVERY AGREEMENT  
(the "Agreement")**

This Agreement made this        3rd        day of        March        , 2022.

**BETWEEN:**

**DUIVENVOORDEN HAULAGE LIMITED**  
(hereinafter collectively referred to as "the Applicant")

- and -

**THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

(hereinafter referred to as "the Corporation")

WHEREAS the Applicant has made application to the Corporation for planning approval necessary to develop the lands described in Schedule "A" (the "Lands").

AND WHEREAS the Applicant is the owner of the Lands;

AND WHEREAS it may be necessary to investigate and resolve planning, engineering, legal and/or other issues;

AND WHEREAS the Corporation may, at its sole discretion, find it necessary to engage professional planning, engineering, legal and other services in reviewing the application;

NOW THEREFORE in consideration of the sum of \$2 paid to the Corporation by the Applicant and in further consideration of the Corporation reviewing such application and incurring costs in so doing (the sufficiency of which is acknowledged by the Applicant), the parties agree as follows:

1. This Agreement shall not be construed as the Corporation's acceptance or approval of the application.
2. The Corporation agrees to review the application and may retain such additional planning, engineering, environmental, legal and/or other consultants as are deemed necessary by the Corporation to thoroughly evaluate the application. The Applicant shall be entitled to the provision of final reports submitted by such consultants but not to drafts, or communications which would otherwise be

privileged. The Applicant agrees that with respect to legal consultants, all such work shall be solicitor-client privileged to which it has no access.

3. The Corporation hereby notifies the Applicant that it intends to retain the Corporation's Solicitor to provide legal services relating to the preparation and execution of documents in connection with the Applicant's application.
4. The Applicant shall pay all reasonable costs specific to the application as incurred by the Corporation for its Solicitor (on a complete indemnity basis) and other consultants and its administrative costs in respect of the application, including interest on arrears if incurred as the result of delay in payment by the Applicant.
5. The Applicant shall, at the time of executing this Agreement, and further upon being notified by the Corporation from time to time, deposit funds with the Corporation to cover the Corporation's expenses including without limitation all consulting fees, disbursements, legal fees, staff time and administrative time and expenses. Any funds deposited hereunder shall be in the form of cash, certified cheque or bank draft. The initial deposit required to be paid to the Corporation shall be \$15,000.00. The Corporation is entitled to pay expenses as they come due from the deposit, and when the amount of the deposit held by the Corporation is less than \$2,000.00 at any time, and from time to time, upon written notice, the Applicant shall be required to deposit further additional amounts to replenish the amount of the deposit to at least \$10,000.00, failing which the Applicant shall be in default. In default of such deposits being made, the Corporation may refuse to continue to process the application, refuse to execute any agreement required as a condition of development approval or take such legal action against the Applicant as it deems necessary. For greater certainty, the Applicant shall pay, in addition to the initial deposit, any applicable application fees payable to the Corporation at the time that such application is filed, which application fees shall be applied towards planning consultant time and the Corporation's expenses incurred in the administration of the *Planning Act* approval.
6. The Corporation upon completion, termination, or withdrawal of the application, shall prepare and submit a final statement of account to the Applicant, including copies of all invoices submitted to it by its consultants. Surplus funds held by the Corporation shall be returned to the Applicant within sixty (60) days of such completion, termination or withdrawal. Surplus funds shall not be returned to any mortgagee or subsequent owner of the property referred to in the application except on the written direction of the Applicant or pursuant to a Court Order. In

the event of a deficiency, the Applicant shall pay the amount of such deficiency forthwith upon demand.

7. This Agreement shall not stand in lieu of or prejudice the rights of the Corporation to require such further and other agreements permitted by provincial or federal legislation in respect of any application that the Corporation may deem necessary.
8. This Agreement constitutes the entire agreement of the parties to date with respect to the payment of the Corporation's costs for professional planning, engineering, legal and other services required in consideration of the application. Any subsequent agreement which includes a provision relating to costs incurred by the Corporation shall be deemed to be supplementary to this Agreement and shall not supersede this Agreement.
9. This Agreement shall be effective from the earlier of the date of this Agreement and the date the application referred to herein was submitted to the Corporation.
10. The persons signing this Agreement on behalf of the parties warrant that each person who signs this Agreement is authorized to represent that party and to bind it in this Agreement.
11. This Agreement shall ensure to the benefit of and be binding upon the parties and their respective successors and assigns.
12. Should any provision or any part of any provision of this Agreement be declared null, void or inoperative, the remainder of the Agreement shall remain in full force and effect and shall be interpreted as a complete entity.
13. The Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario.
14. Any notice required pursuant to this Agreement shall be in writing and delivered personally, by confirmed facsimile transmission ("fax") or sent by registered mail to the following address:

Applicant(s):        Duivenvoorden Haulage Limited  
                             3245 9<sup>th</sup> Line  
                             Innisfil, Ontario  
                             L9S 3Z6

Fax: 705-431-2112

Attn: John Duivenvoorden

The Corporation: The Corporation of the Township of Melancthon  
157101 Highway 10  
Melancthon, ON  
L9V 2E6

Fax: 519-925-1110

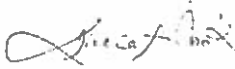
Attn: CAO or Clerk

Or to such addresses either of the Parties may indicate in writing to the other. Any notice given in accordance with this shall be deemed to have been received:

- i) Upon delivery if delivered personally;
- ii) At the time of transmission if sent by fax or email between 8:30 a.m. and 4:30 p.m. EST, or, if sent before or after such times, on the next business day; or
- iii) On the fifth day after posting, if sent by registered mail, provided that if such day is a Saturday, Sunday or holiday, on the next business day thereafter.



IN WITNESS THEREOF the parties hereto have duly executed this agreement as of the date so indicated below.



\_\_\_\_\_  
Witness

Tricia A. Cook  
Treasurer  
Duivenvoorden Haulage Ltd.  
Date: Mar 3, 2022



\_\_\_\_\_  
John Duivenvoorden  
Date: Mar 3, 2022  
President  
Duivenvoorden Haulage Ltd.

**THE CORPORATION OF THE  
TOWNSHIP OF MELANCTHON**

Per: \_\_\_\_\_  
Denise Holmes, CAO/Clerk  
I have authority to bind the Corporation

Per: \_\_\_\_\_  
Darren White, Mayor  
I have authority to bind the Corporation

**SCHEDULE "A"**

**Legal Description of Lands**

The Lands are legally described as follows:

**East Part of Lot 13, Concession 4 OS**

**East Part of Lot 14, Concession 4 OS**



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

*157101 Highway 10, Melancthon, Ontario, L9V 2E6*

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

**MEMORANDUM**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: HORNING'S MILLS COMMUNITY HALL RENTAL AGREEMENT/  
PRICE LIST**

**DATE: MARCH 10, 2022**

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Attached to this Memorandum is a Draft Rental Agreement and Price List prepared by the Horning's Mills Hall Board.

I would recommend that Staff be directed to have the Township's Legal and Insurance Company review the Rental Agreement before it is put into use.

I have been advised by Ruth Plowright that she will be looking after the rental bookings for the Hall. The Township's phone number is on the price list, in the event that someone requires information on rentals and then if they wish to book, we can refer them to Ms. Plowright.

Let me know if Council has any questions on the Draft Rental Agreement/Price List.

## Denise Holmes

---

**From:** Ruth <[REDACTED]>  
**Sent:** Thursday, March 10, 2022 12:08 PM  
**To:** Denise Holmes  
**Subject:** Horning's Mills Community Hall

Hi Denise

We are planning on opening up the Hall. We are doing an Easter event on good Friday. We would like to open it up for rentals in April the latest May. I have had some inquires for May.

We are working with you on the contracts and pricelist.

Let me know what else you need from us

Thanks

*Ruth Plowright*

[REDACTED]

Surround yourself with good people,good thoughts, good ideas and more good things will happen!

## Denise Holmes

---

**From:** Ruth [REDACTED]  
**Sent:** Wednesday, March 9, 2022 6:31 PM  
**To:** James McLean; 'Blaise Meunier'; 'Larry Taman'; 'utra hebden'; [REDACTED] Denise Holmes  
**Cc:** [REDACTED]  
**Subject:** Rental Agreement and pricing  
**Attachments:** Horning's Mills Hall Rental Agreement.docx; Horning's Mills Rental Fees.docx

Hello everyone

It is time to ramp things up to get the hall open. I have done a rental agreement as well as a pricelist. I have to get some information on insurance. When I was on the board we got a special price from Crewson Insurance for people who rented the hall. I will get that information.

Please have a look at what I put together and let me know of any changes needed.

Thanks

*Ruth Plowright*

Surround yourself with good people, good thoughts, good ideas and more good things will happen!

**Horning's Mills Community Hall  
RENTAL AGREEMENT**

Between:

Horning's Mills Community Hall Board

And

\_\_\_\_\_  
(the "Renter")

For use of the Horning's Mills Community Hall at 14 Mill Street ( the "Hall")

This Hall Rental Agreement (the "Agreement") is made this \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_ and is in effect until the \_\_\_\_\_ day of \_\_\_\_\_ 20\_\_\_\_\_.

Between: Horning's Mills Community Hall    Represented by: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Email: \_\_\_\_\_

-and-

Represented by: \_\_\_\_\_  
Phone: \_\_\_\_\_  
Email: \_\_\_\_\_

Renter: \_\_\_\_\_  
(Please Print)  
MUST BE OVER 18 YEARS OF AGE

For the Rental of the following area(s) of the Hall.

\_\_\_\_\_

In consideration of the Township of Melancthon and the Horning's Mills Hall Board permitting the renter to use the hall the renter agrees as follows:

1. The Horning's Mills Community Hall Board hereby grants to the Renter a licence to use those facilities in the Hall as more particularly described above on the following date(s) and time(s):

Date(s): \_\_\_\_\_

Time(s): \_\_\_\_\_

\_\_\_\_\_

Area(s): \_\_\_\_\_

Price: \_\_\_\_\_

Deposit: \_\_\_\_\_

Cleaning Fee: \_\_\_\_\_

2. This Agreement includes the specified areas of the Horning's Mills Community Hall. All points in this agreement are in reference to these areas unless otherwise specified.
3. The Renter does hereby release, remise and forever discharge, and agrees to indemnify and save harmless the Horning's Mills Hall Board and the Corporation of the Township of Melancthon, its Councillors, officers, executives, directors, officials, employees, agents, servants and representatives (hereinafter referred to as " the Releasees") from and against all claims, actions, costs, expenses, (including legal expenses and costs of a solicitor and his own client basis) and demands made by anyone in respect of death, injury, loss and damage to any person or property, howsoever caused arising out of or in connection with or during the use of the Hall and notwithstanding that the same may have been caused by, contributed to or occasioned by the breach of contract, breach of common duty of care as an occupier of premises, or otherwise of or by the Releasees. The foregoing applies to all claims, foreseen or unforeseen, including negligence and breach of statutory or other duty of care (including that owed under the Occupier's Liability Act).
4. The Renter Waives any and all claims the Renter has or may have in the future against the Releasees arising from this Agreement or the use of the Hall.
5. The Renter agrees to assume all risks, both known and unknown, and all consequences thereof, arising out of or in connection with the use of the Hall.
6. The Renter, including its officers, volunteers, agents, employees, invitees, officials, players, coaches, trainers and contractors will adhere to all rules, regulations, policies and conditions regarding the Hall.
7. Rental fee is payable two weeks before rental date. Rental includes all utilities.
8. Cancellation of Rental requires at least two (2) business days. Otherwise the Renter will lose the deposit.
9. The elevator is to be used for the transportation of people with physical need. The renter agrees to not use the elevator to move goods. Any damage to the elevator during the length of the rental agreement will be charged to the Renter.
10. The Renter is responsible for payment of the cleaning fee as per the Horning's Mills Community Hall price list, attached to the rental agreement. The Hall should be left in a reasonably clean state at the end of the term of this Agreement.
11. Any major damage caused by negligence or other means by the Renter or their guests, invitees, agents or employees is the responsibility of the renter. The renter is responsible for any and all damage to the facilities and/or contents and fixtures, all damage must be reported immediately. Renter is expected to cover the cost of all repairs, replacement and extra cleaning required as a result of the rental.
12. The Renter shall ensure that the Hall is kept in neat condition during the term of this Agreement and will ensure that garbage and debris is placed in the refuse containers provided.
13. The Horning's Mills Hall Board does not assume any responsibility for any property that has been left at the Hall whether it is broken or goes missing
14. Any and all necessary permits for all activities taking place at the Hall during the time of rental are the sole responsibility of the Renter. The Renter shall produce copies of all necessary permits upon demand.

15. The Renter will not provide or drink alcoholic beverages in areas of the Hall that they have not purchased a legal liquor license for (i.e.: washrooms, parking lot etc.) Alcohol sale and/or consumption is not permitted unless a liquor license is purchased, and all rules of said license are followed, by the Renter, its guests, invitees and employees throughout the rental agreement.
16. Failure to comply with the Agreement may result in the event being shut down and loss of future permitting privileges of municipally owned facilities.
17. The Smoke Free Ontario Act designates all municipal building as smoke free. The Renter shall ensure that smoking in the Facility is not permitted.
18. The Renter shall not permanently affix any objects or decoration, nor shall any decorations used by the renter change or damage the Hall in any way> no open flame is permitted in the Hall or Hall property. Any candles used must be entirely enclosed in a non-flammable vessel such as a glass shade.
19. The Renter is responsible for any fire call in the event of a fire or false fire alarm.

Renters Initials \_\_\_\_\_

I hereby acknowledge that I have carefully read the above, and did receive a duplicate copy of this agreement this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

THIS AGREEMENT EXECUTED on behalf of:

HORNING'S MILL HALL BOARD

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_

RENTER

Signature: \_\_\_\_\_

Print Name: \_\_\_\_\_

Phone: \_\_\_\_\_

Email: \_\_\_\_\_



## **HORNING'S MILL COMMUNITY HALL PRICE LIST**

	<b>Melancthon Residents</b>	<b>Others</b>
One Floor with kitchen	\$125.00	\$150.00
Two floors without Kitchen	\$200.00	\$225.00
Two floors with Kitchen	\$250.00	\$275.00
Kitchen only ( Sun.-Thurs.)	\$100.00	\$125.00
Kitchen only (Frid. and Sat.)	\$150.00	\$175.00
Cleanup Fee- Basic each floor	\$100.00	\$125.00
Security Deposit-refundable	\$100.00	\$125.00
Community Events	\$50.00	

\*Deposits will be held for a period of up to 30 days or until such time as the Hall Board has inspected the Hall for damage or deficiencies and cleared the deposit for refund.

\*\*Key to be picked up at the Township office 24hrs before. There is a \$200 deposit fee for the key. Office Hours are Monday to Friday, 8:30 a.m. to 4:30 p.m.

To rent the Hall please call: Ruth Plowright 519-941-6333

Township Office 519-925-5525

## Denise Holmes

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**From:** James McLean  
**Sent:** Sunday, March 13, 2022 1:19 PM  
**To:** Denise Holmes  
**Cc:** Darren White; Margaret Mercer; David Besley  
**Subject:** Fwd: Dieppe 80th  
**Attachments:** Canada-Remembers-Dieppe-2022.pdf

Denise,

Could we add this to the agenda? There may be opportunities to partner with MOD, the Legion, and the Defining Moments Canada.

Fyi, members of Council.

Dufferin County may also be interested in this...

James

Get [Outlook for Android](#)

---

Good afternoon Everyone,

I am very pleased to make your (virtual) acquaintance. Thank you very much Roy for the soft intros, greatly appreciated! And Patricia, thank you also for your reply.

I am the Program Advisor for Veterans Affairs Canada, Commemoration branch, for Western Canada, so I am very pleased to have this opportunity to make a connection with you all.

The 80th is of course a few months away yet, but, our Commemoration team is already sending folks like me out to try to get a sense of any plans that are in the works in Western Canada for Commemorative ceremonies. VAC itself will develop and deliver a fairly sizeable Event to mark this important Anniversary. Right now it's in the very early planning stages and I suspect will be centered in Ontario. That being said, I hope that I can provide you folks with some level of support for the Association.

During this challenging era of a global pandemic I am all too aware of difficulties in planning efforts when Provincial Health Orders and various protocols seem perpetually in flux. No doubt there are a number of things you could do to

---

create a meaningful Event on the day.

A couple of ideas that come to mind:

engage in a Postcard exchange between members of the various Regiments associated with Dieppe and/ or family members/descendants of Veterans. These could then become part of a visual display of interest to members of the Association and perhaps youth.

Incorporate a ham radio exchange between yourselves and folks in Dieppe (this was done at Vimy 100 in my city and drew a lot of keen interest).

As for our folks here at VAC we have a number of interesting pieces about Dieppe on our website:

<https://www.veterans.gc.ca/eng/remembrance/battles-and-stages/battle-of-dieppe> including historical fact sheets that you can order and receive. There are also lesson plans within this section which may contain some projects that you could incorporate into a ceremony if you are engaging Cadets or school children.

We will also have some amazing banners done up which you might like to order. They come in pairs and are designed for light standards so are quite large, but could be suspended in Museums or Armouries etc. All of our materials are free of charge, which helps too! I have attached a copy of the design of the banners for your consideration.

<https://www.veterans.gc.ca/eng/remembrance/commemorative-events/commemorative-partnership/engagement>

Finally, we have a funding program within our Community Engagement unit with funds of up to \$2500 for a local event and \$5000 for a regional event, which could be very helpful towards supporting your ceremony.

I hope you find the above helpful and invite you to please reach back at your convenience if you would like to discuss further or if I may be of additional assistance.

Kind regards,

Donna

Hosting a virtual Commemorative Event via Social Media?

Please feel free to post it on our Calendar of Events at:

<https://www.veterans.gc.ca/eng/remembrance/commemorative-events>

**Donna V. Twemlow**

**Program Advisor/ Conseillère en programmes**

**Commemoration Division | Veterans Affairs Canada / Direction générale de la commémoration | Anciens Combattants Canada**

**Government of Canada / Gouvernement du Canada**

**605 Robson Street, 9th Floor / 605, rue Robson, 900**

**Vancouver, BC V6B 5J3 / Vancouver, C.-B. V6B 5J3**

**Tel: (236) 334-0149 / Tél: 236.334.0149**



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

*157101 Highway 10, Melancthon, Ontario, L9V 2E6*

*Telephone - (519) 925-5525*

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

**MEMORANDUM**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: MULTI-YEAR ACCESSIBILITY PLAN**

**DATE: MARCH 11, 2022**

---

Attached is the Township of Melancthon's Multi-year Accessibility Plan 2022-2025.

There are two pieces of legislation in Ontario that specifically address accessibility:

1. Ontarians with Disabilities Act, 2001 (ODA)
2. Accessibility for Ontarians with Disabilities Act, 2005 (AODA)

This 4-year Plan was developed with the advice from people with disabilities, County of Dufferin/Melancthon Township Staff and the County of Dufferin's Accessibility Advisory Committee. This Plan is a continuation of the County of Dufferin and Member Municipalities Multi-Year Access Plan 2017-2021. The 2022-2025 Plan focuses on education and training to further the objectives of the above noted legislation.

Staff Recommendation – That Council for the Township of Melancthon approves the Township of Melancthon's Multi-year Accessibility Plan 2022-2025 as presented.

# Multi-Year Accessibility Plan Township of Melancthon, ON

The Township is committed to eliminating barriers to our services, products and facilities now and in the future. Employees need to be able to function effectively and the public needs to receive timely, high quality services in a way that works for them.



Educate Staff  
and Council

Implement  
Policies

Engage  
Stakeholders

Develop  
Strategies

Allocate  
Funding

Make  
Changes

Celebrate  
Successes

COMPLETE BY		GOALS
<input type="checkbox"/>	February 2022	Council approves 2022-2025 Multi-Year Accessibility Plan
<input type="checkbox"/>	March 2022	Assess requirements and draft plan for conducting an accessible municipal election
<input type="checkbox"/>	April 2022	Initiate a training cycle for staff and volunteers to receive refresher every three (3) years.
<input type="checkbox"/>	May 2022	Recognize accessibility champions and celebrate Accessibility Awareness Week
<input type="checkbox"/>	June 2022	Conduct Accessibility and Ontario Human Rights refresher training for staff
<input type="checkbox"/>	September 2022	Review and revise IASR – Accessibility Compliance Policy
<input type="checkbox"/>	October 2022	Ensure municipal election is accessible
<input type="checkbox"/>	November 2022	Conduct Accessibility and Ontario Human Rights training for new Council
<input type="checkbox"/>	December 2022	Review and report accomplishments and establish 2026 priorities
<input type="checkbox"/>	January 2023	Appoint members of the County Accessibility Advisory Committee
<input type="checkbox"/>	March 2023	Conduct Accessibility and Ontario Human Rights training for committee appointees
<input type="checkbox"/>	May 2023	Recognize accessibility champions and celebrate Accessibility Awareness Week
<input type="checkbox"/>	June 2023	Conduct Accessibility and Ontario Human Rights refresher training for staff
<input type="checkbox"/>	September 2023	Review and revise IASR – Accessible Customer Service Policy
<input type="checkbox"/>	December 2023	Review and report accomplishments and establish 2027 priorities
<input type="checkbox"/>	March 2024	Conduct Accessibility and Ontario Human Rights training for staff committee appointees
<input type="checkbox"/>	May 2024	Recognize accessibility champions and celebrate Accessibility Awareness Week
<input type="checkbox"/>	June 2024	Conduct Accessibility and Ontario Human Rights refresher training for staff
<input type="checkbox"/>	September 2024	Review and revise IASR – Design of Public Spaces
<input type="checkbox"/>	December 2024	Review and report accomplishments and establish 2028 priorities

□	May 2025	Recognize accessibility champions and celebrate Accessibility Awareness Week
□	June 2025	Conduct Accessibility and Ontario Human Rights refresher training for staff
□	September 2025	Review and revise IASR – General Requirements
□	December 2025	Review and report accomplishments and establish 2029 priorities

#### PRIOR ACCOMPLISHMENTS

✓	Provided Accessible Customer Service training to all staff
✓	IASR Policies created and adopted
✓	Developed a multi-year accessibility plan
✓	Embedded accessibility requirements into the procurement process
✓	New websites are compliant with Web Content Accessibility Guidelines (WCAG) 2.0 Level AA
✓	Accessible document training provided to key staff
✓	Developed policy for municipal employees who have a disability and require assistance in evacuating the building in an emergency situation
✓	Have a process in place to create individual accommodation plans for employees with disabilities
✓	Consultation with Accessibility Advisory Committee for major developments





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**MEMORANDUM**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: AMENDMENT TO TOWNSHIP SOCIAL MEDIA POLICY**

**DATE: MARCH 9, 2022**

---

At the meeting of Council held on March 3, 2022, discussion ensued regarding an amendment to the Township's Social Media Policy to address the issue of Council Member's personal Facebook accounts and statements made on their own page and on any Community Facebook pages.

Three verbal suggestions for amendments were given as follows:

- Statements made on a Council Member's Personal Social Media Page, or statements made on a Community Social Media page by a Council Member does not necessarily reflect the position of Council or the Township.

or,

- Statements made on any Social Media Platform made by a Member of Council does not necessarily reflect the position of Council or the Township.

or,

- Statements made by any Council Member on any Social Media Platform other than that of the Township of Melancthon's Official Page is the opinion of the individual Council Member and does not necessarily reflect the position of Council or the Township, unless they were directed to do so by Council.

I am also recommending that Staff Member/Member of Staff be included in the above amendments.





# **THE CORPORATION OF THE TOWNSHIP OF MELANCTHON**

## **SOCIAL MEDIA POLICY**

Adopted by Council on: September 2, 2021

The Township of Melancthon is committed to increasing communication efforts with the public via social media and to increase traffic to the Township's website. This policy will ensure consistent standards in providing information to the public via social media. Social media can greatly enhance our municipal brand and can facilitate business development, job growth and community pride.

### **Strategic Plan Alignment:**

Strategic Objective: Quality of life - Enhanced amenities and services for residents and visitors.

### **Scope:**

This policy applies to all forms of internet-based technologies for social media including, but not limited to: Twitter, YouTube, Facebook, Flickr, Instagram etc. Schedules attached outline the social media sites currently approved by Council.

### **Application:**

Social networking applications will be executed with the following guidelines:

- Information pertaining to Township events and/or activities
- Information pertaining to Township services
- Information pertaining to Public Health and Safety if possible (eg. road closures, inclement weather, etc.)
- Information pertaining to Emergency Services
- Any other information at the discretion of the CAO

**General Guidelines:**

The Township of Melancthon's website: [www.melancthontownship.ca](http://www.melancthontownship.ca) will remain the Township's primary and predominant internet presence for in-depth information, forms, and online documents. All social media usage will direct visitors back to the appropriate section of the website if possible.

The general upkeep and communications for the Township's social media will be managed by Township staff at the discretion of the CAO during normal business hours only.

Any user and/or content that is deemed to be inappropriate, which includes but is not limited to: obscene, derogatory, pornographic, discriminatory, sexual, racist, personal attacks, insults, profane language, illegal, threats, potentially libelous statements, copyrighted, plagiarized, private or personal (without consent), spam or information that may tend to compromise the safety or security of the public or public systems will be removed immediately.

**Committees/Boards use of Social Media:**

Committees/boards cannot use Township branding when promoting events on any social media platforms without the express permission of the Township.

**Disclaimer of Liability:**

The Township of Melancthon shall not be held liable for any improper or incorrect use of the materials or information utilized with social media and assumes no responsibility for any user's use of them, either indirectly or directly. The Township reminds visitors to our social media pages, that these events are not necessarily endorsed by the Township and that the Township assumes no liability for same. All comments or other content posted via social media may be considered public records and be subject to public disclosure under MFIPPA.



## **SCHEDULE 1 TO SOCIAL MEDIA POLICY TOWNSHIP OF MELANCTHON TWITTER TERMS OF USE**

### **Introduction:**

Twitter is a 'microblogging' platform which allows users to post and exchange short messages (up to 140 characters in length) and converse publicly with other users via a mobile phone or web browser. Twitter allows users to share links to online information, publish photographs and share other media such as video. Apart from direct messages exchanged between users, all messages (or 'tweets') are public and visible to all for review, comment and sharing.

### **Availability:**

The Township of Melancthon updates and periodically monitors its Twitter account during regular business hours (excluding holidays) Monday to Friday 8:30 am to 4:30 pm. Twitter may occasionally be unavailable and the Township of Melancthon accepts no responsibility of service due to Twitter downtime.

### **Following:**

The Township of Melancthon does not automatically follow organizations or individuals who follow the Township.

The Township may follow relevant organizations including government agencies, organizations in the health or emergency sector and other parties where there is a clear link in communicating and receiving pertinent public information. The Township of Melancthon will generally not follow individuals unless they are known in a professional capacity and satisfy the business rule above. Being followed by the Township of Melancthon does not imply endorsement of any kind.

### **Unfollowing:**

As part of account maintenance and monitoring, the Township of Melancthon will regularly review accounts it is following. This may result in unfollowing accounts.

**Privacy:**

The Township of Melancthon does not capture or record the contact details of parties following its Twitter accounts. Any information identified or deemed confidential or private is treated in accordance with Twitter's Privacy Policy.

**@Replies and Direct Messages:**

The Township of Melancthon welcomes feedback and ideas from its followers. We read all @replies and direct messages are read to ensure that any emerging themes or helpful suggestions are forwarded to the appropriate department for their information. The Township of Melancthon may issue a general response and/or update when deemed appropriate. The usual ways of contacting the Township of Melancthon for official correspondence are detailed in the Contact Us section of the Township of Melancthon website.

**Hashtags (#):**

It is a convention among Twitter users to distinguish content using semantic tags (keywords) preceded by a # sign. This enables users to search and filter information based on keywords and share information more meaningfully. Hashtags also allow users to quickly identify 'trending' topics (as displayed on the Twitter.com homepage). The Township of Melancthon's official hashtag is #Melancthon.

**Re-tweeting:**

The Township of Melancthon actively seeks opportunities to re-tweet content that contributes to the dissemination and exchange of useful information about the Township of Melancthon and related topics.



## **SCHEDULE 2 TO SOCIAL MEDIA POLICY TOWNSHIP OF MELANCTHON FACEBOOK TERMS OF USE**

### **Introduction:**

Facebook is a social networking platform which allows users to post and exchange messages and converse publicly with other users via a mobile phone or web browser. Facebook allows users to share links to online information, publish photographs and share other media such as video. Apart from private messages exchanged between users, all messages are public and visible to all for review, comment and sharing. Melancthon Township reserves the right to turn messaging and conversations on or off at its discretion.

### **Availability:**

The Township of Melancthon updates and periodically monitors its Facebook account during regular business hours (excluding holidays) Monday to Friday 8:30 am to 4:30 pm. Facebook may occasionally be unavailable and the Township of Melancthon accepts no responsibility of service due to Facebook downtime.

### **Following (Like):**

The Township of Melancthon does not automatically follow organizations or individuals who follow the Township. The Township may follow relevant organizations including government agencies, organizations in the health or emergency sector and other parties where there is a clear link in communicating and receiving pertinent public information. The Township of Melancthon will generally not follow individuals unless they are known in a professional capacity and satisfy the business rule above. Being followed by the Township of Melancthon does not imply endorsement of any kind.

### **Unfollowing:**

As part of account maintenance and monitoring, the Township of Melancthon will regularly review accounts it is following. This may result in unfollowing accounts.

**Privacy:**

The Township of Melancthon does not capture or record the contact details of parties following its Facebook accounts. Any information identified or deemed confidential or private is treated in accordance with Facebook's Privacy Policy.

**Replies and Private Messages:**

The Township of Melancthon welcomes feedback and ideas from its followers. We read all replies and private messages are read to ensure that any emerging themes or helpful suggestions are forwarded to the appropriate department for their information. The Township of Melancthon, at their discretion, may issue a general response and/or update when deemed appropriate. The usual ways of contacting the Township of Melancthon for official correspondence are detailed in the Contact Us section of the Township of Melancthon website.

**Likes and sharing:**

The Township of Melancthon actively seeks opportunities to like and share content that contributes to the dissemination and exchange of useful information about the Township of Melancthon and related topics.

**Measurement:**

Facebook success will be measured through the number of friends following the Township of Melancthon, and the number of likes specific content gets. It can also be monitored by increased web traffic related to certain posts.



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

*157101 Highway 10, Melancthon, Ontario, L9V 2E6*

*Telephone - (519) 925-5525*

*Fax No. - (519) 925-1110*

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

**MEMORANDUM**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: AMENDMENT TO PROCEDURAL BY-LAW – PETITIONS AND COMMUNICATIONS**

**DATE: MARCH 9, 2022**

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At the meeting of Council held on March 3, 2022, discussion ensued regarding an amendment to the Township's Procedural By-law Section 37 regarding the publishing of letters/emails from residents/ratepayers in the Agenda packages.

During the discussion it was noted that Staff rely on Section 37 of the Procedural By-law when dealing with this matter. Staff contacted municipalities in Dufferin and Councillor McLean had also obtained information from other municipalities and it appears that Melancthon is following similar rules as other municipalities.

It was suggested that Section 37 of the Procedural By-law be amended. Below is draft wording to replace the current Section 37:

37. Every communication addressed to Council, including a petition designed to be presented to the Council, shall be legibly written or printed, shall not contain any obscene or improper language; and must include the author's full name and current contact information, at a minimum, the author's address, telephone number and email and filed with the Clerk. Once received, the communication shall be published in the Agenda package and form part of the public record. The communication shall be submitted in accordance with Section 16 of the Procedural By-law.

Staff Recommendation – That Council approve the amendment, as presented, to Section 37 of the Township's Procedural By-law 16-2015 and directs the Staff to prepare an amending By-law for the next meeting.

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**The Corporation of the**

**TOWNSHIP OF MELANCTHON**

**157101 Highway 10, Melancthon, Ontario, L9V 2E6**

**STAFF REPORT**

**TO: Council**

**FROM: Sarah Culshaw, Treasurer/Deputy-Clerk**

**DATE: March 17, 2022**

**SUBJECT: Cost Benefit Analysis**

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**Purpose**

As a result of Discussions with Council regarding the North Dufferin Community Centre, Councillor Margaret Mercer and myself met to discuss forming this report for the purpose of Analyzing the Costs and usefulness of the North Dufferin Community Centre and to assist Council in the decision-making process when entering an NDCC agreement with the Township of Mulmur.

**Background & Discussion**

As of 2018 The Corporation of the Township of Melancthon and the Corporation of the Township of Mulmur entered into an agreement to equally share the costs to run and Maintain the North Dufferin Community Centre. Previous to 2018, the Township of Melancthon had paid a user fee. The following are the amounts paid for the last 10 years.

Year	
2012	\$ 7,500.00
2013	\$ 7,500.00
2014	\$ 7,500.00
2015	\$16,100.00
2016	\$17,500.00
2017	\$17,500.00
2018	\$45,276.51
2019	\$55,023.65
2020	\$54,410.44
2021	\$53,348.56
2022	\$76,758.00 (budgeted)

GB#17.3.3

MAR 17 2022



When doing a cost benefit analysis, decisions can be made whether to endeavor into a project to determine if it has economic benefits. In the case of the North Dufferin Community Centre it is clear that we, the Townships, cannot economically benefit from this arena. This is typical with smaller Municipally run Community Centre's. There may be opportunities to bring in some additional revenue, or cut down on some expenditures however, it would be minimal and the cost to run the Community Centre will likely increase and continue to run a deficit for the foreseeable future. Therefore, instead of weighing the financial benefit, it would be prudent to also consider the financial implications versus service delivery benefit. The below information may be considered.

Anticipated future costs re: Building Conditions – Below is the approved option (D) from North Dufferin Community Centre Efficiency Review completed in October 2020.

5.4 Option D – Existing Facility Plus Expansion (Cont'd)

Capital Costs

Option D consists of maintaining the existing arena, a new community room and kitchen, updated administration offices and new changerooms. The new renovation would be a single storey addition and would require the demolition of the existing 2-storey entrance.

The estimated total capital cost with contingencies range from \$7.2 million to \$7.6 million, which includes the expansion (\$5.7 million to \$6.1) and the necessary arena maintenance and repair items (\$1.5 million).

The community space provided in this option would be a significant improvement over the current Norduff Room. It would be larger and more accessible on the first floor with a kitchen and a more spacious lobby and administrative office. The new changerooms would also provide the same arena experience improvement as in Option B.

Replacement and Repair Order of Magnitude Budget	
New ice slab	\$500,000
New dasher boards	\$125,000
New ice maker overhead door	\$20,000
Accessible washrooms (1 @ 250 sf x \$350 psf)	\$87,500
Accessible entrances	\$25,000
Accessible viewing	\$100,000
Ice plant upgrades	\$50,000
Washroom renovations	\$100,000
New vinyl / skate flooring	\$45,000
Total	\$1,052,500
Soft Costs, excludes FF&E at this time (20%)	\$210,500
Design Contingency (20%)	\$252,600
Total Class D Cost Estimate	\$1,515,600

Capital Budget for New Community Hub Building attached		
Cost Per ft2 Range *	Low	\$290
	High	\$310
Total Cost Range	Low	\$4,756,000
	High	\$5,084,000
Class D Contingency	Low	\$951,200
	High	\$1,016,800
Total Cost (incl. Contingency)	Low (Rounded)	\$5,700,000
	High (Rounded)	\$6,100,000
Facility GFA (ft2)		16,400

Option D – Existing Facility Plus Expansion

- Revenue:
  - Significant increase in room revenue (fees increased 25%, bookings increased to 150 per year)
  - Incremental increase (10%) in ice bookings, sponsorship, vending
- Expenses:
  - Increase in utilities, custodial, and maintenance on a per square foot basis

The committee has also applied for a grant for the extensive upgrades and additions. This grant money will cover 60% of the project up to \$8.5M. Dickinson and Hicks have been contracted to complete a more extensive Feasibility and Arena Assessment Report including a Conceptual Design as per Sierra’s recommendation. This report is complete and the intent is that it will be presented to the Board and both Councils at the same time. The grant is still pending approval.

Financial Review – The Municipal contributions from both municipalities have increased over the past several years, however the Community Centre is still operating with a deficit. As noted before, this is common amongst most municipal recreation facilities.

Additional Revenue opportunities – Opportunities may exist with further possible revenue sources. Such sources could be - donation requests, additional vendor possibilities, as well as possible granting prospects. It could also benefit from a fundraising committee.

Market trends – Due to the current global pandemic trends have changed considerably, however, as we move forward and get use to our “new normal” it is expected that activity engagement will increase to what it was, in fact many studies show that there may even be more interest as there are strong links between physical activity/community engagement and mental health. Other trending sport opportunities that could take place at the North Dufferin Community Centre are: Pickleball, Cricket, Rugby, Basketball, Badminton, Lacrosse, Ultimate Frisby, as well as a possible summer day camp.

New Facility – a new facility would cost approximately \$20M

Below are some prospective options put together in the North Dufferin Community Centre Efficiency Review.

Prospective Options for the NDCC

The following tables provide the pros and cons for a series of 6 prospective options for the future of the NDCC.

Prospective Option	Option 1: Do Nothing	Option 2: Undertake list of Improvements Identified by Study Team	Option 3: Removal and full redevelopment of the two storey (non ice barn) portion IN-SITU
Pros / Supports	<ul style="list-style-type: none"><li>Capital funding constraints (an inverse support for this option)</li><li>Absent a building bondition assessment (BCA) for building, our assessment shows potential for scoped investment to spread capital expenses over period of time</li><li>Arena is functionally obsolete but can be maintained</li></ul>	<ul style="list-style-type: none"><li>Subject to a full BCA (as recommended), undertaking a phased approach will maintain current functionality</li><li>Improves accessibility to existing upper floor</li><li>Improved accessibility warrants subsequent improvements in kitchen facilities and washrooms (and a range of other improvements such as improved noise amelioration)</li><li>Change room development could be undertaken without impeding seasonal use of arena</li></ul>	<ul style="list-style-type: none"><li>Significant opportunity to re-plan multi-purpose use of the facility and improve arena related uses.</li><li>Given rink structure and ice is generally functional for community level play (albeit with non-regulation size), a new multi-use addition will SIGNIFICANTLY improve visitor experience</li><li>Development will improve multi-seasonal sport and community functionality</li><li>Can be developed as a separate structure</li><li>Examples of incremental addition represent normal practice</li></ul>
Cons / Challenges	<ul style="list-style-type: none"><li>Arena is functionally obsolete</li><li>Change rooms, foyer, concession, and upper floor community room functionally obsolete</li><li>Renovation is not practically an option</li><li>Declining level of service</li><li>Deferring capital cost (the cost of doing nothing is not nothing)</li><li>Ultimate (medium to long term) requirement to replace entire building</li></ul>	<ul style="list-style-type: none"><li>Current functionality throughout building (especially upper floor use) is not significantly improved</li><li>Significant expenditure to improve functionality only modestly – and no increase in gross floor area</li><li>Significant cost relative to existing depreciated replacement cost of the entire facility</li><li>This is not an option in and of itself but a list of recommended changes that respond to the most pressing needs</li><li>Expenditure on expanded change rooms implies both a new footprint addition and renovation/re-use of existing change rooms – this suggests there is a better, more comprehensive option that should be considered</li><li>No capacity to service other potential dedicated uses in the building</li></ul>	<ul style="list-style-type: none"><li>New connected to old – eventual need for replacement of arena structure may constrain future site planning, design, and functionality of replacement arena</li><li>May impede arena use for one season (will require temporary change rooms outside of building)</li><li>New addition on an old arena places limits on acceptable expenditure before total replacement of arena and ancillary space is warranted. This limits capacity for significant addition of net new GFA</li></ul>

Prospective Options for the NDCC

Prospective Option	Option 4: Redevelopment of the entire building with a replacement facility (components to be a single sheet, modern support facilities as a minimum) a. In situ or b. Elsewhere on site	Option 5: Recommended Improvement to Arena and NEW single storey multi-use community hub building attached	Option 6: Decommissioning of the building and demolition with replacement facility built in Mansfield (or elsewhere) -- remaining site used for parkland / sports fields primarily
Pros / Supports	<ul style="list-style-type: none"><li>Represents long-term planning based on investment in a 4 season multi-use facility</li><li>Location improves likelihood of cost sharing</li><li>Highest value for money solution</li><li>New facility option opens up potential for more significant multi-use capability within site limits and within limits of identified future community need</li><li>Capacity to rebuild on western portion of site without ceasing arena operations</li></ul>	<ul style="list-style-type: none"><li>Potential for at the side (north or south corners) providing for larger banquet/meeting and the expansion of the change room requirements.</li><li>Could house other uses (demand permitting)</li><li>Could/ should include consideration of upper floor space where warranted to maximise use of the footprint -- available area for development is limited</li></ul>	<ul style="list-style-type: none"><li>Similar benefits to option 4</li><li>Opportunity to meet regional needs (need more observation on this per Recreation Master Plan component)</li></ul>
Cons / Challenges	<ul style="list-style-type: none"><li>Highest cost option</li><li>Question whether a new arena represents a long term need relative to existing regional supply (need to understand local hockey association boundary requirements)</li><li>In regional terms, site limits and location may not justify a larger, more efficient scale facility which is in the interests of better regional planning (regardless of who pays for capital and operating costs). Site likely represents a continuance of the "local arena" rather than regional multi-use concept. (needs further research to conclude this)</li><li>In-situ replacement would represent a loss of the existing arena during construction</li></ul>	<ul style="list-style-type: none"><li>Site is limited in size and expansion north and south particularly limited within property boundary (is there the potential for purchase of land at south?)</li><li>Potential need to expand parking into area currently designed for sports field (creates opportunity to permit new uses in the balance of lands (recreation master plan to provide comment on this)</li><li>Similar limitation on level of expenditure and new GFA because of linkage to existing arena that eventually will need to be replaced (is there an option to further invest in arena to ensure not only its long term use but significant improvement in functionality -- unlikely)</li></ul>	<ul style="list-style-type: none"><li>Cost sharing jeopardized</li><li>Site uncertain -- needs investigation</li><li>Likely to ultimately be larger more expensive functional program</li><li>Pending cost neutral lease opportunity, existing building would need to be decommissioned and site repurposed (recreation master plan will consider range of non-arena needs that could be established over time in the Honeywood site)</li></ul>

Respectfully submitted:

Sarah Culshaw  
Treasurer/Deputy-Clerk



*The Corporation of*

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## MEMORANDUM

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: FULL SCALE REVIEW OF NDCC AGREEMENT**

**DATE: MARCH 14, 2022**

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At the last meeting of Council, Council members were asked to put their comments, questions and concerns regarding the Agreement in writing to the Clerk, and they would be compiled in the memo.

### **Mayor White**

Recognition of joint ownership only at such time as retrofit is complete based on amount per capita of municipality. (If we pay 50% we have 50% ownership).

No outside amenities are included in the agreement regardless of whether they are part of the overall campus. (ball field, playground, cenotaph are Mulmur's responsibility)

### **Deputy Mayor Besley**

Ownership. If the municipality is paying fifty percent of operating expenses and capital expenses, there needs to be ownership. We need some recognition, or acknowledgment in the agreement that the sides are working towards co-ownership, and an agreed upon timeline for the co-ownership to take effect.

### **Councillor Mercer**

Questions to come and will be discussed at Council.

# THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

## BY-LAW NO. 66 - 2021

### BEING A BY-LAW TO AUTHORIZE THE MAYOR AND CLERK TO EXECUTE A JOINT RECREATION AGREEMENT BETWEEN THE TOWNSHIP OF MELANCTHON & TOWNSHIP OF MULMUR

**WHEREAS** pursuant to s.202 of the Municipal Act, 2001, two or more municipalities may enter into an agreement to provide for matters which are necessary or desirable to facilitate the establishment and operation of a joint municipal service board;

**AND WHEREAS** the municipal councils of the Township of Melancthon and the Corporation of the Township of Mulmur desire to establish joint recreation services for the mutual benefit of their residences and ratepayers at the North Dufferin Community Centre;

**NOW THEREFORE** THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MELANCTHON HEREBY ENACTS AS FOLLOWS:

1. That the Mayor and Clerk are hereby authorized to execute a Joint Recreation Agreement, which is attached as "Schedule A" hereto and forms part of this By-law.
2. This By-law shall come into force and take effect immediately upon the final passing of same.
3. That By-law 45-2017 is hereby repealed upon the execution of "Schedule A" by both the Township of Melancthon and Corporation of the Township of Mulmur.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED on this 4<sup>th</sup> day of November, 2021.

  
.....  
DARREN WHITE, MAYOR

  
.....  
DENISE HOLMES, CLERK

GB 17.4.2  
MAR 03 2022

GB#16.2.3  
FEB 17 2022



AGREEMENT AS OF November 4, 2021

BETWEEN:

THE CORPORATION OF THE TOWNSHIP OF MULMUR,  
hereinafter referred to as "Mulmur"

-and-

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON,  
hereinafter referred to as "Melancthon"

This Agreement witnesseth that, in consideration of the mutual covenants and conditions herein contained, Mulmur and Melancthon agree to the following:

1. Mulmur is the owner of the lands identified as Con 3 W E PT Lot 25, RP 7R-4424 Part 3, on which the facility known as the North Dufferin Community Centre ("NDCC") is located. The NDCC includes all land, buildings, improvements, equipment and chattels pertaining to its operations.
2. Mulmur Township shall continue to be the sole owner of the NDCC.
3. The NDCC shall be operated in compliance with the provisions of the *Municipal Act, 2001*, SO 2001, c 25, and any applicable regulations, as amended from time to time.
4. The NDCC shall be managed by a joint municipal service board of the Townships of Mulmur and Melancthon, constituted by this agreement pursuant to s. 202 of the *Municipal Act, 2001*. The said joint municipal service board shall be known as the NDCC Board of Management ("Board"), which shall have all the powers given by the *Municipal Act, 2001*, and those given by this Agreement.
5. The Board shall have eight (8) members, all of whom have voting rights. The Board shall be comprised of one (1) member of Council from each of Mulmur and Melancthon, two (2) community members from each of Mulmur and Melancthon, and two (2) other community members-at-large. The Board shall recommend nominated candidates, drawn from community applicants to the parties. The Board members shall be appointed by both parties by resolution. In the event of a disagreement, each party shall appoint 3 community members of its choice to the Board. Nominated candidates shall serve for a term of which they are appointed. The parties shall also have the power to designate the appointed Council representatives to the Board, and may set their term on the Board, not to exceed the term of the Council on which they sit. The quorum of the Board shall be five (5).
6. No person shall be appointed as a Board member unless that person has been appointed by the parties in accordance with the previous paragraph and has received a Criminal Records Check to the satisfaction of both parties' Councils.
7. The Board shall elect a Chairperson (Chair) and Vice-Chairperson from among its members at the first meeting of the Board each calendar year. The Chair shall preside at all meetings of the Board and be charged with the general administration of the business and affairs of the Board. The minutes of that meeting shall identify the persons elected to each of the identified positions.
8. The Board shall hold an Annual General Meeting at the call of the Chair, with due prior notice to both parties
9. The Board shall operate under the Township of Mulmur's policies and procedures.
10. Insurance shall be provided through Mulmur's insurance provider, and the cost will be billed to the Board.
11. A staff member from Melancthon shall act as the Secretary of the Board at no cost.

12. The Treasurer of Mulmur shall act as the Treasurer of the Board at no cost for his or her time. The Treasurer shall keep full and accurate books and records of all transactions of the Board. The Treasurer shall render to the Board at the meetings thereof, or whenever required, an account of all transactions and of the financial position of the Board. The Treasurer shall pay only such items as are approved by the Board.
13. It shall be the policy of the Board that the current year's operating surplus or deficit be allocated to the followings year's budget over and above a \$40,000 operating reserve maintained for cash flow purposes.
14. Each Township shall contribute \$20,000 on January 1, 2018, to create an operating reserve for the Board to utilize for cash flow purposes.
15. Commencing 2018, levies shall be paid on February 1<sup>st</sup>, May 1<sup>st</sup>, August 1<sup>st</sup> and October 1<sup>st</sup> of each year.
16. The Board will maintain a recreational capital reserve account to hold any unused capital contributions each year. This reserve will be used to absorb the impact of large purchases and/or unforeseen emergency capital requirements as approved by the Board. A report on the balance of the reserves shall be provided on an annual basis or as requested by the parties.
17. The Township of Mulmur shall have responsibility and authority, over the human resources and staffing.
18. Subject to statutory restrictions and those set out in this agreement, the Board shall be responsible for the development of standard operating procedures and policies for the facility operations and programs as required to be approved by each Township.
19. The Board may recommend annual user fee charges to be approved by each Township.
20. The Board shall prepare the estimate of the Board's net financial requirements for the year ("Budget"). There shall be no deficit budgeting. The Board shall work co-operatively and equitably with the parties to the Agreement to fund all operational and developmental expenses.
21. The Budget shall be submitted annually to each Township for approval no later than October 31<sup>st</sup>. The parties shall have the right to amend the Budget by mutual agreement prior to approval.
22. Upon approval of the Budget by both parties, each party shall appropriate such monies as may be requisitioned by the Board from time to time not to exceed the monies identified in the approved Budget.
23. The Board shall not make or incur liability for any expenditure that is not approved as part of its Budget, and the parties shall not be liable for any expenditure that is not approved.
24. Regardless of the source and extent of funding, the Board must recommend to each Township, for approval, any capital improvements not already approved in the budget.
25. The Township of Mulmur may spend monies on the NDCC facility in addition to the NDCC budget at 100% contribution at its sole discretion as required.
26. The parties shall be responsible for the approved operating and capital levies expenditures and any deficit of the Board as follows:

Mulmur 50%


Melancthon 50%
27. The Board shall keep books and records, approve expenditures and issue cheques in accordance with the approved Budget.

- a. The Board shall maintain its own separate bank account.
  - b. All accounts to be paid shall be approved by the Board (this may occur after payment has happened in order to avoid late payment fees).
  - c. The Board's accounts shall be audited annually by the Municipal auditor or more frequently as may be required.
  - d. The draft minutes of the Board shall be promptly circulated to the respective municipal Councils.
28. In the event that either Mulmur or Melancthon wishes to cease participating in the Board, they may do so by providing one (1) year written notice of termination to the other party and the Board. Any written notice given as aforesaid shall terminate this Agreement as of the 31<sup>st</sup> of December of the next calendar year.
29. The parties shall renegotiate this agreement in the event that an additional municipality or other permitted party wishes to join in this agreement and is approved by all parties to this agreement.
30. This Agreement is personal to the parties and may not be assigned.
31. The parties covenant that they are entering into this Agreement in good faith and that they shall carry out its provisions in good faith.
32. All previous agreements signed are hereby null and void.

In WITNESS WHEREOF each of the parties hereto has affixed its corporate seal attested to by the proper officers duly authorized in that behalf;

SIGNED, SEALED AND DELIVERED  
in the presence of:

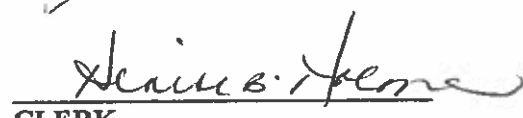
THE CORPORATION OF THE  
TOWNSHIP OF MULMUR

  
MAYOR

  
CLERK

THE CORPORATION OF THE  
TOWNSHIP OF MELANCTHON

  
MAYOR

  
CLERK



# NDCC Board of Management

## 2022 Budget

updated Feb 24, 2022

Account	Description	2020 Actual	2020 Budget	2021 Actual	2021 Budget	Final 2022 Budget	Budget Variance	Comments
<b>REVENUES</b>								
01-2000-4000	MULMUR GRANT	54,410	54,410	53,349	53,349	76,741	23,392	
01-2000-4010	MELANCTHON GRANT	54,410	54,410	53,349	53,349	76,741	23,392	
01-2000-4020	DONATION REVENUE	-	-	-	-	-	0	
01-2000-4030	FUNDRAISING REVENUE	-	-	-	-	-	0	
01-2000-4040	GRANT REVENUE	-	-	-	-	37,500	37,500	grant for play structure
01-2000-4100	MINOR RATE RENTAL REVENUE	46,708	54,000	36,596	30,600	45,918	15,318	assumed full normal rentals
01-2000-4110	ICE RENTAL REVENUE (PRIME)	41,956	51,000	38,797	29,580	43,199	13,619	assumed full normal rentals
01-2000-4115	ICE RENTAL REVENUE (NON-PRIME)	1,736	500	2,620	510	1,870	1,360	
01-2000-4120	NON-RESIDENT USER FEES	4,215	3,250	621	-	-	0	
01-2000-4200	BOOTH RENTAL REVENUE	1,174	2,100	418	2,000	1,100	(900)	
01-2000-4210	HALL RENTAL REVENUE	-	4,000	-	1,000	-	(1,000)	Unpredictable due to COVID
01-2000-4220	FLOOR RENTAL REVENUE	-	-	65	-	-	0	
01-2000-4230	SIGN RENTAL REVENUE	4,250	3,800	3,400	3,580	3,400	(180)	
01-2000-4240	VENDING MACHINE REVENUE	-	-	-	-	-	0	
01-2000-4250	GRASS CUTTING REVENUE	-	-	2,750	-	2,750	2,750	
01-2000-4300	PENALTIES & INTEREST	902	850	579	850	700	(150)	
01-2000-4500	PRIOR YEAR SURPLUS/(DEFICIT)	(5,860)	(5,860)	0	33,947	(21,555)	(55,502)	Deficit not finalized yet.
<b>TOTAL REVENUE</b>		<b>203,902</b>	<b>222,461</b>	<b>192,542</b>	<b>208,765</b>	<b>268,364</b>	<b>59,599</b>	
<b>EXPENSES</b>								
01-2000-7000	WAGES	58,972	70,000	62,711	72,000	66,000	(6,000)	2 staff for each shift for COVID screening
01-2000-7005	BENEFITS-EI/CPP/WSIB/EHT	5,182	5,600	5,164	5,600	5,200	(400)	
01-2000-7010	BENEFITS-OMERS	4,569	4,950	5,253	5,254	5,300	46	
01-2000-7012	MILEAGE	304	300	217	300	300	0	
01-2000-7015	STAFF TRAINING/DUES, FEES, SUB.	185	1,000	442	1,000	500	(500)	
01-2000-7100	OFFICE/COMPUTER SUPPLIES	1,889	2,000	3,347	2,000	2,100	100	
01-2000-7110	COMMUNICATION	877	2,000	1,830	2,000	2,000	0	
01-2000-7115	INSURANCE	15,419	13,300	16,732	16,000	18,000	2,000	
01-2000-7120	HEALTH & SAFETY	2,541	2,000	2,537	2,500	2,500	0	
01-2000-7122	SECURITY	-	-	7,912	-	-	0	Costs for Security
01-2000-7125	PROF FEES - AUDIT	600	611	589	611	611	0	
01-2000-7130	PROF FEES - WATER TESTING	259	400	322	400	400	0	
01-2000-7150	BANK CHARGES	1,370	500	1,203	1,200	1,200	0	
01-2000-7200	HYDRO	28,532	50,000	35,927	40,000	40,000	0	
01-2000-7210	FURNACE FUEL	9,750	15,000	7,853	7,000	7,000	0	
01-2000-7215	ZAMBONI PROPANE	-	-	1,033	1,000	2,000	1,000	propane costs are tripling in 2022
01-2000-7216	PROPANE BACK	-	-	2,874	2,000	4,000	2,000	propane costs to triple
01-2000-7220	BLDG/GROUNDS MAINTENANCE	27,463	18,500	13,778	20,000	14,000	(6,000)	Decrease in grass cutting by \$6,480, monument repair \$5711 defer until 2023 or arena manager will do work himself to cut costs, water leak repairs, door repair
01-2000-7230	BOOTH PROPANE & MAINT.	372	3,300	934	400	1,000	600	
01-2000-7240	ICE PLANT/MACH MAINT	11,147	18,000	24,800	12,000	17,000	5,000	Ice In/out, calcium, zamboni repairs, blade sharpening.
01-2000-7245	LAWN MOWER EXPENSE	-	-	1,365	-	2,000	2,000	Fuel for lawn mower
01-2000-7300	FUNDRAISING EXPENSE	-	-	-	-	-	0	
01-2000-7400	BAD DEBT	525	-	-	-	-	0	
01-2000-7500	CAPITAL PURCHASES	-	15,000	10,700	17,500	65,000	47,500	Brine Pump \$15,000, Play structure max. \$50,000
01-2000-7550	RENOVATIONS	-	-	6,573	-	12,253	12,253	Per quote for building assessment and conceptual design \$18500 total
<b>TOTAL EXPENSES</b>		<b>169,955</b>	<b>222,461</b>	<b>214,097</b>	<b>208,765</b>	<b>268,364</b>	<b>59,599</b>	
<b>Net Income/(Deficit)</b>		<b>33,947</b>	<b>0</b>	<b>(21,555)</b>	<b>0</b>	<b>-</b>		



The Corporation of the

TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

### **STAFF REPORT**

**TO:** Council  
**FROM:** Sarah Culshaw, Treasurer/Deputy Clerk  
**DATE:** March 17, 2022  
**SUBJECT:** Budget Draft # 5

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### **Purpose**

The purpose of this report is to present the Fifth Draft 2022 Budget to Council for review.

### **Discussion**

Provided for this special budget meeting are two budgets as per Council's request. The first budget report has one change – the cost of bridge 11 and the Gas Tax Reserve Transfer to pay for the extra cost. This budget does not change the bottom line from the last budget presented and is there for increased by 3.81% from last year. The second budget includes a \$650,000 cost for the 4<sup>th</sup> line paving project. \$300,000 have been transferred from reserves to fund the cost and \$350,000 is as a result of a loan which includes 8 monthly payments of \$3,543.58 payable from May to December. This loan is based on 4% interest over 10 years. Below is an amortized Loan schedule. The increase for this budget is 4.82% from last year and down from 5.69% from the last budget presentation.

### **Amortized Loan: Paying Back a Fixed Amount Periodically**

Use this calculator for basic calculations of common loan types such as [mortgages](#), [auto loans](#), [student loans](#), or [personal loans](#), or click the links for more detail on each.

Loan Amount	<input type="text" value="\$350000"/>
Loan Term	<input type="text" value="10"/> years <input type="text" value="0"/> months
Interest Rate	<input type="text" value="4"/> %
Compound	<input type="text" value="Monthly (APR)"/>
Pay Back	<input type="text" value="Every Month"/>
<input type="button" value="Calculate"/>	

### **Results:**

Payment Every Month **\$3,543.58**  
Total of 120 Payments **\$425,229.58**  
Total Interest **\$75,229.58**

[View Amortization Table](#)



Principal  
Interest

### **Tax Rate Change - Township Portion**

The change in the tax rate for the Township Portion (Residential) would be:

2021 - .483901%

2022 - .495430% without 4<sup>th</sup> line Road Project

2022 - .500248% with 4<sup>th</sup> line paving project using \$300,000 in reserves and \$350,000 with financing

### **Tax Rate Effect on Assessment**

Taking an average assessment of \$500,000, the below chart shows the impact on taxpayers on a 3.81% increase.

		Assessment	RT Tax Rate	Tax Amount
2021	Assessment	\$ 500,000.00	0.483901%	\$ 2,419.51
2022	Assessment	\$ 500,000.00	0.495430%	\$ 2,477.15
			Difference	\$ 57.65
			Monthly Amt	\$ 4.80

Taking an average assessment of \$500,000, the below chart shows the impact on taxpayers on a 4.82% increase.

		Assessment	RT Tax Rate	Tax Amount
2021	Assessment	\$ 500,000.00	0.483901%	\$ 2,419.51
2022	Assessment	\$ 500,000.00	0.500248%	\$ 2,501.24
			Difference	\$ 81.74
			Monthly Amt	\$ 6.81

This is based on the Municipal portion only.

Respectfully submitted

Sarah Culshaw

**gatory Reserve Funds**

	2020 Closing 2021 Opening	Transfer to Reserve Funds	Transfers from Reserve Funds	Interest Income	2021 Closing	Transfer to Reserve Funds	Transfers from Reserve Funds	Interest Income	2022 Closing
divider Cont - Park Levies	\$ 21,000.00				\$ 21,000.00				\$ 21,000.00
kland Reserve Fund	\$ 46,016.60		18,943.13	160.94	\$ 27,234.41				\$ 27,234.41
elopment Charges Reserve Fund	\$ 790,830.04	126,862.28	39,000.00	3,526.24	\$ 882,218.56		175,000.00		\$ 707,218.56
eral Gas Tax Reserve Fund	\$ 153,637.73	187,109.12	200,000.00	908.12	\$ 141,654.97	98,000.00	204,500.00		\$ 35,154.97
al	\$ 1,011,484.36	313,971.40	257,943.13	4,595.30	\$ 1,072,107.94	98,000.00	379,500.00		\$ 790,607.94

**cretionary Reserves/ Reserve Funds**

	2020 Closing 2021 Opening	Transfer to Reserve Funds	Transfers from Reserve Funds	Interest Income	2021 Closing 2022 Opening	Transfer to Reserve Funds	Transfers from Reserve Funds	Interest Income	2022 Closing
ding Maintenance	\$ 10,001.88	\$ 10,000.00		\$ 57.60	\$ 20,059.48	\$ 10,000.00			\$ 30,059.48
dge Reserve Fund	Closed				\$ -				\$ -
rance Reserve Fund	\$ 21,628.74			\$ 97.05	\$ 21,725.79				\$ 21,725.79
ipment Replacement Reserve Fund	\$ 560,582.21	\$ 100,000.00	\$ 170,000.00	\$ 2,594.67	\$ 493,176.88	\$ 150,000.00	\$ 628,350.00		\$ 14,826.88
ds Capital Reserve Fund	\$ 200,602.36			\$ 865.31	\$ 201,467.67				\$ 201,467.67
Rate Stabilization Reserve Fund	\$ 347,501.58	\$ -	\$ 21,858.36	\$ 1,455.80	\$ 327,099.02		\$ 15,000.00		\$ 312,099.02
dfill Rehabilitation Reserve Fund	\$ 128,118.15	\$ 10,000.00		\$ 555.47	\$ 138,673.62				\$ 138,673.62
reation Capital Reserve Fund	\$ 10,584.87			\$ 44.63	\$ 10,629.50				\$ 10,629.50
arry Reserve Fund	\$ 116,168.78			\$ 489.66	\$ 116,658.44				\$ 116,658.44
cial Reserve Fund Emergency Relief	\$ 20,409.09	\$ 5,000.00		\$ 93.75	\$ 25,502.84	\$ 5,000.00			\$ 30,502.84
ing Capital Reserve	\$ 74,155.09			n/a	\$ 74,155.09			n/a	\$ 74,155.09
d Construction Capital	\$ 1,942.36			n/a	\$ 1,942.36			n/a	\$ 1,942.36
betton Park Reserve	\$ 13,537.40			n/a	\$ 13,537.40			n/a	\$ 13,537.40
rking Capital Reserve	\$ 1,206,293.14		\$ 153,000.00	n/a	\$ 1,053,293.14		\$ 250,000.00	n/a	\$ 803,293.14
IB	\$ 1,537.40			n/a	\$ 1,537.40			n/a	\$ 1,537.40
									\$ -
al	\$ 1,566,785.66	\$ 125,000.00	\$ 344,858.36		\$ 2,499,458.63	\$ 165,000.00	\$ 893,350.00		\$ 1,771,108.63





# TOWNSHIP OF MELANCTHON 2022 BUDGET SUMMARY



**Draft as at March 17, 2022**

BUDGET PAGE	DEPARTMENT EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
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## GENERAL GOVERNMENT SERVICES

4	COUNCIL	\$ 80,219.50	\$ 86,600.00	\$ 88,080.68	\$ 112,350.00
5	ADMINISTRATION	\$ 586,687.58	\$ 593,432.00	\$ 650,404.96	\$ 650,504.00
5	TAXATION WRITE OFFS	\$ 80,763.91	\$ 75,000.00	\$ 53,778.70	\$ 75,000.00
		<b>\$ 747,670.99</b>	<b>\$ 755,032.00</b>	<b>\$ 792,264.34</b>	<b>\$ 837,854.00</b>

11.0%

## PROTECTION TO PERSONAL & PROPERTY

6	FIRE SERVICES	\$ 246,764.78	\$ 280,255.00	\$ 272,415.55	\$ 281,679.99
6	POLICING	\$ 402,661.42	\$ 413,227.00	\$ 415,016.56	\$ 432,024.00
6	BYLAW ENFORCEMENT	\$ 4,034.23	\$ 12,000.00	\$ 7,746.90	\$ 12,000.00
6	CONSERVATION AUTHORITY	\$ 31,740.78	\$ 32,613.00	\$ 32,612.50	\$ 33,615.80
6	ANIMAL CONTROL	\$ 7,041.24	\$ 3,500.00	\$ 2,073.13	\$ 3,500.00
6	STREET LIGHTS	\$ 5,324.52	\$ 6,000.00	\$ 5,182.34	\$ 6,500.00
		<b>\$ 697,566.97</b>	<b>\$ 747,595.00</b>	<b>\$ 735,046.98</b>	<b>\$ 769,319.79</b>

2.9%

## TRANSPORTATION SERVICES

7	SALARIES & ADMINISTRATION	\$ 483,456.44	\$ 550,945.00	\$ 521,602.10	\$ 551,100.00
7	ROAD DEPARTMENT BUILDING & MISC.	\$ 94,993.45	\$ 138,150.00	\$ 127,501.40	\$ 145,500.00
8	ROAD EQUIPMENT	\$ 229,855.20	\$ 272,433.00	\$ 228,789.80	\$ 266,780.00
8	NEW EQUIPMENT	\$ 10,888.32	\$ 312,000.00	\$ 153,555.84	\$ 803,349.13
9	BRIDGES, CULVERTS, DRAINS	\$ 400,734.41	\$ 347,408.00	\$ 315,401.53	\$ 458,408.00
9	ROADSIDE	\$ 46,677.42	\$ 60,000.00	\$ 31,897.33	\$ 65,000.00
9	HARDTOP	\$ 25,075.53	\$ 79,228.00	\$ 11,578.32	\$ 51,700.00
9	LOOSETOP	\$ 396,165.05	\$ 471,000.00	\$ 462,418.95	\$ 527,000.00
10	WINTER CONTROL	\$ 39,714.40	\$ 53,000.00	\$ 33,745.36	\$ 41,225.00
10	ROAD IMPROVEMENTS	\$ 572,326.84	\$ 538,669.00	\$ 533,895.23	\$ 350,000.00
10	RESERVES	\$ 160,000.00	\$ 110,000.00	\$ 110,000.00	\$ 160,000.00
10	BUILDING IMPROVEMENTS	\$ -	\$ 100,000.00	\$ 14,722.26	\$ 119,568.00
		<b>\$ 2,459,887.06</b>	<b>\$ 3,032,833.00</b>	<b>\$ 2,545,108.12</b>	<b>\$ 3,539,630.13</b>

16.7%

BUDGET PAGE	DEPARTMENT REVENUE SUMMARY	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
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13	TAXATION				
	SUPPLEMENTALS	\$ 94,871.93	\$ 85,000.00	\$ 77,632.00	\$ 85,000.00
	GRANT IN LIEU	\$ 1,092.14	\$ 1,100.00	\$ 1,907.00	\$ 1,900.00
		\$ 95,964.07	\$ 86,100.00	\$ 79,539.00	\$ 86,900.00
					0.9%

13	GRANTS	\$ 423,460.36	\$ 480,828.00	\$ 410,974.91	\$ 515,029.00
		\$ 423,460.36	\$ 480,828.00	\$ 410,974.91	\$ 515,029.00
					7.1%

13	ADMINISTRATION	\$ 31,435.65	\$ 35,390.00	\$ 38,225.50	\$ 23,650.00
		\$ 31,435.65	\$ 35,390.00	\$ 38,225.50	\$ 23,650.00
					-33.2%

14	PROTECTIONS TO PERSONS & PROPERTY	\$ 16,567.50	\$ 4,125.00	\$ 17,070.00	\$ 4,100.00
		\$ 16,567.50	\$ 4,125.00	\$ 17,070.00	\$ 4,100.00
					-0.6%

14	ROADS	\$ 675,033.34	\$ 736,169.00	\$ 601,476.87	\$ 1,092,930.00
		\$ 675,033.34	\$ 736,169.00	\$ 601,476.87	\$ 1,092,930.00
					48.5%

14	PLANNING	\$ 21,370.45	\$ 19,200.00	\$ 81,262.57	\$ 19,700.00
		\$ 21,370.45	\$ 19,200.00	\$ 81,262.57	\$ 19,700.00
					2.6%

15	OTHER	\$ 882,009.35	\$ 735,550.00	\$ 773,637.86	\$ 945,550.00
		\$ 882,009.35	\$ 735,550.00	\$ 773,637.86	\$ 945,550.00
					28.6%

		\$			
15	SUBTOTAL REVENUE	\$ 2,145,840.72	\$ 2,097,362.00	\$ 2,002,186.71	\$ 2,687,859.00
					28.2%

GL ACCT #	ADMINISTRATION EXPENDITURES EXPENDITURES (CONTINUED)	2020A ACTUAL YEAR END	2021A FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5002					
2099	TOW-TRUCK LICENSING BY-LAW		\$ 1,000.00	\$ 1,000.00	\$ -
2100	PROFESSIONAL FEES - LEGAL	\$ 10,470.41	\$ 15,000.00	\$ 7,518.88	\$ 25,000.00
2102	INTEGRITY COMMISSIONER SERVICES	\$ 4,263.06	\$ 5,000.00	\$ 1,007.43	\$ 5,000.00
2103	HEALTH AND SAFETY SERVICES	\$ 21.34	\$ 5,000.00	\$ 4,984.00	\$ 5,000.00
2109	EMPLOYEE TOWNSHIP COMPENSATION PLAN		\$ 6,800.00	\$ 1,445.00	\$ -
2110	INSURANCE	\$ 37,000.00	\$ 47,000.00	\$ 53,257.65	\$ 55,000.00
2120	ELECTION		\$ 10,000.00	\$ 992.16	\$ 15,000.00
2162	BLDG MAINTENANCE	\$ 1,804.22	\$ 4,000.00	\$ 2,456.89	\$ 4,000.00
2163	OFFICE CLEANING	\$ 2,035.20	\$ 2,200.00	\$ 2,136.96	\$ 2,400.00
2164	LANDSCAPING & GRASS CUTTING	\$ 51.87	\$ 300.00	\$ 91.57	\$ 300.00
2165	WATER SAMPLING	\$ 59.46	\$ 125.00	\$ 86.48	\$ 125.00
2170	COVID-19 EXPENSES	\$ 5,474.18	\$ 2,000.00	\$ 30,676.94	\$ 5,000.00
2190	OTHER/MISCELLANEOUS	\$ 1,350.35	\$ 5,000.00	\$ 3,918.31	\$ 5,000.00
2193	SIGN/FLAG POLE (MMAHO FUNDED)	\$ 39,556.29		\$ 34,097.55	\$ -
2193	PARK LIGHTS (MMAHO FUNDED)			\$ 7,211.92	
2194	MAIN STREET REVITALIZATION	\$ 34,630.77		\$ -	\$ -
2200	PETTY CASH	\$ 136.40	\$ 500.00	\$ 500.00	\$ 500.00
2300	BRETTON ESTATES	\$ 949.15	\$ -	\$ -	\$ -
4015	PENNY ROUNDING	\$ (0.03)	\$ -	\$ -	\$ -
4030	BANK CHARGES	\$ 1,200.96	\$ 1,250.00	\$ 1,250.00	\$ 1,300.00
6135	GRANT TO OTHERS		\$ 2,500.00	\$ 5,000.00	\$ 2,500.00
	DONATION TO MARKDALE HOSPITAL (5YRS)				\$ 15,000.00
6136	ERSKINE CLINIC	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
7011	LOAN FOR MUNICIPAL EXPANSION	\$ 13,056.66	\$ 13,057.00	\$ 13,057.00	\$ 13,057.00
	<b>TOTAL</b>	<b>\$ 586,687.58</b>	<b>\$ 593,432.00</b>	<b>\$ 650,404.96</b>	<b>\$ 650,504.00</b>

4010	TOTAL TAX WRITE OFF EXPENDITURES	\$ 80,763.91	\$ 75,000.00	\$ 53,778.70	\$ 75,000.00
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<b>TOTAL ADMINISTRATION EXPENDITURES</b>	<b>\$ 747,670.99</b>	<b>\$ 755,032.00</b>	<b>\$ 792,264.34</b>	<b>\$ 837,854.00</b>
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GL ACCT #	ROADWAYS EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5005					

**SALARIES & ADMINISTRATION**

1010	SALARIES AND WAGES	\$ 369,717.88	\$ 395,000.00	\$ 387,177.57	\$ 405,000.00
1025	RECEIVER GENERAL, EHT & WSIB	\$ 39,885.35	\$ 42,500.00	\$ 42,361.22	\$ 44,000.00
1020	BENEFITS	\$ 27,688.57	\$ 29,000.00	\$ 25,438.20	\$ 31,000.00
1064	OMERS TOWNSHIP CONTRIBUTION	\$ 33,474.23	\$ 35,500.00	\$ 33,452.82	\$ 36,500.00
1070	MILEAGE	\$ 30.00	\$ 100.00	\$ 30.00	\$ 100.00
1022	STAFF TRAINING AND SEMINARS	\$ -	\$ 3,000.00	\$ 811.03	\$ 3,000.00
2010	OFFICE SUPPLIES/COMPUTOR	\$ 106.62	\$ 300.00	\$ 27.45	\$ 2,000.00
2036	GPS MONTHLY TRACKING EXPENSE	\$ 4,331.58	\$ 5,000.00	\$ 5,119.14	\$ 5,500.00
2112	ASSET MANAGEMENT PLAN SUPPORT	\$ 8,222.21	\$ 5,650.00	\$ 10,292.51	\$ 6,000.00
2112	ASSET MANAGEMENT PLAN UPDATE	\$ -	\$ 18,000.00	\$ -	\$ 18,000.00
3105	BRIDGE STUDY/INSPECTIONS	\$ -	\$ 16,895.00	\$ 16,892.16	\$ -
	<b>TOTAL</b>	<b>\$ 483,456.44</b>	<b>\$ 550,945.00</b>	<b>\$ 521,602.10</b>	<b>\$ 551,100.00</b>

**ROAD DEPARTMENT BUILDING MISC.**

2070	UTILITIES - HEAT	\$ 7,509.99	\$ 10,000.00	\$ 10,962.00	\$ 12,000.00
2080	UTILITIES - HYDRO	\$ 4,445.07	\$ 5,000.00	\$ 6,058.43	\$ 7,000.00
2090	TELEPHONE	\$ 823.49	\$ 1,000.00	\$ 839.83	\$ 1,000.00
2091	MOBILE PHONE	\$ 761.21	\$ 1,000.00	\$ 1,158.53	\$ 1,200.00
2040	ADVERTISING	\$ (356.16)	\$ 500.00	\$ 753.03	\$ 750.00
2041	SIGNS	\$ 5,182.27	\$ 5,000.00	\$ 2,101.38	\$ 5,000.00
2110	INSURANCE	\$ 45,000.00	\$ 52,000.00	\$ 54,648.00	\$ 57,400.00
2100	LEGAL FEES	\$ -	\$ 5,000.00	\$ 3,204.16	\$ 5,000.00
2050	AUDIT	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
2060	MEMBERSHIPS	\$ 113.00	\$ 150.00	\$ 113.00	\$ 150.00
2165	MATERIALS AND SUPPLIES/STOCK	\$ 4,441.14	\$ 7,000.00	\$ 6,249.55	\$ 7,000.00
2166	COVERALLS	\$ 4,908.78	\$ 6,000.00	\$ 4,879.60	\$ 6,000.00
3000	SERVICES AND RENTS/MISC	\$ 3,732.04	\$ 7,500.00	\$ 1,534.03	\$ 7,500.00
2103	HEALTH & SAFETY SERVICES	\$ 21.34	\$ 5,000.00	\$ 4,864.74	\$ 5,000.00
2104	HEALTH & SAFETY SERVICES/SUPPLIES		\$ 3,000.00	\$ 256.36	\$ 500.00
2162	BUILDING MAINTENANCE	\$ 4,576.48	\$ 10,000.00	\$ 13,822.56	\$ 10,000.00
2163	SAND DOME REPAIRS				
2170	COVID EXPENSES		\$ 1,000.00	\$ 412.00	\$ -
2185	OIL SEPARATER	\$ 1,590.00	\$ 2,000.00	\$ -	\$ 2,000.00
2192	SHOP TOOLS	\$ 808.71	\$ 5,000.00	\$ 3,509.07	\$ 5,000.00
2190	MISCELLANEOUS	\$ 825.53	\$ 1,000.00	\$ 2,135.13	\$ 2,000.00
3800	CONTRACT WORK	\$ 610.56	\$ 1,000.00	\$ -	\$ 1,000.00
	<b>TOTAL</b>	<b>\$ 94,993.45</b>	<b>\$ 138,150.00</b>	<b>\$ 127,501.40</b>	<b>\$ 145,500.00</b>



GL ACCT #	ROADWAYS EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5005					

**BRIDGES, CULVERTS, DRAINS**

3100	BRIDGE & CULVERT MTCE	\$ 10,422.97	\$ 20,000.00	\$ 22,428.69	\$ 20,000.00
3111	BRIDGE # 11	\$ 3,533.90	\$ 30,000.00	\$ 31,982.74	\$ 304,500.00
3115	BRIDGE # 13	\$ 27,088.47	\$ 200,000.00	\$ 177,165.92	\$ -
3116	BRIDGE #004 - CLOSURE	\$ 488.45	\$ -	\$ -	\$ -
3100	BRIDGE # 6 - CONSTRUCTION - WATERPROOF/PAVE	\$ -	\$ -	\$ -	\$ 20,000.00
3112	BRIDGE # 2023 ENGINEERING DESIGN	\$ -	\$ -	\$ -	\$ 18,000.00
3850	DRAIN ASSESSMENTS NEW REPORTS	\$ 2,073.36	\$ 1,500.00	\$ -	\$ -
3851	ROAD CROSSINGS DUE TO DRAIN MTCE		\$ 55,000.00	\$ 36,914.25	\$ 55,000.00
7021	CULVERT 2027 LOAN PAYMENT	\$ 40,907.52	\$ 40,908.00	\$ 40,908.00	\$ 40,908.00
3178	30 SIDEROAD CULVERT - EMERG. REPAIR	\$ 53,515.57	\$ -	\$ -	\$ -
3156	CULVERT 2013	\$ 253,186.82	\$ -	\$ 5,401.93	\$ -
3165	CULVERT 2021	\$ 9,517.35	\$ -	\$ 600.00	\$ -
	<b>TOTAL</b>	<b>\$ 400,734.41</b>	<b>\$ 347,408.00</b>	<b>\$ 315,401.53</b>	<b>\$ 458,408.00</b>

**ROADSIDE**

3215	GRASS MOWING & WEED SPRAYING	\$ 4,986.46	\$ 5,500.00	\$ 4,430.69	\$ 5,500.00
3205	BRUSHING - TREE TRIM AND REMOVAL	\$ 19,988.20	\$ 20,000.00	\$ 416.80	\$ 20,000.00
3206	DITCHING	\$ 16,230.72	\$ 25,000.00	\$ 25,838.01	\$ 30,000.00
3322	CATCH BASINS	\$ -	\$ 2,500.00	\$ -	\$ 2,500.00
3610	GUIDE POSTS & HARDWARE	\$ 1,652.30	\$ 2,000.00	\$ -	\$ 2,000.00
3315	SHOULDER MAINTENANCE	\$ 3,819.74	\$ 5,000.00	\$ 1,211.83	\$ 5,000.00
	<b>TOTAL</b>	<b>\$ 46,677.42</b>	<b>\$ 60,000.00</b>	<b>\$ 31,897.33</b>	<b>\$ 65,000.00</b>

**HARDTOP**

3304	PREVENTATIVE MAINTENANCE		\$ 25,728.00	\$ -	\$ 18,000.00
3310	COLD MIX, PATCHING, ROUTINE MTCE	\$ 18,144.65	\$ 45,000.00	\$ 4,301.46	\$ 25,200.00
3320	SWEEPING, FLUSHING, CLEANING	\$ 4,508.99	\$ 5,500.00	\$ 4,854.97	\$ 5,500.00
3321	LINE PAINTING	\$ 2,421.89	\$ 3,000.00	\$ 2,421.89	\$ 3,000.00
	<b>TOTAL</b>	<b>\$ 25,075.53</b>	<b>\$ 79,228.00</b>	<b>\$ 11,578.32</b>	<b>\$ 51,700.00</b>

**LOOSETOP**

3700	CLEARVIEW TOWNLINE			\$ -	\$ -
3750	TOWNLINES	\$ 179.10	\$ 1,000.00	\$ 300.00	\$ 1,000.00
3200	ROADSIDE MAINTENANCE	\$ 955.89		\$ 400.00	\$ 1,000.00
3210	GRAVEL RESURFACING	\$ 272,132.50	\$ 300,000.00	\$ 306,733.13	\$ 335,000.00
3211	GRAVEL MAINTENANCE	\$ 16,652.34	\$ 20,000.00	\$ 19,115.56	\$ 25,000.00
3410	DUST LAYER (CALCIUM CHLORIDE)	\$ 106,245.22	\$ 150,000.00	\$ 135,870.26	\$ 165,000.00
	<b>TOTAL</b>	<b>\$ 396,165.05</b>	<b>\$ 471,000.00</b>	<b>\$ 462,418.95</b>	<b>\$ 527,000.00</b>

GL ACCT # 5007	ENVIRONMENTAL SERVICES EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL	2022 DRAFT BUDGET
2171	LEVELLING	\$ 237.37	\$ 7,500.00	\$ -	\$ 7,500.00
2105	LANDFILL STUDY/MONITORING	\$ 22,692.48	\$ 22,693.00	\$ 15,833.86	\$ 16,000.00
2190	MISCELLANEOUS	\$ 96.22	\$ 100.00	\$ -	\$ 100.00
7001	REHABILITATION RESERVE	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
	ENVIRONMENTAL/SUSTAINABILITY				\$ 5,000.00
	<b>TOTAL</b>	<b>\$ 33,026.07</b>	<b>\$ 40,293.00</b>	<b>\$ 25,833.86</b>	<b>\$ 38,600.00</b>

GL ACCT # 5010	RECREATION SERVICES EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5055	CORBETTON PARK		\$ 2,500.00	\$ 21,709.00	\$ 2,500.00
6060	HORNING'S MILLS PARK	\$ 2,716.18	\$ 4,900.00	\$ 169.67	\$ 2,500.00
6065	HORNING'S MILLS COMMUNITY HALL	\$ 1,215.04	\$ 1,230.00	\$ 8,914.75	\$ 12,000.00
6064	HORNING'S MILLS HALL BLDNG NEEDS ASSESS		\$ 5,900.00	\$ 5,801.17	\$ -
6066	HORNING'S MILLS HERITAGE PROJECT	\$ 108.00	\$ 250.00	\$ 369.60	\$ 500.00
6070	CENTRE DUFFERIN RECREATION COMPLEX	\$ 49,050.60	\$ 50,522.00	\$ 50,522.00	\$ 63,550.00
6080	DUNDALK COMMUNITY CENTRE	\$ 14,000.00	\$ 14,000.00	\$ 14,098.00	\$ 14,000.00
6100	NORTH DUFFERIN COMMUNITY CENTRE	\$ 54,410.44	\$ 55,000.00	\$ 53,348.56	\$ 76,758.00
	HERITAGE COMMITTEE				\$ 5,000.00
	<b>TOTAL</b>	<b>\$ 121,500.26</b>	<b>\$ 134,302.00</b>	<b>\$ 154,932.75</b>	<b>\$ 176,808.00</b>

GL ACCT # 5016	CEMETARY EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
8902	HORNING'S MILLS CEMETERY		\$ 5,000.00	\$ 2,150.00	\$ 5,000.00
8904	ST. PAUL'S CEMETERY				
	<b>TOTAL</b>		<b>\$ 5,000.00</b>	<b>\$ 2,150.00</b>	<b>\$ 5,000.00</b>

GL ACCT # 5011	LIBRARY EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
6110	SHELBURNE LIBRARY	\$ 56,817.00	\$ 57,802.00	\$ 57,802.00	\$ 58,500.00
6120	DUNDALK LIBRARY	\$ 8,274.00	\$ 8,350.00	\$ 8,350.00	\$ 8,600.00
	<b>TOTAL</b>	<b>\$ 65,091.00</b>	<b>\$ 66,152.00</b>	<b>\$ 66,152.00</b>	<b>\$ 67,100.00</b>

GL ACCT #	TAXATION REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
4001 0700	SUPPLEMENTAL TAXES	\$ 94,871.93	\$ 85,000.00	\$ 77,632.00	\$ 85,000.00
4003 0100	PAYMENT IN LIEU	\$ 1,092.14	\$ 1,100.00	\$ 1,907.00	\$ 1,900.00
	<b>TOTAL TAXATION REVENUE</b>	<b>\$ 95,964.07</b>	<b>\$ 86,100.00</b>	<b>\$ 79,539.00</b>	<b>\$ 86,900.00</b>

GL ACCT # 4004	GRANT REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
150	OMPF	\$ 173,500.00	\$ 174,900.00	\$ 174,900.00	\$ 176,500.00
300	RIDE GRANT	\$ (94.60)	\$ 6,536.00	\$ 6,531.76	\$ 6,600.00
172	COURT SECURITY & PRISONER TRANSPORT	\$ 1,810.00	\$ 1,500.00	\$ 442.00	\$ 1,500.00
500	LIBRARY GRANT	\$ 4,452.00	\$ 4,452.00	\$ 4,452.00	\$ 4,452.00
156	OCIF FUNDING (FORMULA COMPONENT)	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00	\$ 108,537.00
159	SAFE RESTART AGREEMENT (COVID)	\$ 70,800.00	\$ 18,000.00	\$ 66,341.00	\$ -
700	ONTARIO AGGREGATE LIC. FEE	\$ 122,992.96	\$ 100,000.00	\$ 90,831.00	\$ 100,000.00
100	DRAINAGE SUPERINTENDENT	-	\$ 25,440.00	\$ 17,477.15	\$ 25,440.00
164	ICIP GRANT (ROADS BLDG ROOF)	\$ -	\$ 100,000.00	\$ -	\$ 92,000.00
	<b>TOTAL COUNCIL REVENUE</b>	<b>\$ 423,460.36</b>	<b>\$ 480,828.00</b>	<b>\$ 410,974.91</b>	<b>\$ 515,029.00</b>

GL ACCT # 4010	ADMINISTRATION REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
100	TAX CERTIFICATES	\$ 2,720.00	\$ 2,600.00	\$ 3,600.00	\$ 3,000.00
110	TAX STATEMENT/DUPLICATE TAX BILLS	\$ 532.70	\$ 500.00	\$ 650.00	\$ 500.00
115	REMINDER/OVERDUE NOTICE FEE	\$ 2,388.00	\$ 2,400.00	\$ 3,094.00	\$ 3,000.00
200	BUILDING PERMIT APPROVAL	\$ 4,900.00	\$ 4,800.00	\$ 6,900.00	\$ 4,800.00
250	SITE ALTERATION PERMIT APPROVAL			\$ 750.00	\$ -
300	NSF CHEQUE CHARGE	\$ 70.00	\$ 70.00	\$ -	\$ 50.00
400	PHOTOCOPIES	\$ -	\$ -	\$ 1.50	\$ -
4015 0100	DOG LICENCES	\$ 13,498.75	\$ 13,000.00	\$ 12,930.00	\$ 12,000.00
4066 0000	LOTTERY LICENSES	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00
4040 0100	LIVESTOCK CLAIM GRANTS	\$ 6,206.20	\$ 1,000.00	\$ 30.00	\$ 30.00
4064 0000	BUSINESS LICENSES	\$ 1,100.00	\$ 1,000.00	\$ 250.00	\$ 250.00
4050 0460	TRANSFER FROM MMAH-2019 (NEW PHONES)		\$ 10,000.00	\$ 10,000.00	\$ -
	<b>TOTAL ADMINISTRATION REVENUE</b>	<b>\$ 31,435.65</b>	<b>\$ 35,390.00</b>	<b>\$ 38,225.50</b>	<b>\$ 23,650.00</b>



GL ACCT # 4050	OTHER REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
100	MISCELLANEOUS REVENUE	\$ (24.46)	\$ 100.00	\$ 1,127.74	\$ 500.00
125	CHD COMMUNITY CONTRIBUTION	\$ 309,000.00	\$ 309,000.00	\$ 309,000.00	\$ 309,000.00
130	PLATEAU COMMUNITY CONTRIBUTION	\$ 33,438.50	\$ 33,000.00	\$ 32,964.00	\$ 33,000.00
135	DWP COMMUNITY CONTRIBUTION	\$ 268,995.76	\$ 265,000.00	\$ 265,000.00	\$ 265,000.00
200	PENALTIES AND INTEREST ON TAXES	\$ 105,841.09	\$ 95,000.00	\$ 97,041.41	\$ 95,000.00
300	INTEREST ON DEPOSITS	\$ 22,776.27	\$ 15,000.00	\$ 11,500.00	\$ 11,000.00
400	POA	\$ 7,838.68	\$ 10,000.00	\$ 2,813.00	\$ 6,000.00
4025 0220	ELECTRONIC RECYCLING REVENUE	\$ 54.90	\$ -	\$ -	\$ -
4077 0000	LAND RENTAL	\$ 2,550.00	\$ 2,550.00	\$ 2,550.00	\$ 2,550.00
4050 0460	TRANSFER FROM MMAH-2019	\$ 18,303.17	\$ -	\$ -	
4050 0460	HORNING'S MILLS PK (TRFR FROM MMAH 19)	\$ 15,000.00	\$ -	\$ -	
4004 0166	HORNING'S MILLS PK (TRFR FROM MAIN ST REV.)	\$ 15,000.00	\$ -	\$ -	
4050 0460	CORBETTON PARK (TRFR FROM MMAH-19)	\$ 15,000.00	\$ -	\$ 7,211.92	
4004 0166	CORBETTON PARK (TRFR FROM MAIN ST REV)	\$ 10,000.00	\$ -	\$ -	
4050 0460	HORNING'S MILLS HALL (TRFR FROM MMAH)	\$ 6,452.00	\$ -	\$ -	
002 01400	TILE DRAIN	\$ 16,575.90			
4004 0166	TRFR FROM MAIN ST. (FLAGS)	\$ 8,956.94	\$ -	\$ -	
4050 0460	TRFR FROM MMAH-2019 (NDCC REC)	\$ 20,000.00	\$ -	\$ -	
4050 0460	TRFR FROM MMAH-2019 (SIGN/FLAG)			\$ 32,279.19	
4050 0460	TRFR FROM MMAH-2019 IPADS RDS COMPUTER				\$ 5,500.00
4050 0460	TRFR FROM COVID FUNDING		\$ -	\$ -	\$ 28,000.00
4050 0460	TRFR FROM MMAH-2019 (HM BLDG NEEDS ASS)		\$ 5,900.00	\$ 5,900.00	
4050 0460	TRFR FROM TAX STABILIZATION (LEGALS)				\$ 15,000.00
4013 0200	TRFR FROM DEV CHG (SPEED SIGN)(GRADER)	\$ 6,250.60	\$ -	\$ 6,250.60	\$ 175,000.00
	<b>TOTAL OTHER REVENUE</b>	<b>\$ 882,009.35</b>	<b>\$ 735,550.00</b>	<b>\$ 773,637.86</b>	<b>\$ 945,550.00</b>
	<b>TOTAL REVENUE</b>	<b>\$ 2,145,840.72</b>	<b>\$ 2,097,362.00</b>	<b>\$ 2,002,186.71</b>	<b>\$ 2,687,859.00</b>
	<b>TOTAL EXPENDITURER</b>	<b>\$ 4,299,319.80</b>	<b>\$ 4,905,087.00</b>	<b>\$ 4,426,600.13</b>	<b>\$ 5,602,691.92</b>
		<b>\$ 2,153,479.08</b>	<b>\$ 2,807,725.00</b>	<b>\$ 2,424,413.42</b>	<b>\$ 2,914,832.92</b>
				<b>INCREASE</b>	<b>3.81%</b>

BUDGET PAGE	DEPARTMENT EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
11	ENVIRONMENTAL SERVICES	\$ 33,026.07	\$ 40,293.00	\$ 25,833.86	\$ 38,600.00
		\$ 33,026.07	\$ 40,293.00	\$ 25,833.86	\$ 38,600.00
					-4.2%
11	RECREATION	\$ 121,500.26	\$ 134,302.00	\$ 154,932.75	\$ 176,808.00
		\$ 121,500.26	\$ 134,302.00	\$ 154,932.75	\$ 176,808.00
					31.6%
11	HEALTH & SOCIAL SERVICES (CEMETERY)	\$ -	\$ 5,000.00	\$ 2,150.00	\$ 5,000.00
		\$ -	\$ 5,000.00	\$ 2,150.00	\$ 5,000.00
					0%
11	LIBRARY	\$ 65,091.00	\$ 66,152.00	\$ 66,152.00	\$ 67,100.00
		\$ 65,091.00	\$ 66,152.00	\$ 66,152.00	\$ 67,100.00
					1.4%
12	PLANNING	\$ 111,335.64	\$ 65,000.00	\$ 61,845.84	\$ 80,000.00
		\$ 111,335.64	\$ 65,000.00	\$ 61,845.84	\$ 80,000.00
					23.1%
12	DRAINAGE	\$ 51,789.81	\$ 53,880.00	\$ 38,266.24	\$ 55,380.00
		\$ 51,789.81	\$ 53,880.00	\$ 38,266.24	\$ 55,380.00
					2.8%
12	RESERVES	\$ 11,452.00	\$ 11,452.00	\$ 5,000.00	\$ 33,000.00
		\$ 11,452.00	\$ 11,452.00	\$ 5,000.00	\$ 33,000.00
					188.2%
12	SUBTOTAL EXPENSES	\$ 3,551,648.81	\$ 4,911,539.00	\$ 4,426,600.13	\$ 6,281,040.24
					27.9%

GL ACCT # 5001	COUNCIL EXPENDITURES EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
1010	SALARIES, MEETINGS	\$ 74,636.11	\$ 80,000.00	\$ 81,280.00	\$ 92,000.00
1022	TRAINING			\$ 1,222.00	\$ 7,500.00
1025	RECEIVER GENERAL	\$ 3,014.85	\$ 3,300.00	\$ 3,523.70	\$ 3,800.00
1030	EHT	\$ 1,455.46	\$ 1,600.00	\$ 1,584.98	\$ 1,600.00
1070	MILEAGE	\$ 691.90	\$ 1,000.00	\$ 98.00	\$ 1,000.00
1080	CONFERENCES/CONVENTIONS/SEMINARS	\$ 203.52	\$ 250.00	\$ -	\$ 250.00
1090	MEALS	\$ 167.66	\$ 200.00	\$ -	\$ 200.00
2190	MISCELLANEOUS/NEW IPADS	\$ 50.00	\$ 250.00	\$ 372.00	\$ 6,000.00
	<b>TOTAL COUNCIL EXPENDITURES</b>	<b>\$ 80,219.50</b>	<b>\$ 86,600.00</b>	<b>\$ 88,080.68</b>	<b>\$ 112,350.00</b>

GL ACCT # 5002	ADMINISTRATION EXPENDITURES EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
1010	WAGES, VACATION PAY, UNUSED SICK PAY	\$ 287,100.88	\$ 300,000.00	\$ 301,495.64	\$ 309,000.00
1020	BENEFITS	\$ 25,768.87	\$ 27,000.00	\$ 31,640.90	\$ 32,000.00
1022	TRAINING		\$ 1,200.00	\$ 3,444.06	\$ 3,000.00
1025	RECEIVER GENERAL	\$ 13,601.54	\$ 15,000.00	\$ 17,031.72	\$ 18,000.00
1026	MEETINGS	\$ 416.59	\$ 1,000.00	\$ 450.00	\$ 1,000.00
1030	EHT	\$ 5,611.56	\$ 5,800.00	\$ 5,897.23	\$ 6,000.00
1040	WSIB	\$ 7,613.97	\$ 7,800.00	\$ 8,060.24	\$ 8,500.00
1064	OMERS TOWNSHIP	\$ 29,103.28	\$ 31,000.00	\$ 30,248.55	\$ 33,000.00
1070	MILEAGE	\$ 1,158.50	\$ 1,500.00	\$ 687.50	\$ 1,500.00
1080	CONFERENCES	\$ -	\$ -	\$ -	\$ -
2025	OFFICE FURNITURE	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00
2010	OFFICE SUPPLIES	\$ 6,263.18	\$ 6,500.00	\$ 6,426.10	\$ 6,800.00
2020	POSTAGE	\$ 5,350.56	\$ 6,000.00	\$ 6,663.30	\$ 7,000.00
2030	OFFICE EQUIPMENT	\$ 3,107.20	\$ 3,800.00	\$ 2,056.19	\$ 3,500.00
2030	OFFICE EQUIPMENT-NEW PHONES	\$ -	\$ 10,000.00	\$ 11,690.00	\$ -
2035	COMPUTER PROGRAM UPDATES & IT SERVICES	\$ 8,463.53	\$ 10,000.00	\$ 8,010.11	\$ 16,000.00
2036	COMPUTERS & SERVER	\$ 210.15	\$ 250.00	\$ 1,302.03	\$ 500.00
2037	ESRI LICENSE AGREEMENT	\$ 3,000.00	\$ 3,000.00	\$ 3,052.80	\$ 3,100.00
2040	ADVERTISING	\$ 668.56	\$ 2,000.00	\$ 1,465.35	\$ 1,500.00
2050	AUDIT	\$ 19,764.81	\$ 20,000.00	\$ 18,594.56	\$ 21,000.00
2060	MEMBERSHIPS	\$ 3,820.28	\$ 3,900.00	\$ 3,537.27	\$ 4,100.00
2070	HEATING	\$ 1,872.67	\$ 2,800.00	\$ 2,574.00	\$ 3,400.00
2080	HYDRO	\$ 3,075.80	\$ 4,000.00	\$ 4,104.00	\$ 4,800.00
2090	TELEPHONE	\$ 2,367.33	\$ 2,500.00	\$ 2,577.00	\$ 2,800.00
2094	INTERNET	\$ 1,288.03	\$ 1,400.00	\$ 1,686.67	\$ 1,800.00
2095	WEBSITE MAINTENANCE		\$ 250.00	\$ -	\$ -



GL ACCT #	PROTECTION TO PERSONS/PROPERTY EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
	<b>FIRE SERVICES</b>				
3 6010	MULMUR MELANCTHON FD	\$ 105,149.16	\$ 107,250.00	\$ 98,702.92	\$ 103,689.86
3 6020	SHELBURNE AND DISTRICT FD	\$ 108,890.62	\$ 113,005.00	\$ 113,712.63	\$ 112,990.13
3 6030	TOWNSHIP OF SOUTHGATE FD - OPER	\$ 25,725.00	\$ 52,000.00	\$ 52,000.00	\$ 56,000.00
3 6031	TOWNSHIP OF SOUTHGATE FD - CAP	\$ 7,000.00	\$ 8,000.00	\$ 8,000.00	\$ 9,000.00
	<b>SUB TOTAL</b>	<b>\$ 246,764.78</b>	<b>\$ 280,255.00</b>	<b>\$ 272,415.55</b>	<b>\$ 281,679.99</b>
	<b>POLICING</b>				
4 3050	POLICING	\$ 396,161.82	\$ 406,341.00	\$ 403,632.44	\$ 419,774.00
4 3055	POLICING - ESO	\$ 343.60	\$ 350.00	\$ 243.60	\$ 350.00
4 3052	POLICING - RIDE	\$ (94.60)	\$ 6,536.00	\$ 6,531.76	\$ 6,600.00
4 3053	POLICE SERVICES BOARD	\$ -	\$ -	\$ -	\$ 300.00
4 2300	SPEED VISION SIGN/BLACK CAT	\$ 6,250.60	\$ -	\$ 4,608.76	\$ -
	TASK FORCE				\$ 5,000.00
	<b>SUB TOTAL</b>	<b>\$ 402,661.42</b>	<b>\$ 413,227.00</b>	<b>\$ 415,016.56</b>	<b>\$ 432,024.00</b>
	<b>BY LAW ENFORCEMENT</b>				
4 6155	BY LAW ENFORCEMENT	\$ 4,034.23	\$ 12,000.00	\$ 7,746.90	\$ 12,000.00
	<b>CONSERVATION AREA</b>				
4 6040	NOTTAWASAGA VALLEY CA	\$ 12,567.78	\$ 12,794.00	\$ 12,793.50	\$ 13,228.80
4 6050	GRAND RIVER CA	\$ 19,173.00	\$ 19,819.00	\$ 19,819.00	\$ 20,387.00
	<b>SUB TOTAL</b>	<b>\$ 31,740.78</b>	<b>\$ 32,613.00</b>	<b>\$ 32,612.50</b>	<b>\$ 33,615.80</b>
	<b>ANIMAL CONTROL</b>				
13 6140	LIVESTOCK CLAIMS	\$ 6,286.20	\$ 1,000.00	\$ 360.00	\$ 1,000.00
4 6150	ANIMAL CONTROL	\$ 755.04	\$ 2,500.00	\$ 1,713.13	\$ 2,500.00
	<b>SUB TOTAL</b>	<b>\$ 7,041.24</b>	<b>\$ 3,500.00</b>	<b>\$ 2,073.13</b>	<b>\$ 3,500.00</b>
	<b>STREET LIGHTS</b>				
6 3025	STREET LIGHTS LED	\$ 4,565.13	\$ 5,000.00	\$ 5,182.34	\$ 5,500.00
6 3026	STREET LIGHT REPAIR	\$ 759.39	\$ 1,000.00	\$ -	\$ 1,000.00
	<b>SUB TOTAL</b>	<b>\$ 5,324.52</b>	<b>\$ 6,000.00</b>	<b>\$ 5,182.34</b>	<b>\$ 6,500.00</b>
	<b>TOTAL PROTECTION TO PERSONS/PROPERTY</b>	<b>\$ 697,566.97</b>	<b>\$ 747,595.00</b>	<b>\$ 735,046.98</b>	<b>\$ 769,319.79</b>



GL ACCT # 5005	ROADWAYS EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
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## ROAD EQUIPMENT

2150	FUEL - CLEAR	\$ 36,910.73	\$ 45,000.00	\$ 39,824.35	\$ 55,000.00
2155	FUEL - DYED	\$ 22,790.38	\$ 30,000.00	\$ 34,588.35	\$ 40,000.00
3060	WATER TANK	\$ 126.80	\$ -	\$ -	\$ -
3070	FUEL - PATROL TRUCKS	\$ 9,422.56	\$ 12,000.00	\$ 11,845.00	\$ 18,000.00
2180	OIL - TRUCKS AND GRADER	\$ -	\$ 4,000.00	\$ -	\$ 4,000.00
3071	TR # 1 - REPAIRS	\$ 5,623.18	\$ 5,000.00	\$ 2,614.46	\$ 5,000.00
3073	TR # 2 - REPAIRS	\$ 10,016.31	\$ 15,000.00	\$ 7,634.00	\$ 15,000.00
3074	TR # 3 - REPAIRS	\$ 8,081.67	\$ 10,000.00	\$ 7,757.00	\$ 10,000.00
3075	TR # 4 - REPAIRS	\$ 10,900.21	\$ 15,000.00	\$ 9,190.00	\$ 15,000.00
3076	TR # 5 - REPAIRS	\$ 24,270.90	\$ 15,000.00	\$ 18,208.00	\$ 15,000.00
3077	TR # 6 - REPAIRS	\$ 10,241.30	\$ 15,000.00	\$ 14,712.00	\$ 15,000.00
3069	TR # 7 - REPAIRS	\$ 118.04	\$ 5,000.00	\$ 5,080.00	\$ 5,000.00
3079	GR#1 - CAT - REPAIRS	\$ 3,711.86	\$ 10,000.00	\$ 8,051.00	\$ 10,000.00
3080	GR#2 - REPAIRS	\$ 17,612.99	\$ 15,000.00	\$ 8,507.00	\$ 15,000.00
3081	BACKHOE REPAIRS	\$ 789.89	\$ 3,000.00	\$ 1,979.00	\$ 3,000.00
3082	LOADER	\$ 321.05	\$ 2,500.00	\$ 833.00	\$ 2,500.00
3083	JOHN DEERE MOWER	\$ 305.28	\$ 1,000.00	\$ -	\$ 1,000.00
3084	POWER WASHER	\$ 4,635.11	\$ 3,000.00	\$ 61.00	\$ 3,000.00
3085	CHAIN SAW	\$ 99.09	\$ 1,000.00	\$ 73.00	\$ 1,000.00
3086	ROADSIDE MOWER	\$ -	\$ -	\$ 100.00	\$ 1,000.00
3500	WINTER CONTROL-PLOW & WING PARTS	\$ 18,520.30	\$ 20,000.00	\$ 13,796.33	\$ 18,000.00
7015	JOHN DEERE GRADER LOAN	\$ 33,232.38	\$ 33,233.00	\$ 33,233.00	\$ 2,780.00
2191	RADIO AND TRUCK LICENSES	\$ 9,935.30	\$ 10,200.00	\$ 9,922.81	\$ 10,000.00
2195	RADIO MAINTENANCE & REPAIR	\$ 2,189.87	\$ 2,500.00	\$ 780.50	\$ 2,500.00
<b>TOTAL</b>		<b>\$ 229,855.20</b>	<b>\$ 272,433.00</b>	<b>\$ 228,789.80</b>	<b>\$ 266,780.00</b>

## NEW EQUIPMENT (CAPITAL)

7010	VEHICLES - TRUCK		\$ 300,000.00	\$ 153,555.84	\$ 128,349.13
7005	EQUIPMENT (ACCUMULATOR)	\$ 10,888.32	\$ 12,000.00	\$ -	\$ 15,000.00
	GRADER				\$ 500,000.00
	TRUCK - 2 TONNE DUALY PICK-UP				\$ 100,000.00
	PICK-UP EQUIPMENT				\$ 60,000.00
<b>TOTAL</b>		<b>\$ 10,888.32</b>	<b>\$ 312,000.00</b>	<b>\$ 153,555.84</b>	<b>\$ 803,349.13</b>

GL ACCT #	ROADWAYS EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL	2022 DRAFT BUDGET
5005					

**WINTER CONTROL**

3510	SAND & SALT	\$ 38,490.74	\$ 50,000.00	\$ 33,745.36	\$ 40,000.00
3505	SNOW REMOVAL/BLOWING	\$ 1,223.66	\$ 3,000.00	\$ -	\$ 1,225.00
	<b>TOTAL</b>	<b>\$ 39,714.40</b>	<b>\$ 53,000.00</b>	<b>\$ 33,745.36</b>	<b>\$ 41,225.00</b>

**ROAD IMPROVEMENT**

3140	4TH LINE O.S. - (LOAN & RESERVES)	\$ 4,940.43	\$ -	\$ -	\$ 650,000.00
3140	4TH LINE O.S. (LOAN MONTHLY PYMTS- MAY-DEC)				\$ 28,348.32
3130	2ND LINE SW - REHABILITATION	\$ 567,386.41	\$ -	\$ -	\$ 350,000.00
3137	5TH LINE O.S.- CTY RD 17 - 15 SIDEROAD	\$ -	\$ 150,000.00	\$ 153,336.66	\$ -
3134	260 SIDEROAD - HWY 10 TO 2ND LINE SW	\$ -	\$ 300,000.00	\$ 283,042.38	\$ -
3123	CORBETTON - PAVED SHOULDERS	\$ -	\$ 38,669.00	\$ 28,418.67	\$ -
3122	CHURCH STREET - HORNING'S MILLS	\$ -	\$ 50,000.00	\$ 69,097.52	
	<b>TOTAL</b>	<b>\$ 572,326.84</b>	<b>\$ 538,669.00</b>	<b>\$ 533,895.23</b>	<b>\$ 1,028,348.32</b>

**RESERVE**

5030	REPLACEMENT EQUIPMENT RESERVE	\$ 150,000.00	\$ 100,000.00	\$ 100,000.00	\$ 150,000.00
5035	BUILDING MAINTENANCE RESERVE	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
	<b>TOTAL</b>	<b>\$ 160,000.00</b>	<b>\$ 110,000.00</b>	<b>\$ 110,000.00</b>	<b>\$ 160,000.00</b>

**BUILDING IMPROVEMENTS**

7041	WORKS BUILDING ROOF REPLACEMENT		\$ 100,000.00	\$ 14,722.26	\$ 119,568.00
	<b>TOTAL</b>		<b>\$ 100,000.00</b>	<b>\$ 14,722.26</b>	<b>\$ 119,568.00</b>

	<b>TOTAL ROAD EXPENDITURES</b>	<b>\$ 2,459,887.06</b>	<b>\$ 3,032,833.00</b>	<b>\$ 2,545,108.12</b>	<b>\$ 4,217,978.45</b>
--	--------------------------------	------------------------	------------------------	------------------------	------------------------

GL ACCT #	PLANNING SERVICES EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5012					
2100	PROFESSIONAL/LEGAL FEES	\$ 55,421.18	\$ 50,000.00	\$ 52,213.96	\$ 50,000.00
2103	CANNABIS - NWN SCIENTIFIC	\$ 30,110.58		\$ -	\$ -
2105	MELANCTHON CANNABIS REGULATION	\$ 254.40		\$ -	\$ -
2109	NEW ZONING BY-LAW			\$ -	\$ -
2101	LPAT/OLT APPEALS	\$ 25,142.44	\$ 15,000.00	\$ 9,631.88	\$ 15,000.00
2102	LPAT/OLT APPEALS RESERVES				\$ 15,000.00
2304	STRADA OPA/ZBA	\$ 407.04	\$ -	\$ -	\$ -
	<b>TOTAL</b>	<b>\$ 111,335.64</b>	<b>\$ 65,000.00</b>	<b>\$ 61,845.84</b>	<b>\$ 80,000.00</b>

GL ACCT #	DRAINAGE EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5009					
3060	DRAINAGE SUPERINTENDENT	\$ 35,213.91	\$ 50,880.00	\$ 34,954.30	\$ 50,880.00
5015 0100	TILE DRAINAGE PRINCIPAL & INT PYMTS	\$ 16,575.90			
3070	NUISANCE BEAVER & BEAVER DAM REMOVAL		\$ 3,000.00	\$ 3,311.94	\$ 4,500.00
	<b>TOTAL</b>	<b>\$ 51,789.81</b>	<b>\$ 53,880.00</b>	<b>\$ 38,266.24</b>	<b>\$ 55,380.00</b>

GL ACCT #	RESERVES EXPENDITURES	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
5002					
5041	TAX RATE STAB. - HM HALL OPERATING EXPENSES	\$ 6,452.00			
	COVID - SAFE RESTART				\$ 28,000.00
5042	SPECIAL RESERVE FUND EMERGENCY RELIEF	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00	\$ 5,000.00
	<b>TOTAL</b>	<b>\$ 11,452.00</b>	<b>\$ 5,000.00</b>	<b>\$ 5,000.00</b>	<b>\$ 33,000.00</b>

<b>TOTAL</b>					
<b>EXPENITURER</b>		<b>\$ 4,299,319.80</b>	<b>\$ 4,905,087.00</b>	<b>\$ 4,426,600.13</b>	<b>\$ 6,281,040.24</b>



GL ACCT # 4012	FIRE REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
100	FIRE REVENUE	\$ 12,412.50	\$ -	\$ 13,350.00	\$ 500.00
300	FIRE PERMIT	\$ 4,155.00	\$ 4,125.00	\$ 3,720.00	\$ 3,600.00
	<b>TOTAL FIRE REVENUE</b>	<b>\$ 16,567.50</b>	<b>\$ 4,125.00</b>	<b>\$ 17,070.00</b>	<b>\$ 4,100.00</b>

GL ACCT # 4020	ROAD REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
110	ROADS MISC REVENUE	\$ 2,717.67	\$ -	\$ -	\$ 1,000.00
125	ENTRANCE PERMITS	\$ 1,600.00	\$ 1,200.00	\$ 5,900.00	\$ 1,200.00
130	WIDE LOAD PERMITS	\$ 1,040.00	\$ 1,000.00	\$ 1,320.00	\$ 1,320.00
200	CULVERTS			\$ 290.20	\$ -
140	BRETTON ESTATES SNOW PLOWING	\$ 1,035.00	\$ 900.00	\$ 900.00	\$ 900.00
500	SHELBURNE ROAD AGREEMENT		\$ 5,400.00	\$ 5,648.00	\$ 5,660.00
	<b>4TH LINE PAVEMENT LOAN</b>				<b>\$ 350,000.00</b>
	<b>TRANSFER FROM RESERVES</b>				
700	TRFR FROM DEV. CHG. (BRIDGE 2003)	\$ 30,366.20			
703	<b>TRFR FROM GAS TAX</b>	\$ 100,000.00	\$ 200,000.00	\$ 200,000.00	<b>\$ 204,500.00</b>
704	TRFR FROM ROAD CAPITAL RESERVE	\$ 100,000.00		\$ -	
702	TRFR FROM EQUIPMENT RESERVE - TRUCK		\$ 300,000.00	\$ 170,000.00	\$ 628,350.00
0	TRFR FROM WORKING CAPITAL RESERVE	\$ 430,037.00	\$ 150,000.00	\$ 150,000.00	\$ 250,000.00
460	TRFR FROM MMAH-2019 (BRIDGE 13 DECK SURVEY)	\$ 8,237.47		\$ -	
700	TRFR FROM DEV CHG (5TH LINE)		\$ 39,000.00	\$ 39,000.00	\$ -
460	TRFR FROM MMAH-19 (CORBETTON-PAVED SHOULDER)		\$ 38,669.00	\$ 28,418.67	
	<b>TRFR FROM TAX STAB. (4th Line Paving)</b>				<b>\$ 100,000.00</b>
	<b>TRFR FROM ROAD CAPITAL (4th Line Paving)</b>				<b>\$ 100,000.00</b>
	<b>TRFR FROM WORKING (4th Line Paving)</b>				<b>\$ 100,000.00</b>
	<b>TOTAL ROADS REVENUE</b>	<b>\$ 675,033.34</b>	<b>\$ 736,169.00</b>	<b>\$ 601,476.87</b>	<b>\$ 1,742,930.00</b>

GL ACCT # 4035	PLANNING REVENUE	2020 ACTUAL YEAR END	2021 FINAL BUDGET	2021 ACTUAL AS AT MAR 17, 22	2022 DRAFT BUDGET
100	OFFICIAL PLAN APPLICATION			\$ 5,500.00	\$ -
310	SITE PLAN APPLICATION FEES			\$ -	\$ -
350	ZONING BY-LAW AMENDMENT	\$ 10,500.00	\$ 10,000.00	\$ 15,700.00	\$ 10,000.00
300	CONSENT APPLICATIONS	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00	\$ 7,000.00
325	MINOR VARIANCE	\$ 1,000.00	\$ 1,000.00	\$ 4,000.00	\$ 1,000.00
200	ZONING REQUESTS	\$ 1,200.00	\$ 1,200.00	\$ 2,400.00	\$ 1,700.00
360	CHANGE OF USE CERTIFICATE APPLICATION	\$ 1,000.00		\$ 2,500.00	\$ -
370	TELECOMMUNICATION FACILITES APPLICATION	\$ 150.00			\$ -
375	PRE-APPLICATION CONSULTATION	\$ 3,250.00			\$ -
500	PROFESSIONAL SERVICES REIMBURSEMENT	\$ (12,729.55)		\$ -18,300.00	\$ -
565	NWN INC. REIMBURSEMENT	\$ 10,000.00		\$ 25,862.57	

March 17/2022  
5:20pm



## TOWNSHIP OF MELANCTHON

### DELEGATION REQUEST FORM

Request for Delegation, any written submissions and background information for consideration by Council must be submitted to the Clerk's Office by 12:00 noon on the Thursday, prior to the requested meeting.

REQUEST DATE: Next Township meeting

NAME: Robin Tripp & Brenda Serbin PHONE: [REDACTED]

ADDRESS: [REDACTED] 250 Sideroad, Melancthon Township

EMAIL ADDRESS: [REDACTED]

SIGNATURE: \_\_\_\_\_

#### Purpose of Delegation Request (state position taken on issue, if applicable).

We wish to speak to an item that was listed on the Melancthon Township Council Electronic meeting Fri. Feb. 17, 2022. Since the second item under Planning on the agenda - 2. Tripp/Serbin invoices for Zoning Amendment - is a personal item, we feel it is necessary to ensure full disclosure of the full process is being discussed.

It is important that all invoices - costs and expenses, communications and timeframes are discussed in an open forum like a public council meeting - in order that all involved and effected by the decisions/actions that were made are in possession of all pertinent information - Melancthon Township council, Melancthon Township employees and Melancthon Township residents.

We will provide an electronic file of all communication and billings to be published with the agenda package - in order that the public will be able to familiarize themselves with the file prior to the meeting.

#### REMINDER - DELEGATIONS ARE ALLOWED 10 MINUTES TO SPEAK

Personal information contained on this form is collected under the authority of *The Municipal Freedom of Information and Protection of Privacy Act*. This sheet and any additional information provided will be placed on the Council Agenda. The Agenda is a public document and forms part of the permanent public record. Questions about this collection should be directed to the Clerk at 519-925-5525.

## Denise Holmes

---

**From:** Robin Tripp [REDACTED]  
**Sent:** Wednesday, March 9, 2022 6:32 PM  
**To:** Darren White; Margaret Mercer; David Besley; James McLean; Denise Holmes  
**Subject:** Re: Delegation Request Form  
**Attachments:** Delegation Package A.odt; ZBA A.pdf; ZBA B.pdf; ZBA C.pdf; ZBA D.pdf; ZBA E.pdf; ZBA F.pdf; LPAT A.pdf; LPAT B.pdf; LPAT C.pdf; LPAT D.pdf; LPAT E 1.pdf; LPAT E 2.pdf; LPAT E 3.pdf; LPAT F.pdf; LPAT G 1.pdf; LPAT G 2.pdf; LPAT G 3.pdf; LPAT G 4.pdf; LPAT H.pdf; LPAT I.pdf; By-Law 39 2019 A.pdf; By-Law 39 2019 AA.pdf; By-Law 39 2019 B.pdf

Good evening ladies and gentleman,

You will find attached the Tripp/Serbin March 17 delegation package.

We look forward to enlightening the council and public about our experience as we worked through the ZBA and LPAT process

Councillors please respond so I know that the package has been received by all councillors.

Thanks Robin and Brenda

On Fri, 18 Feb 2022 at 15:08, Robin Tripp [REDACTED] wrote:

We wish to be included on the March 3 Council meeting agenda. Since the Tripp/Serbin invoices were placed on the public meeting on Feb 17, 2022 - we are sure that the council would understand the need for clarity and openness of the item. - in order to make an informed decision.

Sincerely

Robin and Brenda

**Delegation 5:20 March 17, 2022**

**Overview**

**I felt that my information should have been dealt with in a private by council due to the content and reference to employees and council – however I was informed that it was to be handled publicly**

**Introduction**

**“Entitled city people”**

**However the ZBA process became quite ambiguous, exhausting and frustrating process, from the beginning**

**Three areas of concern**

**Zoning By-law Process**

**Local Planning Appeal Tribunal Process**

**Billing Process**

**1.Zoning By-law Amendment Process**

**To apply for land use changes you must:**

- 1. complete an application form.**
- 2. prepare a certified cheque or money order for the application fee.**
- 3. compile information from the per-consultation meeting.**
- 4. submit the form, the fee and any additional information to your planning approval authority.**

**According to the Ontario website outlining Zoning amendments :**

**120 days for official plans and official plan amendments.**

**90 days for zoning by-law amendments.**

**120 days for plans of subdivision.**

**Zoning amendment time Line of events :**

**April 9, 2019 Start – Application for Amendment to Zoning By-Law**

**March 1<sup>st</sup> 2019 – Visit by Planner to property**

**April 18 2019 – email from Chris – questioning temporary use or permanent – we confirmed permanent**

**May 9, 2019 – Chris produces memorandum – stating temporary use and requesting public meeting**

**June 17, 2019 – email from Chris provided documents that would go before council June 20,2019 @ 5:20**

**July 15, 2019 – email from Chris asking about Zoning By-Law Amendment being presented at July 18,2019 meeting – Chris recommending temporary zoning**

**August 15, 2019 – We made a delegation to council with regards the Zoning By-Law Amendment package that Chris created - questioning a number of the restriction that Chris had listed – Mayor and Deputy Mayor absent so delegation pushed to September 5, 2019**

**September 5, 2019 – delegation to council -**

**September 26, 2019 – email from Mrs Holmes – stating the council directed that Chris go back and re-draft the ZBA to incorporate our inputs from the delegation meeting**

**October 4, 2019 – Denise sends Derek Malynyk an email outlining to inspect building for Occupancy maximum**

**October 22, 2019 – Derek Malynyk – Fire Chief visit for Fire Safety on Occupancy numbers**

**October 29, 2019 – email from Chris – outlining conversation with Fire Chief and Chief Building official Greg MacNaughton**

**November 6, 2019 – email from Chris asking to update council on input from Fire Chief and Building permit expectations**

**November 7, 2019 – email from Chris stating that he will prepare a report for November 21, 2019 council meeting**

**November 21, 2019 – Chris presents ZBA to council – recommending permanent zoning change**

**– council directs Chris to redo the ZBA and recommend – Temporary use**

**December 12, 2019 – Council passes a 3 year temporary ZBA use**

**Time frame from start to Council passing ZBA**



- April – 21, May – 31, June – 30, July – 31, August – 31, September – 30, October – 31, November – 30, December – 12,
- **Total 247 days**

**According to the Ontario website outlining Zoning amendments :**  
**90 days for zoning by-law amendments.**

**157 days over what the Ontario website determines as except able - ????**

- During this entire time I felt that I was constantly being pressured to change my expectations of ZBA to temporary from permanent
- at no time did I ask for changes – except for the delegation that required some correction (ie. Occupancy numbers by fire chief) to the planner's proposed ZBA – council supported the changes
- the council requested that the planner to change the ZBA from his recommending permanent ZBA to temporary ZBA – November 21, 2019

**Questions to council .....**

**3 possibilities reasons for delay**

- 1. planner delayed – possibly to increase billing**
- 2. directed to stall by a council/staff – possibility to encourage temporary ZBA**
- 3. planner lacks professional knowledge and / or skills**

**The reason is not for me to decide but rather for council to look into .....**

**Should planner not measure and check survey before stating - “setback from the lot line to the proposed addition should be scaled to confirm zoning compliance.” - The township placed the 250 Side road in the wrong location – our property line is located into the road – this may need to be rectified**

**Should planner not inform the resident and township staff of the requirement for a Site Plan that is sealed by the Municipality be sent to the County.**

**Should planner not be required to ensure completion of ZBA within Government set time frame.**

**Should planner not provide the resident with a billing schedule / fees.**

**Should supervising township staff not oversee planners professional conduct of planner with timing and billing process.**

**2. Local Planning Appeal Tribunal Process**

**The Local Planning Appeal Tribunal (LPAT) is an adjudicative tribunal that hears cases in relation to a range of municipal planning, financial and land matters.**

### **LPAT time Line of events :**

**January 3, 2020 – filed LPAT – appeal papers with the Township of Melancthon**

August 19, 2020 – received letter from the Township lawyer – Jeffery Wilker – Thomson Rogers Lawyers – stating that a case management conference was scheduled by LPAT for September 25, 2020

**September 25, 2020 – attended video conference along with Jeffery Wilker and Mrs Holmes**

October – January – Township / Lawyers communicate

- township lawyer informed that township has hired another planner to contradict Township planner's original proposal of permanent Zoning and that the township is actually going after the very temporary ZBA that they initiated. My lawyer states that he has never seen a township deal so dirty with a LPAT proceeding
- **People of interest – resourced/consulted/employed by Township to fight LPAT process**
- **N McDonald -**
- **W. Caldwell - ????**Wayne Caldwell – Canadian Institute of Planners
- **J. Cox – J L Cox Planning and Consultants**
- **R. Stovel – Stovel & Associates Inc. - planners, agrologist, environmental consultants.**
- **G. MacNaughton – Grey building department**
- **G. Feniak Senior Engineer – R.J. Burnside & Associates Limited**
- **Chris – Municipal Planning Services LTD - land surveyors**
- **Edward. Veldboom – partner @ Russel Christie LLP firm**

**January 4, 2021 – Withdrawal from LPAT hearing**

**Questions to council.....**

-

## **3. Bill for ZBA & LPAT**

**March 22, 2021 – Billing sent through mail from Mrs Holmes**

May 31, 2021 – called Mr. White informed that after consultation with lawyer and Mayor colleague we would not be paying LPAT fees – township has no authority to pass on these fees

November 26, 2021 – Billing sent through mail from Mrs Holmes

December 1, 2021 called Mr, White regarding – billing and setback discrepancy for building addition required

December 6, 2021 - email to councillors regarding billing of LPAT and Zoning

**December 22, 2021 – email with attachment outlining the waiving of LPAT fees**

By-Law Number 39- 2019 ( enacted September 5<sup>th</sup> 2019)

By-Law Number 8 – 2007 ( enacted 2007)

This was sent to me with LPAT billing and ZBA billing

**Questions to council.....**

**Conclusion Statement.....**

**Melancthon Township is experiencing evolving changes and will continue to do so for some time – rapid growth – things can not operate as they have in the past – do you find ways to yes or reasons to say no?**

**Moving forward**

**1, By-laws that are not enforceable or legal need to be rewritten**

Policy-making role

**2. Explanation of who authorized the LPAT bill to be sent to me, and an apology for corrupt and intimidating behaviour towards a Melancthon Township resident by sending an unenforceable bill twice – staff / council knows or should know that the township had no authority to send this bill**

Role of staff

**3. ZBA bill rescinded due to overcharging, repetitive calls/emails and questions, delays in process, lack of billing information/schedules and lack of professional knowledge - mishandling of the ZBA process**

Role of staff

**4. When council insists on temporary zoning versus permanent zoning – an offer of a simplified second ZBA process with zero cost to residents**

**Policy-making role**

**Attachments**

**By-law 39 2019**

**billing LPAT**

**billing ZBA**

**Final word**

**I am available to residents that feel they have been over billed for items or incurred cost due to communication for the township with regards to expectations - please contact me... an example of this would be the letter about derelict or decapitated buildings requiring maintenance or removal or township would take action and then bill the home owner.**

Township of Melancthon  
157101 Highway 10  
Melancthon ON L9V 2E6

22-Mar-21

**Robin Tripp & Brenda Serbin      Application for Zoning Amendment**

Rezoning Application	Admin Fee	500.00
	Municipal Planning Services Ltd. Invoice Apr 1/19	162.82
	Municipal Planning Services Ltd. Invoice June 1/19	976.90
	Municipal Planning Services Ltd. Invoice Aug 1/19	264.58
	Municipal Planning Services Ltd. Invoice Oct 31/19	447.74
	Municipal Planning Services Ltd. Invoice Nov 30/19	895.49
	<b>TOTAL</b>	<b>3,247.53</b>
	Rezoning Fee Rec'd	<u>500.00</u>
	<b>Balance Owning</b>	<b>2,747.53</b>
	Deposit Received	<u>1,000.00</u>
	<b>Amount Owning</b>	<b>- 1,747.53</b>

Municipal Planning Services Ltd.  
Taylor Drive  
Barrie ON L4N8K7  
chris\_mplanningservices@rogers.com  
GST/HST Registration No.: 847801248  
RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10  
R.R. #6  
Shelburne Ontario L0N 1S9

INVOICE # 3708

DATE 01-04-2019

DUE DATE 01-05-2019

TERMS Net 30

DESCRIPTION	TAX	AMOUNT
<b>Services</b> 2 hours - Site visit and meeting with the Serbins to view building and discuss wedding business, Discuss prior special events approval (Temporary Use By-law)	HST ON	160.00
Melancthon Serbin Pre-consult (Special Events)	SUBTOTAL	160.00
HST - RT0001 83323 4438	HST (ON) @ 13%	20.80
	TOTAL	180.80
	BALANCE DUE	<b>\$180.80</b>

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	20.80	160.00

Township of Melancthon  
Approved by 249  
Account No 01-5012-2100  
Cheque No. 11187  
Cheque Date May 3, 2019  
Cheque Amt.

Rebate 17.98

162.82

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

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## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 3839

DATE 01-06-2019

DUE DATE 01-07-2019

TERMS Net 30

### DESCRIPTION

#### Services

9.75 hours - Application review and communicate with applicant, Prepare and present preliminary report to Council, Prepare notice of public meeting, Coordination with mapping subconsultant, Prepare draft ZBA, Prepare public meeting script, Attend public meeting of Council

TAX  
HST ON 780.00

#### Services

Mapping subconsultant - key map and A-1, MDS offsets, aerial

HST ON 180.00

Melancthon Serbin ZBA  
(May and June)

HST - RT0001 83323 4438

SUBTOTAL 960.00

HST (ON) @ 13% 124.80

TOTAL 1,084.80

BALANCE DUE **\$1,084.80**

*Rebate* 107.90  
976.90

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	124.80	960.00

Township of Melancthon  
Approved by \_\_\_\_\_  
Account No. 01-5012-2100  
Cheque No. 11315  
Cheque Date July 11, 2019  
Cheque Amt. \_\_\_\_\_



Municipal Planning Services Ltd.  
18 Taylor Drive  
Barrie ON L4N8K7  
chris\_mplanningservices@rogers.com  
GST/HST Registration No.: 847801248  
RT0001

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## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10  
R.R. #6  
Shelburne Ontario L0N 1S9

INVOICE # 3936

DATE 01-08-2019

DUE DATE 31-08-2019

TERMS Net 30

### DESCRIPTION

#### Services

3.25 hours - Communication with Denise re: status of application, Email to applicant July 15 re: confirm if draft TZBA can go on agenda, Read/reply to July 15 email to applicant re: deputation to Council and suggest concerns with draft amendment be articulated in writing, Read/reply email to applicant re: copy of planning report and reference to Agricultural policies of the Official Plan, Read/reply email to applicant July 25 re: summary of OP policies sections addressing the permission and regulation of on-farm diversified uses, Read/reply email from/to applicant July 26 re: clarification/focus on specific issues of concern with TZBA

### TAX

### AMOUNT

HST ON 260.00

Melancthon Tripp/Serbin ZBA

SUBTOTAL 260.00

HST - RT0001 83323 4438

HST (ON) @ 13% 33.80

TOTAL 293.80

BALANCE DUE **\$293.80**

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	33.80	260.00

Rebate 29.22  
264.58

Municipal Planning Services Ltd.  
8 Taylor Drive  
Barrie ON L4N8K7  
chris\_mplanningservices@rogers.com  
GST/HST Registration No.: 847801248  
RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10  
R.R. #6  
Shelburne Ontario L0N 1S9

INVOICE # 4089

DATE 31-10-2019

DUE DATE 30-11-2019

TERMS Net 30

### DESCRIPTION

#### Services

5.5 hours - Prepare and forward document to applicant to allow comments on draft zone regulations, Telephone discussion with applicant to review and discuss draft zone regulations, Communication with Denise re: Fire Chief, Revisions to draft ZBA, Communications and provide background information to Fire Chief, Communication and provide background information to CBO, Follow up with applicant

TAX	AMOUNT
HST ON	440.00

Melancthon Serbin ZBA  
(OFDU - Special Events Business)

HST - RT0001 83323 4438

SUBTOTAL	440.00
HST (ON) @ 13%	57.20
TOTAL	497.20
BALANCE DUE	<b>\$497.20</b>

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	57.20	440.00

Township of Melancthon  
Approved by [Signature]  
Account No. 01-5012-3100  
Cheque No. 11568  
Cheque Date Dec 2, 2019  
Cheque Amt. \_\_\_\_\_

Balance 497.20  
497.20

Municipal Planning Services Ltd.  
8 Taylor Drive  
Barrie ON L4N8K7  
chris\_mplanningservices@rogers.com  
GST/HST Registration No.: 847801248  
RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10  
R.R. #6  
Shelburne Ontario L0N 1S9

INVOICE # 4150

DATE 30-11-2019

DUE DATE 30-12-2019

TERMS Net 30

DESCRIPTION	TAX	AMOUNT
<b>Services</b> 10.25 hours - File review, Communication with applicant and Denise, Discussion with Dufferin County CBO, Official Plan review, Review OMAFRA on-farm use guidelines, Prepare and review MDS scenarios, Review applicant's building permit, Prepare planning report, Revisions to draft ZBA, Present planning report to Council	HST ON	820.00
<b>Services</b> Mapping Subconsultant - edits to A-1 and area calcs of zoned land and adjacent agricultural buildings	HST ON	60.00

Melancthon Serbin/Tripp ZBA

HST - RT0001 83323 4438

SUBTOTAL	880.00
HST (ON) @ 13%	114.40
TOTAL	994.40
BALANCE DUE	<b>\$994.40</b>

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	114.40	880.00

Township of Melancthon  
Approved by \_\_\_\_\_  
Account No. 01-5012-2105  
Cheque No. 11619  
Cheque Date Dec 13, 2019  
Cheque Amt. \_\_\_\_\_

Rebate 98.91  
895.49

Township of Melancthon  
157101 Highway 10  
Melancthon ON L9V 2E6

22-Mar-21

Robin Tripp & Brenda Serbin

LPAT APPEAL

Dec 31/19	Municipal Planning Services Ltd.	Invoice #4236	183.17
Jan 31/20	Municipal Planning Services Ltd.	Invoice #4264	488.45
Feb 29/20	Municipal Planning Services Ltd.	Invoice #4303	223.87
Feb 1 - Aug 31/20	Thomson Rogers Lawyers	File No. 500695	6,237.09
Dec 2/20	Stovel & Associates Inc.	Invoice #098	3,816.00
Sep 1 - Dec 15/20	Thomson Rogers Lawyers	File No. 500695	13,635.19
Dec 21/20	R.J. Burnside & Associates Ltd.	Invoice #300052503.0000-1	737.76
Dec 31/20	Municipal Planning Services Ltd.	Invoice #4973	<u>137.38</u>
<b>TOTAL OWING TO TOWNSHIP OF MELANCTHON</b>			<b>25,458.91</b>

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 4236

DATE 31-12-2019

DUE DATE 30-01-2020

TERMS Net 30

### DESCRIPTION

#### Services

2 hours - modifications to draft TZBA and forward to Denise for Council agenda, Attend December 12 Council meeting, Discuss FOI request with Denise

### TAX

### AMOUNT

HST ON

180.00

Melancthon Serbin ZBA (LPAT)

HST - RT0001 83323 4438

SUBTOTAL

180.00

HST (ON) @ 13%

23.40

TOTAL

203.40

BALANCE DUE

**\$203.40**

### TAX SUMMARY

RATE  
HST (ON) @ 13%

TAX  
23.40

NET  
180.00

Township of Melancthon  
Approved by [Signature]  
Account No. 01-5012-2101  
Cheque No. 11699  
Cheque Date Dec 31, 2019  
Cheque Amt.

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 4264

DATE 31-01-2020

DUE DATE 01-03-2020

TERMS Net 30

DESCRIPTION	TAX	AMOUNT
Services	HST ON	480.00
6 hours - Communication with Wendy and Denise re: LPAT filing/procedures, Prepare checklist document and forward to Denise to compile LPAT record, Review LPAT record and provide outstanding items, Discuss file with solicitor		
Melancthon Serblin/Tripp LPAT	SUBTOTAL	480.00
HST - RT0001 83323 4438	HST (ON) @ 13%	62.40
	TOTAL	542.40
	BALANCE DUE	<b>\$542.40</b>

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	62.40	480.00

Township of Melancthon  
Approved by JAC  
Account No. 01-5012-2101  
Cheque No. 11182  
Cheque Date March 10, 2020  
Cheque Am

LPAT Applied 01-5012-2101

Municipal Planning Services Ltd.

18 Taylor Drive

Barrie ON L4N8K7

chris\_mplanningservices@rogers.com

GST/HST Registration No.: 847801248

RT0001

COPY



## INVOICE

### INVOICE TO

Ms. Denise Holmes, CAO

Township of Melancthon

157101 Highway 10

R.R. #6

Shelburne Ontario L0N 1S9

INVOICE # 4303

DATE 29-02-2020

DUE DATE 30-03-2020

TERMS Net 30

### DESCRIPTION

#### Services

2.75 hours - Discussions with E. Veldboom, Meeting with Council, Forward materials to and follow up discussion with J. Wilker, Communications with Denise

### TAX

### AMOUNT

HST ON

220.00

Melancthon Serbin LPAT

HST - RT0001 83323 4438

SUBTOTAL

220.00

HST (ON) @ 13%

28.60

TOTAL

248.60

BALANCE DUE

**\$248.60**

### TAX SUMMARY

### RATE

HST (ON) @ 13%

### TAX

28.60

### NET

220.00

Township of Melancthon  
Approved by JLC  
Account No. 01-5012-2101  
Cheque No. 11782  
Cheque Date March 10, 2020  
Cheque Amt. \_\_\_\_\_



**THOMSON ROGERS**

LAWYERS

**COPY**

*BN*

**STATEMENT OF ACCOUNT**

Ms. Denise Holmes  
CAO/Clerk  
Township of Melancthon  
157101 HWY 10  
Shelborn, Ontario  
L9V 2E6

**RE: TOWNSHIP OF MELANCTHON RE SERBIN ZONING BY-LAW  
APPEAL  
OUR FILE NO. 500695**

**HST NUMBER R121438741**

**ACCOUNTS DUE WHEN RENDERED**

Pursuant to the Solicitors Act, interest will be charged on any unpaid balance of this account  
from one month after the date delivered, at the rate of 5% per annum until paid.

**TO: PROFESSIONAL SERVICES RENDERED in this matter on your behalf from  
February 1, 2020 to August 31, 2020, including:**

<u>Date</u>	<u>Description</u>
02/21/20	Review and consider materials; telephone conference with C. Jones; review and consider email from C. Jones;
02/25/20	Review and consider materials; telephone conference with D. Holmes;
02/28/20	Review and consider materials;
03/03/20	Review and consider materials;
03/05/20	Prepare for Council meeting; telephone conference with R. Stovel; attend Council meeting; review and consider issues; email to R. Stovel; email to S. Acevedo- Martinez (caseworker LPAT);
03/06/20	Review and consider email from S. Acevedo-Martinez; review and consider email from R. Stovel;
03/09/20	Email to and from D. Holmes; email to and from R. Stovel;
03/11/20	Email to D. Holmes;

TF: 1-888-223-0448 T: 416-868-3100 F: 416-868-3134

thomsonrogers.com

**STATEMENT OF ACCOUNT**

- 2 -

<u>Date</u>	<u>Description</u>
03/12/20	Review and consider emails from D. Holmes;
03/25/20	Review and consider email from D. Holmes; review and consider emergency order; email to D. Holmes;
05/14/20	Review and consider re experts; email to N. McDonald;
05/15/20	Review and consider re experts;
05/19/20	Review and consider re MDS expert; email to N. McDonald;
07/15/20	Review and consider re planner retainer; telephone message to W. Caldwell; review and consider message from W. Caldwell;
07/16/20	Telephone conference with J. Cox; email to J. Cox and D. Holmes;
07/23/20	Review and consider issues; review and consider voicemail from J. Cox; review and consider MDS guidelines; review and consider Comprehensive Zoning By-law; review and consider OP policies; voicemail to J. Cox;
08/17/20	Review and consider email from S. Acevedo- Martinez; review and consider Notice from LPAT; review and consider next steps;
08/18/20	Emails to and from D. Holmes; Review and consider re service;
08/19/20	Review and consider issues; review and consider re service; review and consider email from D. Holmes; serve Notice on parties; file Notice and Affidavit of Service with LPAT;
08/20/20	Review and consider re service; email to J. Cox;
08/21/20	Review and consider issues; email to and from J. Cox;
08/26/20	Review and consider issues;
08/28/20	Review and consider email from J. Cox;
08/30/20	Telephone conference with J. Cox; review and consider issues;
08/31/20	Email to and from D. Holmes;

Generally, all necessary correspondence, telephone conferences and all other attendances not specifically enumerated herein on your behalf.

OUR FEE HEREIN:

\$5,925.00

## STATEMENT OF ACCOUNT

- 3 -

DISBURSEMENTS:Subject to HST

Courier Service	\$7.49
Photo-Copying	3.80
Transportation and Travel Expenses	92.92
LawPro Litigation Levy	100.00

TOTAL DISBURSEMENTS: 204.21

TOTAL THIS ACCOUNT - BEFORE HST: \$6,129.21


HST DUE: 796.80

TOTAL BALANCE DUE THOMSON, ROGERS: \$6,926.01

THIS IS OUR INTERIM ACCOUNT HEREIN

DATED THE 29<sup>th</sup> DAY OF SEPTEMBER, 2020

THOMSON, ROGERS



Per: \_\_\_\_\_  
JEFFREY WILKER

JJW/pf  
E. & O.E.

Township of Melancthon
Approved by <u>JW</u>
Account No. <u>01-5012-2101</u>
Cheque No. <u>12149</u>
Cheque Date <u>Oct 1, 2020</u>
Cheque Amt. _____

# COPY

**RECEIVED**JAN 04 2021  
*PNB*

# Invoice

## Stovel and Associates Inc.

Invoice No. 098

Bill To:

Township of Melancthon -  
Attention: Denise Holmes,  
CAO/Clerk

157101 ON-10

Melancthon, ON

L9V 2E6

Project Ref.: Melancthon LPAT No. PL2000065

*01-5012-2101*

Date	Project No.	Terms
Dec. 02, 2020	LPAT-Mel-2020	30 days

Description	Taxable	Total Fees
Correspondence with Solicitor - Jeff Wilker.		3525.00
Review of correspondence/emails from LPAT.		
Review of background documents, planning reports, Official Plan and zoning/municipal bylaws.		
Site visit and reconnaissance of local area surrounding subject property.		
Preparation of draft Witness Statement.		
Preliminary calculation of MDS1 setbacks.		
Project management.		
Expenses: Travel, telephone and photocopies.		225.00

Subtotal: 3750.00

Tax: 487.50

Balance Due: 4237.50

GST Registration # 86716 3172

Township of Melancthon  
Approved by \_\_\_\_\_  
Account No. *01-5012-2101*  
Cheque No. *12372*  
Cheque Date *Dec 31, 2020*  
Cheque Amt \_\_\_\_\_

Stovel and Associates Inc.  
651 Orangville Road  
Fergus, ON  
N1M 1T9

Phone/Cell: 519 766 8042  
E-Mail: [stovel.associates@sympatico.ca](mailto:stovel.associates@sympatico.ca)

# THOMSON ROGERS

LAWYERS

## STATEMENT OF ACCOUNT

Ms. Denise Holmes  
CAO/Clerk  
Township of Melancthon  
157101 HWY 10  
Shelburne, Ontario  
L9V 2E6

RE: TOWNSHIP OF MELANCTHON RE SERBIN ZONING BY-LAW  
APPEAL  
OUR FILE NO. 500695

HST NUMBER R121438741

### ACCOUNTS DUE WHEN RENDERED

Pursuant to the Solicitors Act, interest will be charged on any unpaid balance of this account from one month after the date delivered, at the rate of 0.5% per annum until paid.

TO: PROFESSIONAL SERVICES RENDERED in this matter on your behalf from  
September 1, 2020 to December 15, 2020, including:

<u>Date</u>	<u>Description</u>
09/01/20	Telephone conference with D. Holmes; telephone conference with R. Stovel;
09/02/20	Review and consider MDS; review and consider Planning reports; review and consider Official Plan; email to D. Holmes and C. Jones; review and consider email from C. Jones;
09/03/20	Email to R. Stovel; prepare for Council meeting; attend virtual Council meeting; review and consider instructions;
09/04/20	Emails to R. Stovel; telephone conference with R. Stovel;
09/04/20	Telephone conference with R. Stovel;
09/14/20	Review and consider re LPAT CMC;
09/16/20	Review and consider documents; email to R. Stovel;
09/17/20	Review and consider email from R. Stovel;

Township of Melancthon

Approved by \_\_\_\_\_

Account No. 01-5012-2101

Cheque No. 12337

Cheque Date Dec 18, 2020

Cheque Amt. \_\_\_\_\_

TF: 1-888-223-0448

T: 416-868-3100

F: 416-868-3134

thomsonrogers.com

01-5012-2101

**STATEMENT OF ACCOUNT**

- 2 -

<u>Date</u>	<u>Description</u>
09/23/20	Review and consider email from S. Acevedo-Martinez; review and consider email from B. Tripp;
09/24/20	Email from and to LPAT (S. Acevedo-Martinez); prepare for CMC;
09/25/20	Prepare for CMC; attend CMC before Member B. Taylor, B. Serbin and D. Holmes attending; telephone conference with D. Holmes emails to R. Stovel; telephone conference with R. Stovel; email to D. Holmes;
09/28/20	Review and consider email from R. Stovel;
09/30/20	Email to and from D. Holmes; review and consider Planning Act;
10/01/20	Review and consider LPAT Decision; telephone conference with R. Stovel; review and consider email from D. Holmes;
10/02/20	Prepare for virtual meeting; virtual meeting with D. Holmes and C. Jones;
10/05/20	Email to C. Jones; email to R. Stovel;
10/06/20	Email from and to R. Stovel;
10/29/20	Telephone conference with R. Stovel;
10/30/20	Review and consider MDS and site plan control; email to and from C. Jones; email to R. Stovel; review and consider appeal record; emails to and from R. Stovel; emails to and from D. Holmes; email to G. MacNaughtan; email to B. Tripp; review and consider re procedural order; confer;
10/30/20	Confer re procedural order;
10/31/20	Email to C. Jones;
11/02/20	Drafting procedural order;
11/03/20	Review and consider re procedural order;
11/03/20	Drafting procedural order, issues list and hearing plan;
11/05/20	Email to R. Tripp; telephone conference with E. Treslan; review and consider email from E. Treslan; emails to R. Stovel; email to and from C. Jones; review and consider draft procedural order; review and consider LPAT template; review and consider materials; revise draft issues list; revise draft hearing plan; revise draft procedural order;

**STATEMENT OF ACCOUNT**

- 3 -

<u>Date</u>	<u>Description</u>
11/06/20	Review and consider draft hearing plan; revisions; review and consider MDS Zoning By-law; emails to and from R. Stovel; telephone conference with R. Stovel; revise procedural order; finalize issues list; email to E. Treslan;
11/09/20	Email to and from E. Treslan;
11/10/20	Review and consider voicemail from E. Treslan; email to E. Treslan; telephone conference with E. Treslan; revisions to procedural order; revisions to hearing plan; email to LPAT; email to and from R. Stovel and D. Holmes;
11/12/20	Review and consider email from G. MacNaughtan;
11/16/20	Review and consider MDS amendment; email to C. Jones; emails to and from C. MacNaughtan;
11/17/20	Review and consider re MDS by-law; review and consider Notice; email to E. Treslan; email to D. Holmes; email to G. Feniak;
11/19/20	Review and consider materials; review and consider re Building Code issues; telephone conference with G. MacNaughtan; telephone conference with D. Holmes; telephone conference with R. Stovel; email to R. Stovel;
11/20/20	Review and consider email from G. Feniak; telephone conference with G. Feniak; email to and from D. Holmes; review and consider re MDS by-law; email to R. Stovel;
11/21/20	Review and consider email from R. Stovel;
11/23/20	Emails to and from R. Stovel; review and consider re MDS; review and consider CVs of R. Stovel and G. Feniak; email to G. MacNaughtan; review and consider G. MacNaughtan C.V.; email to G. MacNaughtan;
11/24/20	Review and consider draft procedural order; review and consider draft hearing plan; review and consider materials for witness list; review and consider CVs; finalize letter outlining witness list; email to E. Treslan; email to witnesses; review and consider emails from E. Treslan; review and consider re withdrawal; email to D. Holmes, G. MacNaughtan, G. Feniak, R. Stovel; review and consider email from G. Feniak; review and consider email from G. MacNaughtan;
11/25/20	Emails to and from D. Holmes; email to E. Treslan;
11/26/20	Review and consider email from G. MacNaughtan;
12/07/20	Email to and from R. Stovel;



**THOMSON ROGERS**

LAWYERS

**STATEMENT OF ACCOUNT**

- 4 -

<u>Date</u>	<u>Description</u>
12/08/20	Emails to and from D. Holmes; email to LPAT;
12/10/20	Prepare for Council meeting; attend virtual Council meeting;
12/11/20	Review and consider email from LPAT; email to LPAT;
12/15/20	Email to and from D. Holmes;

Generally, all necessary correspondence, telephone conferences and all other attendances not specifically enumerated herein on your behalf.

OUR FEE HEREIN: \$13,395.00

DISBURSEMENTS:Subject to HST

Computer Law Database Searches \$4.36

TOTAL DISBURSEMENTS: 4.36

TOTAL THIS ACCOUNT - BEFORE HST: \$13,399.36

HST DUE: 1,741.92

TOTAL BALANCE DUE THOMSON, ROGERS: \$15,141.28

THIS IS OUR INTERIM ACCOUNT HEREIN

DATED THE 16<sup>th</sup> DAY OF DECEMBER, 2020

THOMSON, ROGERS



Per: \_\_\_\_\_

JEFFREY WILKER

JJW/pf

E. & O.E.



# BURNSIDE

R.J. Burnside & Associates Limited  
15 Townline  
Orangeville, ON L9W 3R4  
Phone: (519) 941-5331 Fax: (519) 941-7721  
www.rjburnside.com

# COPY

Ms. Denise Holmes, AMCT  
CAO/Clerk-Treasurer  
Township of Melancthon  
157101 Highway 10  
Melancthon, ON L9V 2E6

December 21, 2020  
Invoice No: 300052503.0000 - 1

email: dholmes@melancthontownship.ca

Project 300052503.0000 Tripp/Serbin Special Events on Farm  
Professional Services through November 26, 2020

	Hours	Amount	
Senior Engineer VIII			
Feniak, Gord	2.50		
Totals	2.50		
Total Labour			725.00
HST #885871228	13.00 % of 725.00	94.25	
Total Tax		94.25	94.25
Total Amount Due in CDN Funds			<u>\$819.25</u>

Gord Feniak 2.5 hours  
- Review application and requirements of Official Plan, Zoning By-law Noise By-law  
- Provide opinion to Jeff Wilker

- Provide CV for Witness List

Note: File subsequently closed. This is Final Invoice

Project Manager: Gord Feniak

Client Number: 61

Please reference your billing client number when making payments via direct deposit or electronic transfer.

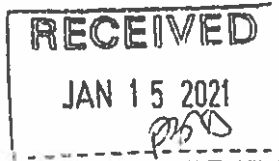
To pay via e-Transfer please use etransfers@rjburnside.com as payee.

Township of Melancthon	
Approved by	_____
Account No.	01-5012-2161
Cheque No.	12370
Cheque Date	Dec 31, 2020
Cheque Amt.	_____

Payment terms are net 30 days. Late payments are subject to a penalty of 1% per month (12% annually).

*Dec 21*

Municipal Planning Services Ltd.  
18 Taylor Drive  
Barrie ON L4N8K7  
chris\_mplanningservices@rogers.com  
GST/HST Registration No.: 847801248  
RT0001



## INVOICE

### BILL TO

Ms. Denise Holmes, CAO  
Township of Melancthon  
157101 Highway 10  
R.R. #6  
Shelburne Ontario L0N 1S9

INVOICE # 4973

DATE 31-12-2020

DUE DATE 30-01-2021

TERMS Net 30

### DESCRIPTION

#### Services

1.5 hours - Communication with Denise and lawyers, Review approved TZBA,  
Review Facebook advertisement, Follow up with Denise

TAX	AMOUNT
HST ON	135.00

Melancthon Serbin TZBA

HST - RT0001 83323 4438

SUBTOTAL	135.00
HST (ON) @ 13%	17.55
TOTAL	152.55
BALANCE DUE	<b>\$152.55</b>

### TAX SUMMARY

RATE	TAX	NET
HST (ON) @ 13%	17.55	135.00

Township of Melancthon
Approved by _____
Account No. <u>31-5012-2100</u>
Cheque No. <u>12389</u>
Cheque Date <u>Dec 31, 2020</u>
Cheque Amt. _____

# THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

## BY-LAW NUMBER 39-2019

**WHEREAS** the Planning Act, s. 69 permits the Council of the Township to enact this by-law;

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

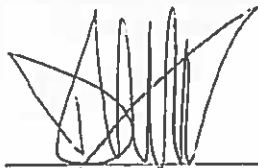
1. The tariff of fees and charges as set out in Schedule "A" are hereby established for the purposes of the Planning Act, s. 69, as amended.
2. For greater certainty, it is hereby enacted that the applicant shall bear all the costs of the application, including internal review, administrative services, costs of circulation, holding public meetings, in-house and external professional services, independent professional peer reviews, studies, plans and such other expenditures as are incurred by the Municipality in order to properly administer, process and evaluate the application, appeal proceedings to the Local Planning Appeals Tribunal, Court of Law or any other judicial proceeding.
3. Council hereby determines that the amounts established in Schedule "A" are designed to meet only the minimum anticipated cost to the Municipality or to the committee of adjustment in respect of the processing of each type of application provided for in the tariff. The fees shall be increased to the actual costs of the Municipality as reasonably established (from time to time on an interim or final basis, as the case may be) by Council or committee, based upon the administrative time, internal expenses, external expenses and overhead on external expenses, (which overhead is hereby fixed at 10%).
4. Despite the tariff of fees established under this by-law, the Council or the committee of adjustment in processing an application may reduce the amount or waive the requirement for the payment of a fee in respect of the application where the Council or committee is satisfied that it would be unreasonable to require payment in accordance with the tariff.
5. No action shall be taken by Council, committee or staff in processing any application until the deposits specified in Schedule "A" are paid or replenished.
6. Any unused balance of any deposit made shall be refunded to the applicant following the completion of the application or the withdrawal of the application upon confirmation from the Clerk that all invoices and other claims in respect of the application have been received and paid.
7. By-law 8-2007 is hereby repealed.

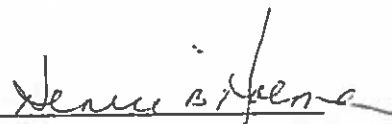
**FOLLOWS:**

1. The tariff of fees and charges as set out in Schedule "A" are hereby established for the purposes of the Planning Act, s. 69, as amended.
2. For greater certainty, it is hereby enacted that the applicant shall bear all the costs of the application, including internal review, administrative services, costs of circulation, holding public meetings, in-house and external professional services, independent professional peer reviews, studies, plans and such other expenditures as are incurred by the Municipality in order to properly administer, process and evaluate the application, appeal proceedings to the Local Planning Appeals Tribunal, Court of Law or any other judicial proceeding.
3. Council hereby determines that the amounts established in Schedule "A" are designed to meet only the minimum anticipated cost to the Municipality or to the committee of adjustment in respect of the processing of each type of application provided for in the tariff. The fees shall be increased to the actual costs of the Municipality as reasonably established (from time to time on an interim or final basis, as the case may be) by Council or committee, based upon the administrative time, internal expenses, external expenses and overhead on external expenses, (which overhead is hereby fixed at 10%).
4. Despite the tariff of fees established under this by-law, the Council or the committee of adjustment in processing an application may reduce the amount or waive the requirement for the payment of a fee in respect of the application where the Council or committee is satisfied that it would be unreasonable to require payment in accordance with the tariff.
5. No action shall be taken by Council, committee or staff in processing any application until the deposits specified in Schedule "A" are paid or replenished.
6. Any unused balance of any deposit made shall be refunded to the applicant following the completion of the application or the withdrawal of the application upon confirmation from the Clerk that all invoices and other claims in respect of the application have been received and paid.
7. By-law 8-2007 is hereby repealed.

BY-LAW read a first and second time this <sup>5<sup>th</sup></sup> day of September, 2019.

BY-LAW read a third time and passed this <sup>5<sup>th</sup></sup> day of September, 2019.

  
\_\_\_\_\_  
Mayor

  
\_\_\_\_\_  
Clerk

# THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

## BY-LAW NUMBER 39-2017

### Schedule "A"

#### Planning Fees and Charges

Application	Minimum Fees	Minimum Deposit
Consent application	1,000.00	1,000.00
Title validation	800.00	1,000.00
Changes to applications requiring re-circulation	300.00	
Minor variance, non-conforming use application	1,000.00	1,000.00
Official Plan amendment	2,500.00	3,000.00
Zoning by-law amendment (to implement a condition of consent)	750.00	1,000.00
Zoning By-law amendment	1,500.00	2,000.00
Zoning By-law amendment to remove a Hold	500.00	1,000.00
Site plan application (per site)	1,000.00	1,000.00
Subdivision / condominium application	\$250.00 per lot, subject to a minimum of \$5,000, and to a maximum of \$15,000	15,000.00
All other Planning Act related applications	500.00	1,000.00
Preliminary development inquires and Pre-Application Consultation	1,000.00	1,000.00
Planning compliance letters	100.00	



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

157101 Highway 10, Melancthon, Ontario, L9V 2E6

### **COUNCIL VACANCY APPLICATION FORM**

Please complete this form in its entirety and submit in person (no fax or email) with identification (Passport or Driver's License) by 2:00 p.m. on Thursday, March 10, 2022.

Denise B. Holmes, AMCT  
CAO/Clerk  
Township of Melancthon  
157101 Highway 10  
Melancthon, Ontario  
L9V 2E6

<b>COUNCIL VACANCY APPLICATION FORM</b>		
<b>Name:</b> Donald Brian Dawson		
<b>Qualifying Address:</b> 87 Argyle Street Melancthon, Ontario L9V 3P2		
<b>Email Address:</b> completebrickandmasonry1@gmail.com		
<b>Telephone (Home):</b> 519-939-6800		
<b>Telephone (Work):</b> 519-938-0440		
<b>Telephone (Cell):</b> 519-938-0440		
<b>Eligibility Requirements</b>	<b>Yes</b>	<b>No</b>
Canadian Citizen	X	
Minimum 18 years of age	X	
Eligible elector in the Township of Melancthon (owner or tenant or spouse of such owner or tenant)	X	
Not prohibited from voting under any other Act or disqualified from holding municipal office	X	3/10



**Personal Statement - Please explain why you would like to serve on Council. Please attached your type-written statement to this Council Vacancy Application Form, on letter size (8.5" x 11") paper. Please do not exceed two (2) pages in length.**

## **COUNCIL VACANCY APPLICATION FORM**

### **Declaration of Qualification**

I, \_\_\_\_\_ Donald Brian Dawson \_\_\_\_\_, an applicant mentioned in this application form, declare that I am presently legally qualified, or would be presently legally qualified if I were not a member of the Legislative Assembly of Ontario or the Senate or House of Commons of Canada, to be appointed and to hold the office to which I have applied for appointment and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

Declared before me at the Township of Melancthon, in the County of Dufferin this  
9<sup>th</sup> day of March, 2022.

\_\_\_\_\_  
Signature of Applicant

\_\_\_\_\_  
Signature of Clerk or Commissioner

\_\_\_\_\_  
Received by: Denise S. Hino  
Date: Mar 9/22

### **CERTIFICATE**

I, the undersigned Clerk of this municipality, do hereby certify that I have examined the application form of the aforesaid applicant filed with me and I am satisfied that the nominee is qualified for appointment to municipal office.

\_\_\_\_\_  
Signature  
of Clerk or Designate Date Certified: March 11, 2022

Personal information collected on this form is pursuant to the *Municipal Act* and is collected in accordance with *The Municipal Freedom of Information and Protection of Privacy Act* and will be used for the purpose of determining a nominee's eligibility for appointment to municipal office. This application form will be attached to a Council

March 8, 2022

Dear Mayor White/Council,

My name is Donald Brian Dawson; most people call me by Brian. I am interested in filling the present vacancy on council. I have lived in the area for approximately 25 years now, currently we own and reside in Melancthon. I am married, my wife and I have 6 children between us ages 31 to 15 and one grandchild turning 2 in May.

I am a self employed contractor and have ran my small business in Dufferin County since 2003. I currently oversee the maintenance of 43 car dealerships in our area and amongst southern Ontario, I also operate my masonry business seasonally from spring till fall. I have employed many people in the area over the years and been involved in quite a few residential and commercial projects and have witnessed and been part of the growth in our county, I have worked alongside with local various trades and consider myself a team player, fair, easy going and open minded.

My wife is truly my inspiration as a survivor of a traumatic brain injury, I watched her fight to overcome many roadblocks, her strong will and determination are matched by very few. My mother is another very incredible and strong woman whom I admire and attribute my work ethic and drive to. Between them I believe they have helped shape me into the man I am today.

My hobbies include fishing year round and whenever I can get the chance. I enjoy the outdoors, sportsmanship, travel and like to think I am a BBQ champion at least in my own house. I also enjoy restoration projects.

My interest in joining council and filling the vacancy is truthfully a concern for taxes and keeping them to a minimum, being responsible with my fellow ratepayers hard earned money, and since it has been said now by a few that should anyone want to offer constructive criticism, they should first consider running for council and I am offering to do so. I can offer this council a fresh perspective of someone whom has no formal training, I am a man that works with my hands. However, as I do in work, and in all aspects of life I am a team player, I have to work hard to provide for my family and my small business requires financial responsibility, that's what I think I could add the most as value to this council.

Thank you for considering me as a member of Melancthon Town Council.

Since

Donald Brian Dawson  
phone:519-938-0440  
email:completebrickandmasonry1@gmail.com  
87 Argyle Street  
Melancthon, Ontario  
L9V 3P2



The Corporation of

**THE TOWNSHIP OF MELANCTHON**

157101 Highway 10, Melancthon, Ontario, L9V 2E6

### COUNCIL VACANCY APPLICATION FORM

Please complete this form in its entirety and submit in person (no fax or email) with identification (Passport or Driver's License) by 2:00 p.m. on Thursday, March 10, 2022.

Denise B. Holmes, AMCT  
CAO/Clerk  
Township of Melancthon  
157101 Highway 10  
Melancthon, Ontario  
L9V 2E6

COUNCIL VACANCY APPLICATION FORM		
Name: <u>William (Bill) Neilson</u>		
Qualifying Address: <u>238135 4th Line NE Melancthon ON L9V2S2</u>		
Email Address: <u>bneilson2879@gmail.com</u>		
Telephone (Home):		
Telephone (Work):		
Telephone (Cell): <u>519-215-0207</u>		
Eligibility Requirements	Yes	No
Canadian Citizen	<input checked="" type="checkbox"/>	
Minimum 18 years of age	<input checked="" type="checkbox"/>	
Eligible elector in the Township of Melancthon (owner or tenant or spouse of such owner or tenant)	<input checked="" type="checkbox"/>	
Not prohibited from voting under any other Act or disqualified from holding municipal office	<input checked="" type="checkbox"/>	

**Personal Statement - Please explain why you would like to serve on Council. Please attached your type-written statement to this Council Vacancy Application Form, on letter size (8.5" x 11") paper. Please do not exceed two (2) pages in length.**

## COUNCIL VACANCY APPLICATION FORM

### Declaration of Qualification

I, William (Bill) Neilson, an applicant mentioned in this application form, declare that I am presently legally qualified, or would be presently legally qualified if I were not a member of the Legislative Assembly of Ontario or the Senate or House of Commons of Canada, to be appointed and to hold the office to which I have applied for appointment and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

Declared before me at the Township of Melancthon, in the County of Dufferin this 7 day of March, 2022.

  
Signature of Applicant

Denise B. Holmes  
Signature of Clerk or Commissioner

Denise B. Holmes  
Received by:

Mar 7/22  
Date:

### CERTIFICATE

I, the undersigned Clerk of this municipality, do hereby certify that I have examined the application form of the aforesaid applicant filed with me and I am satisfied that the nominee is qualified for appointment to municipal office.

Denise B. Holmes  
Signature of Clerk or Designate

March 11, 2022  
Date Certified:

Personal information collected on this form is pursuant to the Municipal Act and is collected in accordance with The Municipal Freedom of Information and Protection of Privacy Act and will be used for the purpose of determining a nominee's eligibility for appointment to municipal office. This application form will be attached to a Council and/or Special Council Meeting(s) and posted on the Township website. Questions can be directed to the Clerk.

**Personal Statement for the position of Councillor for the Township of Melancthon**

William (Bill) Neilson  
238135 4th Line NE Melancthon, ON L9V 2J2

It is my privilege to submit my application for the position of Councillor for the Township of Melancthon.

I am a 5th generation Melancthonite. I am the 4th generation to reside on our property on the 4th Line NE. This property has been our family farm for the past 85 years. I became a full-time resident of Melancthon 7 years ago.

My education includes graduating from West Humber Collegiate Institute in Toronto. I have completed many courses over the years as a requirement for my position as Regulatory and Compliance Manager. I held this position from 1998 until my retirement in 2018. This management position was for the largest dangerous goods warehousing company in Canada with locations in Toronto, Calgary and Vancouver. My position involved working with many different Canadian and US government agencies including but not limited to, Transport Canada, Health Canada and the Canadian Food and Inspection Agency and the United States equivalent agencies as well as working with the building and fire codes for the provinces of Ontario, Alberta and British Columbia.

I am interested in the issues and events affecting our Township and have attended the Council and Roads Sub-Committee meetings since my retirement in 2018. Most recently, I have attended and participated in the Road Safety Taskforce, as I am an advocate for safe roads in our Township.

I am detail oriented, and my actions are based on science and data. My concerns are our water, agricultural land and infrastructure based on past, present and future applications/events in Melancthon Township. As a result, I have familiarized myself with the Provincial Policy Statement, the Dufferin County Official Plan, the Township of Melancthon Official Plan and the Township of Melancthon Strategic Plan.

I have the time, energy and desire to meet the requirements necessary for the position of Councillor for the Township of Melancthon.



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

### COUNCIL VACANCY APPLICATION FORM

Please complete this form in its entirety and submit in person (no fax or email) with identification (Passport or Driver's License) by 2:00 p.m. on Thursday, March 10, 2022.

Denise B. Holmes, AMCT  
CAO/Clerk  
Township of Melancthon  
157101 Highway 10  
Melancthon, Ontario  
L9V 2E6

COUNCIL VACANCY APPLICATION FORM		
Name: Ruth Plawright		
Qualifying Address: 193 Main St Melancthon, On L9V 1X7		
Email Address: srplow@sympatico.ca		
Telephone (Home):		
Telephone (Work):		
Telephone (Cell): 519-942-6333		
Eligibility Requirements	Yes	No
Canadian Citizen	✓	
Minimum 18 years of age	✓	
Eligible elector in the Township of Melancthon (owner or tenant or spouse of such owner or tenant)	✓	
Not prohibited from voting under any other Act or disqualified from holding municipal office	✓	

**Personal Statement - Please explain why you would like to serve on Council. Please attached your type-written statement to this Council Vacancy Application Form, on letter size (8.5" x 11") paper. Please do not exceed two (2) pages in length.**

## COUNCIL VACANCY APPLICATION FORM

### Declaration of Qualification

I, Ruth Plaxright, an applicant mentioned in this application form, declare that I am presently legally qualified, or would be presently legally qualified if I were not a member of the Legislative Assembly of Ontario or the Senate or House of Commons of Canada, to be appointed and to hold the office to which I have applied for appointment and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

Declared before me at the Township of Melancthon, in the County of Dufferin this 10 day of March, 2022.



Signature of Applicant

Denise B. Holmes

Signature of Clerk or Commissioner

Denise B. Holmes

Received by:

March 10, 2022

Date:

### CERTIFICATE

I, the undersigned Clerk of this municipality, do hereby certify that I have examined the application form of the aforesaid applicant filed with me and I am satisfied that the nominee is qualified for appointment to municipal office.

Denise B. Holmes

Signature of Clerk or Designate

March 11, 2022

Date Certified:

Personal information collected on this form is pursuant to the Municipal Act and is collected in accordance with The Municipal Freedom of Information and Protection of Privacy Act and will be used for the purpose of determining a nominee's eligibility for appointment to municipal office. This application form will be attached to a Council and/or Special Council Meeting(s) and posted on the Township website. Questions can be directed to the Clerk.



2022-03-09

Township of Melancthon Council

I am excited to apply for the vacant council position in Melancthon. I have been a resident of Horning's Mill since 1990. My husband Shawn and I moved in as a young couple. We soon got married across the street at the United Church and had our reception at the Horning's Mills Community Hall. We have two boys, Colin and Kurtt. Our boys loved growing up in Horning's Mills.

I have always been involved in my community beginning in the early 90's I was a board member of the Horning's Mills Community Hall. We put on many dances and lots of events including euchre twice a month. As my boys grew I became a board member for their nursery school at the Mel Lloyd centre. Then as the boys grew I moved on to their school board and volunteered for many jobs at their public school, CHES. As they became involved in Hockey I joined the OMHA board at the North Dufferin Recreation Centre. When the board found they were low on volunteers, I got my trainers certificate and joined them on the bench. I also was the trainer for the girls' team when they first started as they needed a female in the change room and on the bench.

I rejoined the Horning's Mills hall board again for a term in 2014. We put on a few dinner events. I was responsible for the Christmas market. As I had to travel more for my job I could no longer help as much as needed.

I have recently rejoined the Horning's Mills Hall during Covid. We had to think outside the box and so far have been able to put on a few events. Take out Harvest dinner, Halloween for the kids and most recently a Christmas event which we held to turn the Christmas tree lights on at the Hall. We are currently planning Easter and the opening of the hall.

During Covid I have been able to watch many council meetings thanks to zoom. I believe I could help Melancthon move forward. I bring along with my enthusiasm, my organizational skills as well as people skills. I have enjoyed helping our community, mainly focused on family events. I would like to see if we can bring in some senior programming. I would also like to learn more about our farming community and what their needs are. I would be interested in helping Melancthon become more energy conscious with some green programs.

I am very helpful, giving and fair. I am a hard worker and think I would be a great asset to your Council.

Sincerely



Ruth Plowright  
193 Main St.  
Melancthon, On  
L9V 1X7  
519-942-6333



The Corporation of

**THE TOWNSHIP OF MELANCTHON**

157101 Highway 10, Melancthon, Ontario, L9V 2E6

### **COUNCIL VACANCY APPLICATION FORM**

**Please complete this form in its entirety and submit in person (no fax or email) with identification (Passport or Driver's License) by 2:00 p.m. on Thursday, March 10, 2022.**

**Denise B. Holmes, AMCT  
CAO/Clerk  
Township of Melancthon  
157101 Highway 10  
Melancthon, Ontario  
L9V 2E6**

<b>COUNCIL VACANCY APPLICATION FORM</b>		
<b>Name:</b> DARCY TIMMINS		
<b>Qualifying Address:</b> 437146 4 <sup>th</sup> LINE, MELANCTHON, ON. L9V 2S7		
<b>Email Address:</b> algonquinfiremanagement1@gmail.com		
<b>Telephone (Home):</b> n/a		
<b>Telephone (Work):</b> 519 307 4088		
<b>Telephone (Cell):</b> 519 806 9190		
<b>Eligibility Requirements</b>	<b>Yes</b>	<b>No</b>
Canadian Citizen	✓	
Minimum 18 years of age	✓	
Eligible elector in the Township of Melancthon (owner or tenant or spouse of such owner or tenant)	✓	
Not prohibited from voting under any other Act or disqualified from holding municipal office	✓	

**Personal Statement - Please explain why you would like to serve on Council. Please attached your type-written statement to this Council Vacancy Application Form, on letter size (8.5" x 11") paper. Please do not exceed two (2) pages in length.**

## COUNCIL VACANCY APPLICATION FORM

### Declaration of Qualification

I, DARCY TIMMINS, an applicant mentioned in this application form, declare that I am presently legally qualified, or would be presently legally qualified if I were not a member of the Legislative Assembly of Ontario or the Senate or House of Commons of Canada, to be appointed and to hold the office to which I have applied for appointment and I make this solemn declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

Declared before me at the Township of Melancthon, in the County of Dufferin this 9th day of March, 2022.

Signature of Applicant

Denise B. Holmes  
Signature of Clerk or Commissioner

Denise B. Holmes  
Received by:

March 9, 2022  
Date:

### CERTIFICATE

I, the undersigned Clerk of this municipality, do hereby certify that I have examined the application form of the aforesaid applicant filed with me and I am satisfied that the nominee is qualified for appointment to municipal office.

Denise B. Holmes  
Signature of Clerk or Designate

March 11, 2022  
Date Certified:

Personal information collected on this form is pursuant to the Municipal Act and is collected in accordance with The Municipal Freedom of Information and Protection of Privacy Act and will be used for the purpose of determining a nominee's eligibility for appointment to municipal office. This application form will be attached to a Council and/or Special Council Meeting(s) and posted on the Township website. Questions can be directed to the Clerk.

**DARCY TIMMINS**  
**437146 4TH Line**  
**Melancthon, ON**  
**L9V 2S7**  
**Algonquinfleetmanagement1@gmail.com**  
**519-806-9190**

Township of Melancthon  
Denise B. Holmes, AMCT  
CAO/Clerk  
157101 Highway 10  
Melancthon, ON  
L9V 2E6  
[dholmes@melancthontownship.ca](mailto:dholmes@melancthontownship.ca)

To Whom it May Concern :

Please accept this as my letter expressing my interest in becoming a Member of the Melancthon Township Council, in the Position of Councilor

I meet all of the required qualifications including :

- least eighteen ( 18 ) years of age,
- a Canadian Citizen,
- a resident of the Township of Melancthon, and
- not employed by the Board or the Municipality

I am able to attend meetings and special meetings as set or deemed necessary by the Board

I have lived in Melancthon since 1981, where I raised my family and became involved in the community. I have volunteered with the Jennifer Widbur Hockey Fundraisers, Honeywood Minor Hockey as a Coach, Board Member and Sponsor, as well as a the Shelburne and District Fall Fair.

I am familiar with the local issues, as well as with many of the members of the committee.

As my kids are older, I have more time to commit to my community and I feel I would be a good fit with the Melancthon Council

Yours Sincerely,



Darcy Timmins