



**TOWNSHIP OF MELANCTHON  
HYBRID COUNCIL MEETING  
THURSDAY, MAY 15<sup>TH</sup>, 2025 - 5:00 P.M.**

***Council meetings are recorded and will be available on the Township website under Quick Links – Council Agendas and Minutes within 5 business days of the Council meeting.***

Join Zoom Meeting

<https://us02web.zoom.us/j/84355623407?pwd=hu3xr8ua9Hdo6F1XRvMuoTcyGV946.1>

Meeting ID: 843 5562 3407

Passcode: 325662

One tap mobile

+14388097799,,84355623407#,,,,\*325662# Canada

+15873281099,,84355623407#,,,,\*325662# Canada

Dial by your location

- +1 438 809 7799 Canada
- +1 587 328 1099 Canada
- +1 647 374 4685 Canada
- +1 647 558 0588 Canada
- +1 778 907 2071 Canada
- +1 780 666 0144 Canada
- +1 204 272 7920 Canada

Meeting ID: 843 5562 3407

Passcode: 325662

**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 – May 1<sup>st</sup>, 2025**
- 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)
- 10. Public Works**
  1. Other
- 11. Planning**
  1. Applications to Permit
  2. Other
- 12. Climate Change Initiatives**
- 13. Dufferin OPP Detachment Board – Melancthon, Mono, Mulmur**
- 14. County Council Update**
- 15. Correspondence**

**Board, Committee & Working Group Minutes**

1. Infrastructure & Emergency Management Committee – January 15, 2025
2. Parks & Recreation Committee – April 7, 2025

**Items for Information Purposes**

1. Town of Mono – Resolution regarding the Shelburne Public Library Cost Sharing Formula
2. Nottawasaga Valley Conservation Authority Media Release – NVCA Reports Strong Financial Management and Ongoing Service Improvements
3. Upper Grand District School Board Letter Regarding Community Planning & Facilities Partnership
4. MPAC 2024 Annual Report
5. Township of Otonabee-South Monaghan Resolution Regarding the Proposal to End Daylight Savings Time in Ontario
6. Township of Champlain Resolution Surveillance and Monitoring of Heavy Vehicles in Ontario
7. Grand River Conservation Authority Summary of the General Membership Meeting – April 25, 2025
8. Municipality of Grey Highlands Resolution Regarding the Opposition to BVCA & LSRCA Amalgamation

**Items for Council Action**

1. RJ Burnside & Associates – Bridge 7 Rehabilitation – Engineering Proposal
2. 2025 Association of Municipalities of Ontario (AMO) Annual Conference Delegation Request

**16. General Business**

1. Notice of Intent to Pass By-law
  1. By-law to Authorize the Signing of a Memorandum of Understanding between the Corporation of the County of Dufferin

- and the Corporation of the Township of Melancthon for Shared Land Use Planning Services
- 2. New/Other Business/Additions
  - 1. Report from Denise B. Holmes, AMCT, CAO/Clerk Regarding the Proposed Amendment to the Procedural By-law
  - 2. Report from Denise B. Holmes, AMCT, CAO/Clerk Regarding Delegating to Other Municipalities Regarding the Proposed Strada Quarry
  - 3. Report from Sarah Culshaw, Treasurer Regarding "Buy Canadian" Policy
- 3. Unfinished Business
- 4. Reports/Updates from Members of Council & Administrative Staff

**17. Delegations**

- 1. 5:30 p.m. – Kim Delahunt, Headwaters Health Care Centre, President and CEO – to provide an update about the Hospital
- 2. 5:45 p.m. – Bruce McCall-Richmond – To provide Council with an update on the efforts to revitalize the existing Chipwoods Park Community located at 476420 3<sup>rd</sup> Line.
- 3. 6:30 p.m. – David Germain, Thomson Rogers - Closed Session Matter – Strada Aggregates Applications

**18. Closed Session**

- 1. Items for Discussion:
  - 1. 239(2)(f) – Strada Aggregates Applications – David Germain will be in attendance for this Closed Session Matter
  - 2. 239(2)(b) – Nomination for the Council Award for Community Leadership
- 2. Approval of Draft Minutes – April 3<sup>rd</sup>, 2025
- 3. Business Arising from Minutes
- 4. Rise With or Without Report from Closed Session

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

**20. Notice of Motion**

**21. Confirmation By-law**

**22. Adjournment and Date of Next Meeting – Thursday June 5<sup>th</sup>, 2025 at 5:00 p.m.**

APPLICATIONS TO PERMIT FOR APPROVAL  
May 15, 2025 COUNCIL MEETING

PROPERTY OWNER	PROPERTY DESCRIPTION	SIZE OF BUILDING	TYPE OF STRUCTURE	USE OF BUILDING	DOLLAR VALUE	D.C.'s	COMMENTS
Gary & Angela Halbert	Pt Lots 256 to 258, Con 2 NE 198070 2nd Line NE	190.27m2 (2048.05sqft)	Garage	Agricultural	\$100,000	No	Approved
D & C VanderZaag Farms Ltd Agent: Frank Domm, Domm Construction Ltd	E Pt Lots 22 & 23, Con 2 OS 518086 County Road 124	1130m2 (12,163.22sqft)	Potato Storage	Agricultural	\$1,380,000	No	Approved
Mason Wallace	Pt Lot 10, Con 3 OS RP 7R4221 Part 3 197333 2nd Line NE	145m2 (1560.77sqft)	Agricultural Drive Shed	Agricultural	\$75,000	No	Approved



# **CORPORATION OF THE TOWNSHIP OF MELANCTHON**

The Township of Melancthon Infrastructure and Emergency Management Committee held a meeting on April 15<sup>th</sup>, 2025, at 9:30 a.m. The following members were present: James McLean, Darren White and Ruth Plowright. Also present were: Denise Holmes, CAO/Clerk, Craig Micks, Public Works Superintendent, and Kaitlin Dinnick, Infrastructure and Emergency Management Committee Secretary.

## **Call to Order**

Chair McLean called the meeting to order at 9:33 a.m.

## **Land Acknowledgement**

Chair McLean shared the Land Acknowledgement Statement.

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

### **Additions**

1. Letter from Lynn Hodgson (directed from Council – April 3<sup>rd</sup> meeting)
2. Email from Shaen Armstrong – Failure of Emergency Support Process
3. Trees in Riverview Park
4. Transmission for Truck 1 (discuss under General Business Item 1)

**Moved by White, Seconded by Plowright**, that the agenda be approved as amended. Carried.

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

None.

## **Approval of Draft Minutes**

**Moved by White, Seconded by Plowright**, that the minutes of the Infrastructure and Emergency Management Meeting held on January 15, 2025, be approved as circulated. Carried.

## **Business Arising from Minutes**

None.

## **Correspondence Items**

None.

## **General Business**

### **1. Update from Public Works Superintendent**

Craig Micks, Public Works Superintendent advised that March has been a busy month as they have been trying to grade roads and have been chipping brush for the past 3 weeks from the Ice Storm. Craig advised that Dufferin County Public Works Department was very helpful with cleaning up and chipping and their help was very much appreciated. Craig advised that the new plow truck we ordered last year was delivered last week. Craig advised the Committee that Truck 1's (2016 Ford F150) transmission needs to be replaced. He has received quotes for a used and new transmission and advised that based on the kilometers the motor might be worth replacing at the same time. Craig was directed to get quotes for a new transmission and motor and bring them back to Council for approval.

### **2. Terms of Reference**

The Committee discussed the new Terms of Reference that were shared in the Agenda Package and made no revisions.

### **Recommendation**

The Infrastructure and Emergency Management Committee recommends to Council that we approve the new Terms of Reference for the Committee.

### **3. Mennonite Town Hall – Next Steps**

The Committee discussed the items that had come out of the Town Hall Meeting and what was still outstanding and needed to be done. Craig advised that he will be ordering the signage now that the budget has passed, and they will be put up over the Summer. Denise advised that the brochure had been sent to Eli Sherk and printed off. A collaborative social media campaign with the OPP was discussed and Denise will reach out to Inspector Di Pasquale to work on this.

### **4. Update from Al Blundell**

Al Blundell, Chair of the 3M Committee, provided updates to Council.

### **5. Resuming the Black Cat Radar Program**

The Committee asked Craig about getting the Black Car Radar back out for the season. Craig advised that they were hoping to get it out for Easter Weekend and the Committee suggested either Corbetton or River Road for the location.

## **6. Discussion with Dufferin OPP regarding Enforcement of Parking on Township Roads**

Inspector Di Pasquale, Dufferin OPP was present and spoke to parking enforcement and advised that by-law enforcement is not part of policing unless it involved public safety.

## **7. Email from Jack & Linda Polonsky Regarding Mennonite Road Safety (Deferred from Council)**

The Committee discussed the email and advised that we have budgeted for the Signage and have created a brochure that has been provided to the Mennonite Community regarding road safety.

## **8. Other/Additions**

### 1. Letter from Lynn Hodgson (directed from Council – April 3<sup>rd</sup> meeting)

Craig spoke to this email and advised that the Landfill cannot be used this Spring as it does not have the capacity available to accommodate the disposal of trees and brush by residents. Staff was directed to send a letter to Lynn advising of this and providing alternative options.

### 2. Email from Shaen Armstrong – Failure of Emergency Support Process

The Committee discussed the email from Shaen Armstrong and received it as information. Staff were directed to email her back.

### 3. Trees in Riverview Park

The Committee discussed that money was put aside for a walking trail and benches in Riverview Park. The Committee would like to do an on-site at the next meeting.

## **Recommendations to Council**

Recommendation is outlined above.

## **Public Question Period**

None.

## **Confirmation Motion**

Moved by White, Seconded by Plowright, be it resolved that all actions of the Members and Officers of the Infrastructure and Emergency Management Committee with respect to every matter addressed and/or adopted by the Board on the above date be 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.

### **Adjournment**

10:54 a.m. - Moved by White, Seconded by Plowright be it resolved that we adjourn this Infrastructure and Emergency Management Committee meeting to meet again at the call of the Chair. Carried.

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CHAIR

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SECRETARY

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

The Township of Melancthon Parks and Recreation Board held a meeting on April 7, 2025, at 7:00 p.m. The following members were present: Chair Ruth Plowright, Vice-Chair Doug Read, Members Darren White, David Thwaites, Jessica Plowright, Lynn Hodgson and Bill Neilson, also present was Becky Cunnington, Parks and Recreation Board Secretary. The meeting was called to order at 7:00 p.m.

### **Appointment of Chair and Vice-Chair (Conducted by Secretary)**

Moved by White, Seconded by Hodgson that Ruth Plowright be appointed as the Chair of the Parks and Recreation Board of the Township of Melancthon. Carried.

Moved by White, Seconded by Hodgson that Doug Read be appointed as the Vice-Chair of the Parks and Recreation Board of the Township of Melancthon. Carried.

### **Land Acknowledgement**

Chair Plowright shared the Land Acknowledgement Statement.

### **Additions/Deletions/Approval of Amended Agenda**

#### **Additions**

Riverview- Added by Chair Plowright

#### **Deletions**

None

### **Approval of Agenda**

Moved by White, Seconded by Neilson that the agenda be approved as amended. Carried.

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

No declaration declared at this time.

### **General Business**

#### **1. Discussion – Terms of Reference – Mandate of the Board – Objectives and Goals Moving Forward**

A discussion was had and some preliminary ideas were shared, samples of Terms of Reference from other Municipalities will be circulated to the Board to review and come back to the next meeting with items they want to be included.

## **2. Meeting Format**

The Members agreed that meetings will be in person

## **3. 2025 Meeting Dates and Locations**

The frequency of meetings was discussed and it was suggested that in preparation for Melancthon Day activities the next three meetings be scheduled for Monday April 28<sup>th</sup> at 7:00 p.m., Monday May 26<sup>th</sup> at 7:00 p.m., and Monday June 9<sup>th</sup> at 7:00 p.m. Also discussed was that meetings may be held at various locations including the Township Office, Corbetton and Horning's Mills Parks and the Horning's Mills Hall

## **4. Other/Additions**

The Board discussed several initiatives and improvements for the parks and activities which included:

### **Horning's Mills Park**

- addition of something to the bottom of the backstop to stop stones from flying back onto the bleachers and spectators at the diamond
- repair/replacement of the Horning's Mills Community Park Sign
- removal of the "Bus" playground equipment
- inquire about the cost to fix the existing well or drill a new well

### **Corbetton Park**

- Complete the fence, drainage for low area in front of the Pavillion, erect a Community Message Board, sign for the Pavillion
- possible history plaque to be displayed, in the future finish the inside of the Pavillion.

### **Riverview**

- Brainstorm ideas for development

### **Melancthon Day – 3 Day Event**

- June 20<sup>th</sup> – BBQ in Corbetton
- June 21<sup>st</sup> – Melancthon Day – Suggestions: Activities for kids, Food Vendors, Beer Gardens, First Responder Challenge, Fireworks
- June 22<sup>nd</sup> – Breakfast in Riverview

Direction was given to Township Staff to obtain information on the lots owned by the Township in Riverview including overhead maps showing property lines to be reviewed at the next meeting. The Board also requested Financials, Park Rental Fee Schedule, and information on the well at the Horning's Mills Park.

### **Recommendations to Council**

Request Funding for Melancthon Day

### **Public Question Period**

None.

### **Confirmation Motion**

Moved by Thwaites, Seconded by Neilson that all actions of the Members and Officers of the Parks and Recreation Board 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 at the meeting held on the above date are hereby adopted, ratified and confirmed. Carried.

### **Adjournment**

7:30 p.m. - Moved by Thwaites, Seconded by Neilson that we adjourn this Parks and Recreation Board meeting to meet again on Monday, April 28, 2025 at 7:00 p.m. or at the call of the Chair. Carried.

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CHAIR

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SECRETARY

## Denise Holmes

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**From:** Fred Simpson <fred.simpson@townofmono.com>  
**Sent:** Monday, May 5, 2025 11:20 AM  
**To:** rdotten@shelburnelibrary.ca  
**Cc:** jwilloughby@shelburne.ca; Roseann Knechtel; Denise Holmes; Nicole Martin; secretary@shelburnelibrary.ca; rosssharon42@gmail.com  
**Subject:** Shelburne Library Funding Formula  
**Attachments:** VI.3 Shelburne Library Cost Sahrng Formula.pdf

Rose,

In response to your letter regarding the Shelburne Library funding formula, Council for the Town of Mono passed the following resolution on April 22, 2025.

Resolution #5-8-2025

*Moved by Fred Nix, Seconded by Melinda Davie*

*THAT Council for the Town of Mono recommends that we continue to use the existing Shelburne Library Board cost sharing formula.*

**"Carried"**

### Fred Simpson

*Clerk*

*Town of Mono*

519.941.3599, 234



This email and any files transmitted with it are confidential and intended solely for the use of the individual or entity to whom they are addressed. If you have received this email in error please notify [fred.simpson@townofmono.com](mailto:fred.simpson@townofmono.com).





## **MEDIA RELEASE**

FOR IMMEDIATE RELEASE

### **NVCA reports strong financial management and ongoing service improvements**

UTOPIA, Ontario (May 1, 2025) – The Nottawasaga Valley Conservation Authority (NVCA) continues to be financially stable, according to the 2024 financial audit conducted by KPMG. The independent audit found no concerns. NVCA maintains a good financial position, with healthy reserves, prudent financial practices and responsible stewardship of public funds.

"This audit reflects NVCA's commitment to careful financial management and accountability to our member municipalities and residents," said NVCA Chair Jonathan Scott. "It provides a solid foundation for our ongoing work to strengthen service delivery and protect the Nottawasaga watershed."

In addition to maintaining a strong financial position, NVCA continues to implement operational improvements. Over the past several months, NVCA has:

- Cut the development planning and permitting backlog of files in half, and aims to eliminate the backlog by July.
- Introduced a risk-based triaging system to fast-track low-risk permits such as pools and septic systems.
- Launched a new e-permitting platform to improve customer experience and internal efficiency.
- Strengthened customer service standards across departments.

"These improvements are helping ensure that NVCA remains a trusted partner in supporting safe, sustainable growth while protecting rivers, wetlands, forests and other natural resources," Scott added.

NVCA's full audit and financial statements are available at [nvca.on.ca](https://nvca.on.ca).

**About NVCA:** The Nottawasaga Valley Conservation Authority is a public agency dedicated to the preservation of a healthy environment through specialized programs to protect, conserve and enhance our water, wetlands, forests and lands.

**Media contact:** Maria Leung, Senior Communications Specialist at 705-424-1479 ext.254, [mleung@nvca.on.ca](mailto:mleung@nvca.on.ca)

30 April 2025

Township of Melancthon  
157101 Highway 10  
Melancthon, ON L9V 2E6

To: Denise Holmes, CAO/Clerk

Re: Community Planning & Facilities Partnership

In accordance with Ministry of Education guidelines and Board Policy 319, the Board is required to identify potential facility partnership space according to the following criteria:

- Facilities that have been 60% utilized or less for the past two (2) years and/or facilities that have had two hundred (200) or more unused pupil places for at least the past two (2) years.
- Facilities that are projected to be 60% utilized or less for the next five (5) years.

Staff have completed the Annual Long Term Accommodation Plan (LTAP) Review Report which was approved at the Board Meeting on April 8, 2025. The purpose of the LTAP Annual Review Report is to provide updated information on enrolments, municipal development, provincial policies etc. and to ensure that the short-term work plan priorities and timing outlined in the LTAP remain appropriate.

[Our Annual LTAP Review Report](#) has identified 5 elementary schools that meet the criteria for the 2025/26 school year. However, given housing developments, specialized programs and enrolment pressures in the coming years, only one school will have available space. This school is Centre Peel PS which is a small rural school in Mapleton Township that may be considered for a long-term partnership.

The UGDSB has always valued and appreciated the benefits of community partnerships that have allowed us to share board facilities with its students and the community at large. If your

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**Upper Grand District School Board**

• Ralf Mesenbrink; Chair	• Jen Edwards	• Irene Hanenberg	• Martha MacNeil	• Altheia O'Hara-Stephenson
• Katherine Hauser; Vice Chair	• Robin Ross	• Luke Weiler	• Laurie Whyte	• Lynn Topping

organization is interested in pursuing a partnership at Centre Peel PS, please reach out to Ruchika Angrish at [ruchika.angrish@ugdsb.on.ca](mailto:ruchika.angrish@ugdsb.on.ca) to discuss.

More information is available on the Board website at [Community Planning and Facility Partnership](#) and [Long Term Accommodation Plan](#) pages.

We look forward to the possibility of working together to improve access to services, programs and support for our students and the community.

Sincerely,



Ruchika Angrish  
Manager of Planning

PLN: 021

File Code: B01

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**Upper Grand District School Board**

• Ralf Mesenbrink; Chair	• Jen Edwards	• Irene Hanenberg	• Martha MacNeil	• Altheia O'Hara-Stephenson
• Katherine Hauser; Vice Chair	• Robin Ross	• Luke Weiler	• Laurie Whyte	• Lynn Topping

## Denise Holmes

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**From:** Board Chair <MPACBoard.Chair@mpac.ca>  
**Sent:** Wednesday, April 30, 2025 8:52 AM  
**To:** Denise Holmes  
**Subject:** MPAC: 2024 Annual Report  
**Attachments:** mpac\_financial\_report\_2024.pdf



Good morning Denise,

Today, MPAC is honoured to share three significant documents with you.

First, we present our [2024 Annual Report](#), which celebrates our many achievements throughout the past year. These accomplishments are a testament to our collaborative efforts with municipal and provincial partners, the innovative solutions we have introduced over the last year, and our steadfast determination to deliver exceptional value to the people of Ontario.

As part of our commitment to accountability and transparency, we are also happy to share our annual [Performance Report](#). This document provides measures on how well we are meeting our goals in areas such as capturing new assessment, the proportion of property assessments that are accepted without going to appeal, Customer Contact Centre satisfaction, and many more.

The third document is a copy of MPAC's Financial Statements for the Year Ended December 31, 2024. If you have any questions regarding the Financial Statements, please contact Mary Meffe, Vice-President, Corporate Services and Chief Financial Officer, at (289) 539-0306 or [mary.meffe@mpac.ca](mailto:mary.meffe@mpac.ca).

As we strive to uphold the highest standards in service delivery as a global leader in property assessment, we are grateful for your continued support.

Should you have any questions regarding the reports, please do not hesitate to contact me.

Yours truly,

Alan Spacek  
Chair, MPAC Board of Directors

Copy Nicole McNeill, President & CAO  
Jamie Bishop, VP, Public Affairs & Customer Experience  
Mary Meffe, VP, Corporate Services & CFO

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# Financial statements of Municipal Property Assessment Corporation

December 31, 2024

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Statement of changes in net assets	6
Statement of cash flows	7
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## Independent Auditor's Report

To the Board of Directors of  
Municipal Property Assessment Corporation

### Opinion

We have audited the financial statements of Municipal Property Assessment Corporation (the "Corporation"), which comprise the statement of financial position as at December 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

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

### Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Report, but does not include the financial statements and our auditor's report thereon. The Annual Report is expected to be available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter with those charged with governance.

## Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

## Auditor's Responsibilities for the Audit of the Financial Statements

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

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

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

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

*Deloitte LLP*

Chartered Professional Accountants  
Licensed Public Accountants  
March 27, 2025

**Municipal Property Assessment Corporation****Statement of financial position**

As at December 31, 2024

(In thousands of dollars)

		2024	2023
	Notes	\$	\$
<b>Assets</b>			
Current assets			
Cash		14,198	14,884
Accounts receivable		6,117	4,536
Prepaid expenses		3,141	2,906
		<u>23,456</u>	<u>22,326</u>
Investments	3	162,247	156,137
Capital assets	4	9,600	7,719
Long-term prepaid expenses		196	52
Intangible assets	5	6	11
		<u>195,505</u>	<u>186,245</u>
<b>Liabilities</b>			
Current liabilities			
Accounts payable and accrued liabilities	14	33,860	29,831
Deferred revenue	6	1,687	1,483
Current portion of capital leases	10	352	322
		<u>35,899</u>	<u>31,636</u>
Employee future benefits	7	43,227	40,451
Deferred lease inducements		785	1,120
Long-term portion of capital leases	10	761	706
		<u>80,672</u>	<u>73,913</u>
Commitments and contingencies	9 and 11		
<b>Net assets</b>			
Unrestricted		7,604	7,402
Internally restricted	8	98,736	98,228
Invested in capital and intangible assets		8,493	6,702
		<u>114,833</u>	<u>112,332</u>
		<u>195,505</u>	<u>186,245</u>

The accompanying notes are an integral part of the financial statements.

Approved by the Board of Directors



\_\_\_\_\_, Director



\_\_\_\_\_, Director

**Municipal Property Assessment Corporation**  
**Statement of operations**

Year ended December 31, 2024  
(In thousands of dollars)

	2024 \$	2023 \$
<b>Revenue</b>		
Municipal	219,432	214,919
Other	28,398	26,117
Interest and dividend income	4,899	5,097
	<b>252,729</b>	<b>246,133</b>
<b>Expenses</b>		
Salaries and benefits	214,243	199,198
Professional services	10,582	10,978
Information technology	12,661	11,783
Facilities	8,657	8,567
General and administrative	10,677	8,203
Royalties	3,258	2,697
Amortization of capital and intangible assets	2,755	3,002
Gain on disposal of capital assets	(551)	(119)
	<b>262,282</b>	<b>244,309</b>
(Deficiency) excess of revenue over expenses before change in fair value of investments	(9,553)	1,824
Change in fair value of investments	12,835	7,998
<b>Excess of revenue over expenses for the year</b>	<b>3,282</b>	<b>9,822</b>

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation**

**Statement of changes in net assets**

Year ended December 31, 2024

(In thousands of dollars)

	Notes	Unrestricted \$	Internally restricted \$	Invested in capital and intangible assets \$	2024 Total \$	2023 Total \$
			(Note 8)			
<b>Net assets, beginning of year</b>		<b>7,402</b>	<b>98,228</b>	<b>6,702</b>	<b>112,332</b>	105,614
Excess (deficiency) of revenue over expenses for the year		<b>5,488</b>	—	<b>(2,206)</b>	<b>3,282</b>	9,822
Remeasurements and other items on employee future benefits	7	<b>(781)</b>	—	—	<b>(781)</b>	(3,104)
Acquisition of capital and intangible assets		<b>(4,818)</b>	—	<b>4,818</b>	—	—
Proceeds from disposal of capital and intangible assets		<b>736</b>	—	<b>(736)</b>	—	—
Incurred lease obligations for vehicles accounted for as capital leases		<b>430</b>	—	<b>(430)</b>	—	—
(Repayment) retirement of lease obligations for vehicles accounted for as capital leases		<b>(345)</b>	—	<b>345</b>	—	—
Interfund transfers to internally restricted reserves		<b>(508)</b>	<b>508</b>	—	—	—
<b>Net assets, end of year</b>		<b>7,604</b>	<b>98,736</b>	<b>8,493</b>	<b>114,833</b>	112,332

The accompanying notes are an integral part of the financial statements.

**Municipal Property Assessment Corporation**  
**Statement of cash flows**  
Year ended December 31, 2024  
(In thousands of dollars)

	Notes	2024 \$	2023 \$
<b>Operating activities</b>			
Excess of revenue over expenses for the year		3,282	9,822
Employee future benefits payments	7	(974)	(810)
Add (deduct): Items not affecting cash			
Change in fair value of investments		(12,835)	(7,998)
Reinvested investment income		(3,629)	(3,860)
Employee future benefits expense	7	2,969	2,817
Amortization of capital assets		2,750	2,998
Amortization of intangible assets		5	4
Gain on disposal of capital assets		(551)	(119)
Amortization of deferred lease inducements		(335)	(381)
		(9,318)	2,473
Changes in non-cash working capital			
Accounts receivable		(1,581)	(423)
Prepaid expenses		(379)	(170)
Accounts payable and accrued liabilities		4,029	(340)
Deferred revenue		204	(1,186)
		(7,045)	354
<b>Investing activities</b>			
Purchase of investments		—	(153,395)
Proceeds from sale of investments, net of fees		10,354	158,565
Purchase of capital assets		(4,388)	(2,278)
Proceeds on disposal of capital assets		738	130
Purchase of intangible assets		—	(9)
		6,704	3,013
<b>Financing activity</b>			
Repayment of lease obligations		(345)	(643)
(Decrease) increase in cash during the year		(686)	2,724
Cash, beginning of year		14,884	12,160
<b>Cash, end of year</b>		<b>14,198</b>	<b>14,884</b>
<b>Supplementary cash flow information</b>			
Non-cash transactions			
Acquisition of leased vehicles		(430)	—
Incurrence of lease obligations		430	—

The accompanying notes are an integral part of the financial statements.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **1. Description of business**

Municipal Property Assessment Corporation (the Corporation), formerly the Ontario Property Assessment Corporation, was incorporated effective January 1, 1998 and is a special act corporation under the Municipal Property Assessment Corporation Act, 1997 (Ontario). The Corporation is responsible for providing property assessment services for municipalities in the Province of Ontario, as well as providing other statutory duties and other activities consistent with such duties as approved by its board of directors. All municipalities in Ontario are members of the Corporation.

#### **2. Summary of significant accounting policies**

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

The significant accounting policies are summarized as follows:

##### *Fund accounting*

The financial statements include the following funds:

- The unrestricted fund comprises mainly amounts available for immediate use for the general purpose of the Corporation.
- The reserve for board-appropriated working fund is set aside by the board of directors in accordance with the Corporation's reserve strategy for contingencies and funding for identified one-time expenditures.
- The reserve for employee future benefits is the portion of net assets consisting of internally restricted investments set aside to settle employee future benefits.
- The reserve for enumeration was established to fund the costs associated with the preparation of preliminary voters' lists for municipal and school board elections. This function was transferred to the Elections Ontario in January 2024. MPAC will maintain the municipal and school board election support going forward, and the balance of this reserve will be used to pay for those activities.
- The reserve for assessment update was established to fund the costs associated with the assessment update. The Corporation contributes annually to the reserve but may vary the annual contribution with approval from the board of directors. The unspent reserve balance will be maintained to finance the next Assessment Update.
- Invested in capital and intangible assets represents assets that have been invested in long-lived capital and intangible assets which are not readily converted to cash, net of any liabilities related to the acquisition of those assets.

##### *Financial instruments*

The Corporation records cash, accounts receivable, accounts payable and accrued liabilities initially at fair value and subsequently at amortized cost. Financial assets are tested for impairment at the end of each reporting period when there are indications the assets may be impaired.

Investments are recorded at fair value. Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred.



## **2. Summary of significant accounting policies (continued)**

### *Capital assets*

Capital assets are recorded at cost and are amortized using the straight-line method as follows:

Office equipment	5 years
Furniture and fixtures	5 to 10 years
Computer equipment	3 to 4 years
Small boats and vessels	3 to 8 years
Vehicles under capital lease	5 years

Leasehold improvements are also amortized on a straight-line basis over the term of the lease or ten years, whichever is less.

Assets under construction are recorded in the applicable asset class in the year they are put into service and are not amortized until they are put into service.

### *Impairment of long-lived assets*

The Corporation reviews the carrying amount, amortization and useful lives of its long-lived assets on an annual basis. If the long-lived asset no longer has any long-term service potential to the Corporation, the excess of the net carrying amount over any residual value is recognized as an expense in the statement of operations.

### *Intangible assets*

Intangible assets consist of computer software, which is recorded at cost and is amortized over three years.

The costs of developing in-house software are expensed as incurred.

### *Revenue recognition*

Municipal revenue relates to assessment services and is recognized in the year in which the services are provided, and collection is reasonably assured.

Other revenues are comprised of services sold and products delivered from business development. These revenues are recognized when the services have been provided and/or the product is delivered, and collection is reasonably assured.

Interest income is recognized when earned.

The Corporation follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

### *Employee future benefits*

The Corporation has defined benefit plans that provide for post-retirement medical and dental coverage and special termination benefits for defined eligible employees. Certain investments have been internally restricted but not segregated to pay for post-retirement benefits.

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

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## 2. Summary of significant accounting policies (continued)

### *Employee future benefits (continued)*

The Corporation has the following policies:

- The Corporation accrues its obligations under defined benefit plans and the related costs when the benefits are earned through current service using the accounting valuation method.
- The cost of post-employment benefits earned by employees is actuarially determined using the projected benefit method pro-rated on service and management's best estimates of retirement ages of employees, expected health-care costs and dental costs. The accrued benefit obligation related to employee future benefits is discounted using market rates on high-quality debt instruments.
- Remeasurements and other items are composed of actuarial gains (losses) on the accrued benefit obligation and arise from differences between the actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation, past service costs and gains and losses arising from settlements and curtailments. Actuarial gains and losses arise when the accrued benefit obligations change during the year. The actuarial gains and losses and other remeasurements including plan amendments are recorded in the statement of changes in net assets when incurred.

In addition, all employees of the Corporation are part of a defined benefit multi-employer benefit plan providing both pension and other retirement benefits. Contributions made to this plan are expensed as paid as the plan is accounted for as a defined contribution plan.

### *Deferred lease inducements*

Lease liabilities include deferred lease inducements, which represent the free rent and improvement allowances received from landlords and are amortized over the term of the lease, and step-rent liability, which represents the difference between the average annual rent over the term of the lease agreement and actual rent paid in the year.

### *Use of estimates*

In preparing the Corporation's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities and the disclosure of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates include accounts payable and accrued liabilities, useful lives of capital assets and employee future benefits.

## 3. Investments

Investments are held within third party managed accounts, which invest independently. The breakdown of total investments by category is outlined below:

	2024	2023
	\$	\$
Cash to be reinvested	270	149
Fixed income	88,069	92,665
Equity	55,786	45,639
Real assets	18,122	17,684
	<b>162,247</b>	<b>156,137</b>

**Municipal Property Assessment Corporation****Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

**3. Investments (continued)**

The Corporation internally restricts certain securities to fund employee future benefits. The breakdown of total investments by intended use is outlined below:

	2024 \$	2023 \$
Working capital	86,756	87,267
Employee future benefits	75,491	68,870
	<b>162,247</b>	<b>156,137</b>

**4. Capital assets**

	Cost \$	Accumulated amortization \$	2024 Net book value \$	2023 Net book value \$
Office equipment	378	378	—	—
Furniture and fixtures	7,545	6,361	1,184	1,116
Computer equipment	16,941	14,717	2,224	2,038
Small boats and vessels	391	367	24	25
Leasehold improvements	20,705	16,495	4,210	3,555
Vehicles under capital lease	3,293	2,213	1,080	976
Assets under construction	878	—	878	9
	<b>50,131</b>	<b>40,531</b>	<b>9,600</b>	<b>7,719</b>

**5. Intangible assets**

	Cost \$	Accumulated amortization \$	2024 Net book value \$	2023 Net book value \$
Computer software	3,031	3,025	6	11

**6. Deferred revenue**

	2024 \$	2023 \$
Business development unearned revenue and customer down payments	1,479	1,290
Other deferred amounts	208	193
	<b>1,687</b>	<b>1,483</b>

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

**7. Employee future benefits**

The Corporation has accrued an obligation for its post-employment benefits as follows:

*Employees who transferred to the Corporation from the Government of Ontario on December 31, 1998*

- Employees who transferred to the Corporation with less than ten years of service with the province will receive post-retirement group benefit coverage through the Corporation for themselves and for their dependents' lifetimes. The cost of these benefits is shared equally between the Corporation and the employee for those employees who retire after January 1, 2018.

The Government of Ontario continues to provide post-retirement benefits for employees who transferred to the Corporation with ten or more years of service with the province.

*Employees hired by the Corporation after December 31, 1998*

- These employees will receive post-retirement group benefit coverage for themselves and for their dependents through the Corporation until age 65.

*All employees*

- The Corporation is a Schedule II employer under the Workplace Safety and Insurance Act (Ontario), 1997 and follows a policy of self-insurance for all its employees. The obligation as at December 31, 2024 is \$1,158 (\$617 in 2023) and is included in the total obligations below.

Information about the Corporation's accrued benefit obligations and accrued benefit liabilities is as follows:

	<b>2024</b>	2023
	<b>\$</b>	\$
Accrued benefit obligations, beginning of year	<b>40,451</b>	35,340
Current service costs	<b>1,106</b>	1,049
Interest on accrued obligations	<b>1,863</b>	1,768
Actuarial loss (gain)	<b>781</b>	3,104
Contributions	<b>(974)</b>	(810)
Accrued benefit obligations, end of year	<b>43,227</b>	40,451

The employee future benefits expense recorded in the statement of operations during the year is as follows:

	<b>2024</b>	2023
	<b>\$</b>	\$
Current service costs	<b>1,106</b>	1,049
Interest on accrued obligations	<b>1,863</b>	1,768
	<b>2,969</b>	2,817

Remeasurements and other items, consisting of curtailments, settlements, past service costs and actuarial loss of \$781 (loss of \$3,104 in 2023), have been recognized directly in net assets.

**Municipal Property Assessment Corporation**  
**Notes to the financial statements**  
December 31, 2024  
(In thousands of dollars)

**7. Employee future benefits (continued)**

*All employees (continued)*

The significant actuarial assumptions adopted in measuring the Corporation's accrued benefit obligations are as follows:

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Discount rate	<b>4.75%</b>	4.65%
Health care inflation	<b>5.2% grading down to 4% by 2040</b>	5.2% grading down to 4% by 2040
Vision and dental care inflation	<b>5.1% grading down to 4% by 2040</b>	5.1% grading down to 4% by 2040

The date of the most recent actuarial valuation of the accrued benefit obligations was December 31, 2022.

The Corporation paid \$32,519 (\$30,133 in 2023) of employer and employee contributions to the defined benefit multi-employer benefit plan.

**8. Internally restricted net assets**

	<b>2024</b>	2023
	<b>\$</b>	<b>\$</b>
Reserve for board-appropriated working fund	<b>52,157</b>	55,199
Reserve for employee future benefits	<b>32,264</b>	28,419
Reserve for enumeration	<b>846</b>	1,141
Reserve for assessment update	<b>13,469</b>	13,469
	<b>98,736</b>	98,228

Interfund transfers are approved by the board of directors. During the year, the board of directors approved the transfers between the unrestricted fund and the internally restricted net assets as follows: \$3,044 from (\$4,604 to in 2023) the board-appropriated working fund reserve to pay for future one-time expenditures; \$0 to (\$2,000 to in 2023) the assessment update reserve to set aside funds for the property assessment process, and \$295 from (\$202 from in 2023) the enumeration reserve.

The purpose and use of the employee future benefit reserve was approved by the board of directors at initial setup, and an annual approval for transfers is not required. A transfer of \$3,845 to (\$171 to in 2023) the employee future benefit reserve was made during the year.

Refer to note 2 for a description of the reserves.

## Municipal Property Assessment Corporation

### Notes to the financial statements

December 31, 2024

(In thousands of dollars)

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#### 9. Commitments

The Corporation has commitments under various operating leases for properties. Minimum lease payments due in each of the next five years and thereafter are as follows:

	\$
2025	3,352
2026	2,189
2027	916
2028	529
2029	302
Thereafter	15
	<u>7,303</u>

The Corporation is also committed to paying operating costs and property taxes on its various property leases.

#### 10. Capital leases

The Corporation entered into several vehicle leases with an interest rate of between 3.82% and 6.98%, with lease terms up to 60 months. On termination of the lease, the Corporation has guaranteed a certain residual value of the vehicle to the lessor, depending on the ultimate lease term.

As at December 31, 2024 the current portion of the capital leases is \$352 (\$322 in 2023) and the long-term portion is \$761 (\$706 in 2023).

Future minimum annual lease payments required under capital lease arrangements are as follows:

	\$
2025	402
2026	395
2027	233
2028	101
2029	94
Total lease payments	<u>1,225</u>
Less: amount representing interest	<u>(112)</u>
	1,113
Less: current portion	<u>352</u>
	<u>761</u>

#### 11. Contingent liabilities and guarantees

The Corporation has been named as a defendant in certain legal actions in which damages have either been sought or, through subsequent pleadings, could be sought. Where the outcome of these actions is determinable and considered significant as at December 31, 2024, a provision was made in these financial statements for any liability that may result. Any losses arising from these actions will be recorded in the year the related litigation is settled.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **11. Contingent liabilities and guarantees (continued)**

In the normal course of business, the Corporation enters into agreements that meet the definition of a guarantee, as outlined in the Chartered Professional Accountants of Canada Handbook. The Corporation's primary guarantee subject to disclosure requirements is as follows:

- The Corporation enters into agreements that include indemnities in favor of third parties, such as purchase agreements, confidentiality agreements, leasing contracts, information technology agreements and service agreements. These indemnification agreements may require the Corporation to compensate counterparties for losses incurred by the counterparties as a result of breaches of contractual obligations, including representations and regulations, or as a result of litigation claims or statutory sanctions that may be suffered by the counterparty as a consequence of the transaction. The terms of these indemnities are not explicitly defined, and the maximum amount of any potential reimbursement cannot be reasonably estimated.

The nature of the above indemnifications prevents the Corporation from making a reasonable estimate of the maximum exposure due to the difficulties in assessing the amount of liability, which stems from the unpredictability of future events and the unlimited coverage offered to counterparties. Historically, the Corporation has not made any significant payments under such or similar indemnification agreements and, therefore, no amount has been accrued in the statement of financial position with respect to these agreements.

#### **12. Risk management**

##### *Market risk*

The Corporation's investments are susceptible to market risk, which is defined as the risk the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Corporation's market risk is affected by changes in the level or volatility of market rates or prices, such as interest rates, foreign currency exchange rates and equity prices. The Corporation is subject to cash flow interest rate risk due to fluctuations in the prevailing levels of market interest rate sensitive investments. The risk is mitigated through the Corporation's investment policy, which requires investments to be held in high grade, low risk investments.

##### *Credit risk*

Credit risk arises from the potential a counterparty will fail to perform its obligations. The Corporation is exposed to credit risk from banks and debtors. The risk is mitigated in that the Corporation conducts business with reputable financial institutions and its debtors are mainly entities within a level of the provincial government.

##### *Liquidity risk*

Liquidity risk is the risk the Corporation will not be able to meet its financial obligations as they come due. The Corporation manages liquidity through regular monitoring of forecasted and actual cash flows.

#### **13. Credit facility**

The Corporation has an unsecured credit facility of \$10,000 to be used for its operations, which is renewable annually.

## **Municipal Property Assessment Corporation**

### **Notes to the financial statements**

December 31, 2024

(In thousands of dollars)

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#### **14. Government remittances**

Government remittances consist of workplace safety insurance costs, sales taxes and payroll withholding taxes required to be paid to government authorities when the amounts come due. In respect of government remittances, \$2,325 (\$2,001 in 2023) is included in accounts payable and accrued liabilities.





## *The Corporation of the Township of Otonabee-South Monaghan*

April 29, 2025

Via Email: [premier@ontario.ca](mailto:premier@ontario.ca)

The Honourable Doug Ford  
Premier of Ontario  
Legislative Building  
Queen's Park  
Toronto, ON M7A 1A1

Dear Premier Ford:

### **Re: Proposal to End Daylight Savings Time in Ontario**

Please be advised that the Council of the Township of Otonabee-South Monaghan at its meeting on April 28<sup>th</sup>, 2025 passed the following resolution:

#### **R107-2025**

Moved by Councillor Terry Holmes  
Seconded by Councillor Mark Allen

**Whereas Ontario already has the legislative framework to end the antiquated practice of Daylight Saving Time (DST), as per the Time Amendment Act of 2020:** But New York has delayed us for over 4 long years.

**And Whereas the Case for Ending DST immediately pertains to clear and present Health and Public Safety concerns:** Clock shifts spike heart attacks, accidents, and stress, per the Canadian Society for Chronobiology. Kids lose focus, domestic violence rises, and vulnerable folks—mentally ill, homeless, addicts—face unnecessary strain and relapse risks. Indigenous health gaps deepen as DST clashes with traditions. Standard Time aligns with nature, easing healthcare burdens and healthcare costs.

**And Whereas ending DST is a clear and permanent assertion of the economic independence of Ontario:** Our new, post tariff economic reality exposes the reliance on New York for our internal policy as outdated. Ontario should look out for Ontarians, and

our sovereignty must be asserted. Quebec already considers the change; so 15 million Ontarians should not continue to wait on NY. Businesses will adapt; citizens will gain stability. Over 100,000 petition voices and 70% of Ontarians agree. Ontario must take the lead, and hopefully NY can eventually follow our lead for the good of their own people.

**Therefore be it resolved** that we request staff to distribute this communication to all the Municipalities, Chiefs & Councils of Ontario in addition to the Premier of the Govt. of Ontario and urge the Premier to:

1. Amend the Time Amendment Act 2020 to drop New York's contingency, effective immediately.
2. Set permanent Standard Time (EST) from November 2, 2025.

**CARRIED.**

Yours truly,  
Township of Otonabee-South Monaghan



Liz Ross  
Deputy Clerk

Sent via Email:  
Honourable Doug Ford, Premier of Ontario, [premier@ontario.ca](mailto:premier@ontario.ca)  
Municipalities of Ontario

Township of Champlain

Resolution  
Regular Council Meeting

**Agenda Number:** 11.1.  
**Resolution Number** 2025-120  
**Title:** Councillor Gerry Miner - Surveillance and Monitoring of Heavy Vehicles in Ontario  
**Date:** April 24, 2025

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**Moved By:** Gérard Miner  
**Seconded By:** Paul Burroughs

**Whereas** the Council of the Township of Champlain is of the opinion that additional surveillance and monitoring of heavy vehicles in Ontario is required to ensure the safety of other motorists, property owners, and pedestrians.

**Be it resolved that** the Township of Champlain calls upon the Government of Ontario to: increase surveillance and spot checks of all heavy vehicles travelling on Ontario roads; as well as monitoring the testing standards maintained by privately-owned heavy licensing facilities.

**Be it further resolved that** this resolution be forwarded to the Minister of Transportation of Ontario, the Minister of Municipal Affairs and Housing, the MPP Glengarry-Prescott-Russell, the Ontario Provincial Police, AMO and all municipalities in Ontario.

**Carried**

Certified True Copy of Resolution

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Alison Collard, Clerk      Date:

Canton de Champlain  
Résolution  
Réunion régulière du Conseil

No. du point à l'ordre du jour: 11.1.  
No. du point 2025-120  
Titre: Conseiller Gerry Miner - Surveillance et contrôle des véhicules lourds en Ontario  
Date: le 24 avril 2025

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Proposée par: Gérard Miner  
Appuyée par: Paul Burroughs

**Attendu que** le Conseil du Canton de Champlain est de l'avis qu'une surveillance et un contrôle accrus des véhicules lourds en Ontario sont nécessaires pour assurer la sécurité des autres automobilistes, des propriétaires fonciers et des piétons.

**Qu'il soit résolu que** le Canton de Champlain demande au gouvernement de l'Ontario d'accroître la surveillance et les vérifications de tous les véhicules lourds circulant sur les routes de l'Ontario, et de contrôler les normes de vérification maintenues par les installations privées d'immatriculation des véhicules lourds; et

**De plus, qu'il soit résolu que** cette résolution soit transmise au ministre des Transports de l'Ontario, au ministre des Affaires municipales et du Logement, au député provincial de Glengarry-Prescott-Russell, à la Police provinciale de l'Ontario, à l'AMO et à toutes les municipalités de l'Ontario.

**Adoptée**

Copie certifiée conforme

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Alison Collard, greffière      Date :



## Grand River Conservation Authority

Summary of the General Membership Meeting – April 25, 2025

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

### Action Items

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

- GM-04-25-40 - Human Resources Policies Update
- GM-04-25-39 - Gift Acceptance Policy
- GM-04-25-48 - Financial Summary
- GM-04-25-43 - Residential Program Wind-down – Demolitions
- GM-04-25-42 - Provincial Offences Act Officer Designations - Section 29 Conservation Areas
- GM-04-25-C07 - General Insurance Policy Renewal 2025-2026 (Closed agenda)

### Information Items

*The Board received the following reports as information:*

- GM-04-25-47 - Chair's Report
- GM-04-25-41 - Cash & Investment Status
- GM-04-25-38 - Quarterly Permit Report
- GM-04-25-44 - March 2025 Flood Event
- GM-04-25-45 - April 2025 Flood Event
- GM-04-25-46 - April 2025 Flood Event Dam Safety Incidents - Wellesley & Baden Dams
- GM-04-25-49 - Current Watershed Conditions

### Correspondence

*The Board received the following correspondence:*

- Susan Watson et al - Reconsider Lands Disposition Plans

### Source Protection Authority Correspondence & Action Items

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

- Ministry of the Environment, Conservation and Parks - Approval of Amendments
- Lake Erie Source Protection Region - Grand River Source Protection Plan Annual Progress Reporting
- SPA-04-25-01 - Submission of the 2024 Grand River Annual Progress Report
- SPA-04-25-02 - Submission of the amended Grand River Source Protection Plan and Assessment Report – County of Brant
- SPA-04-25-03 - Submission of the amended Grand River Source Protection Plan and Assessment Report – City of Brantford
- SPA-04-25-04 - Source Protection Committee Member Appointments

For full agendas and reports, and past minutes, please refer to our [Board meeting calendar](#). The minutes of this meeting will be posted on following approval at the next meeting of the General Membership.

You are receiving this email as a GRCA board member, GRCF board member, or a Grand River watershed member municipality. If you do not wish to receive this monthly summary, please respond to this email with the word 'unsubscribe'.

April 25, 2025

Nottawasaga Valley Conservations Authority  
8195 8th Line  
Utopia ON  
L0M 1T0

Sent via email: sflannagan@nvca.on.ca

To whom it may concern:

**Re: Resolution 2025-206 – Opposition to NVCA & LSRCA Amalgamation**

Please be advised that the following resolution was passed at the April 16, 2025 meeting of the Council of the Municipality of Grey Highlands.

**2025-206**

**That Council receive the Town of Collingwood Resolution to oppose amalgamation of NVCA and LSRCA for information; and that Council of the Corporation of the Municipality of Grey Highlands opposes the proposed amalgamation of NVCA and the LSRCA, as it has not been demonstrated that such a change would benefit watershed management, municipalities or the public; and That Council supports the NVCA Board's continued and enhanced collaboration between Conservation Ontario, and other Conservation Authorities to standardize processes and procedures where feasible, particularly to assist development and permit applicants whose activities fall within municipalities that straddle multiple watersheds; and**

**That Council supports the efforts of the NVCA in working constructively with all NVCA member municipalities to address and resolve any challenges, including planning and permitting, in a fair, transparent and efficient manner; and**

**That a copy of this resolution be sent to the NVCA, and all NVCA member municipalities, the LSRCA Board and Conservation Ontario Council  
CARRIED.**

**The Municipality of Grey Highlands**

206 Toronto Street South, Unit One - P.O. Box 409 Markdale, Ontario N0C 1H0  
519-986-2811 Toll-Free 1-888-342-4059 Fax 519-986-3643  
www.greyhighlands.ca info@greyhighlands.ca

INFO 8

MAY 15 2025

If you require anything further, please contact this office.

Sincerely,

*Amanda Fines-Vanalstine*

Amanda Fines-VanAlstine  
Manager of Legislative Services/Municipal Clerk  
Municipality of Grey Highlands

cc. Minister of Environment, Conservation and Parks  
NVCA Watershed Municipalities  
LSRCA

## Denise Holmes

---

**From:** Mack Chiasson <Mack.Chiasson@rjburnside.com>  
**Sent:** Monday, April 28, 2025 9:14 AM  
**To:** Denise Holmes  
**Cc:** Matt Brooks; Chris Knechtel  
**Subject:** 054808.1\_Bridge 7 Rehabilitation - Engineering Proposal  
**Attachments:** 054808.1\_Melancthon Bridge 7 Quotation.pdf

Good morning Denise,

Hope you had a good weekend! Attached is Burnside's proposal for the Bridge 7 Rehabilitation project. We understand the Township has allocated \$35,000 in the budget this year for engineering. This will allow us to complete the detailed design and drawings in 2025, leaving the tender package work to be completed in 2026.

If you have any questions please let me know.

Regards,  
Mack



Mack Chiasson, P.Eng.  
Project Engineer

R.J. Burnside & Associates Limited  
15 Townline, Orangeville, Ontario L9W 3R4  
Office: +1 800-265-9662 Direct: +1 519-938-3038  
[www.rjburnside.com](http://www.rjburnside.com)

100% Canadian Employee-Owned, Led and Operated

\*\*\*\* CONFIDENTIALITY NOTICE \*\*\*\*

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Thank you.

\*\*\*\*\*





April 25, 2025

**Via: Email**

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

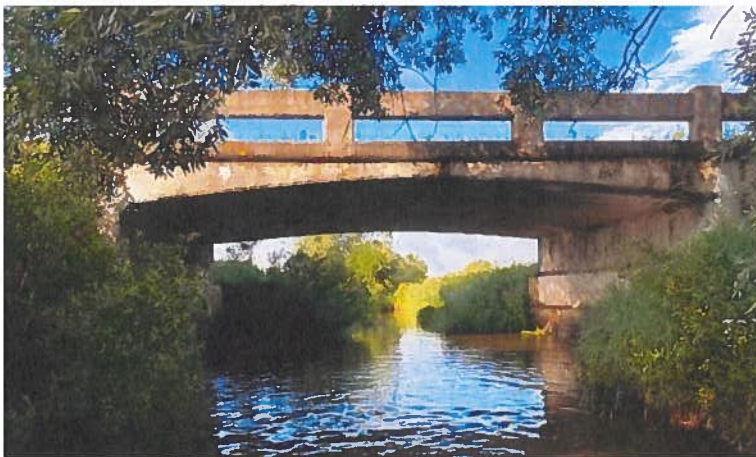
Dear Ms. Holmes:

**Re: Bridge 7 Rehabilitation  
Township of Melancthon  
Project No.: 900054808.1000**

We appreciate the Township of Melancthon (Township) considering R.J. Burnside & Associates Limited (Burnside) for the engineering services required to complete the detailed design for the rehabilitation of Bridge 7 located on the 7<sup>th</sup> Line SW.

Bridge 7 is a 9.4 m single span cast-in-place concrete rigid frame structure, which has been identified in the recent inspection report to be in good to fair condition with signs of concrete deterioration and moisture penetration through the deck and concrete barrier. A photograph of Bridge 7 is provided below.

**Bridge 7**



## **1.0 Scope of Work**

We acknowledge the Township's preference to find a cost-effective solution that will extend the service life of these structures as much as possible. With this in mind, and based on the information currently available to us, we anticipate the following construction work for Bridge 7.

- Removal of existing asphalt;
- Localized concrete patch and crack repairs (deck top, soffit, barriers and substructure);
- Concrete repairs to substructure, as required;
- Install streambed material/scour protection in front of abutments;
- Waterproof and Pave deck top;
- Seal exposed concrete barriers; and
- Install steel beam guide rail on approaches.

## **2.0 Engineering Work Plan**

We anticipate the following engineering tasks will be required to complete the design, tendering, contract administration and site inspection portion of this project:

### **Project Start Up and Investigations**

- Complete a topographic survey,
- Obtain approximate ROW through existing GIS information,
- CAD Base plan preparation,
- Site Investigation,
- Request quotation for Detailed Deck Condition Survey

### **Detailed Design and Drawings**

- Complete rehabilitation design of the structure, based on site investigation and Detailed Deck Condition Survey
- Complete roadside protection and geometric design,
- Prepare preliminary design memo identifying rehabilitation options, construction estimates and recommending the preferred solution.
- Prepare design drawings,
- Calculate quantities and prepare pre-construction budget estimate; and

### **Approvals and Coordination**

- Coordinate utility relocations (Bell, Hydro, Cable, Gas, etc.), as required,
- Site meetings with Grand River Conservation Authority (GRCA) and Niagara Escarpment Commission (NEC) as required,
- Complete a site visit to review potential Species at Risk (SAR) and satisfy Department of Fisheries and Oceans (DFO) requirements, and
- Secure all relevant permits and approvals (i.e., GRCA, DFO, NEC, etc.).

### 3.0 Assumptions and Constraints

- The project will be exempt from the EA process
- No Hydraulic Study is anticipated for this project as no changes to the bridge geometry is expected based on the information available at this time.
- No public meetings are anticipated.
- No significant changes to the vertical or horizontal alignment of the roadway are anticipated. Match existing lane widths, etc.
- The Township will be responsible for all costs associated with Approval Agency Permit fees.
- The road will be closed to through traffic during construction.
- No property acquisition is expected. Costs for obtaining legal property plans have not been included in the engineering fee estimate.
- Utility relocation costs will be paid by the Township (if required).
- The rehabilitation work will proceed under a DFO Self-Assessment. No SAR are anticipated. We anticipate minimal work in-water will be required.
- Tender package will be completed in 2026 if the project is approved and included in the Townships 2026 budget for construction.

### 4.0 Engineering Fees

We estimate our total upset fees, including disbursements for the detailed design for the rehabilitation of Bridge 7 will be **\$35,000.00** (excluding HST), as broken down in the table below. It is understood that this upset limit will not be exceeded without the authorization of the Township.

Table 1: Rehabilitation of Bridge 7 Engineering Fees

Engineering Fees (Burnside)	
Startup and Investigations	\$4,000.00
Detailed Deck Condition Survey (Sub-Consultant)	\$10,000.00
Detailed Design and Drawings	\$17,000.00
Approvals and Coordination	\$4,000.00
<b>Subtotal</b>	<b>\$35,000.00</b>

### 5.0 Schedule

Burnside is proposing a schedule to complete the detailed design and permitting in 2025, to allow for the reconstruction of Bridge 7 in 2026.

- Award Project - May 2025
- Background Studies and Investigations – May to July 2025.
- Preliminary Design Memo – August 2025
- Detailed Design and Drawings – September to November 2025
- Permits and Approvals – December 2025.

Burnside will provide a quotation to prepare the tender package in 2026, after detailed design and drawings are complete.

Thank you again for this opportunity. Burnside looks forward to working with the Township to continue to improve the condition of their bridge and culvert asset inventory.

Please let us know if you require any further information or clarification.

Yours truly,

**R.J. Burnside & Associates Limited**

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

Matthew Brooks, P.Eng.  
Senior Vice President, Municipal Services and Structures  
MB:ao

Enclosure(s)      Authorization to Proceed & Standard Conditions of Contract

This document contains proprietary and confidential information. As such, it is for the sole use of the addressee and R.J. Burnside & Associates Limited, and proprietary information shall not be disclosed, in any manner, to a third party except by the express written consent of R.J. Burnside & Associates Limited. This document is deemed to be the intellectual property of R.J. Burnside & Associates Limited in accordance with Canadian copyright law.

## Authorization to Proceed

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**Date:** April 25, 2025 **Project No.:** 900054808.1000  
**Client:** Denise Holmes, AMCT  
**Submitted By:** Matthew Brooks, P.Eng.  
**Project:** Bridge 7 Rehabilitation

I, \_\_\_\_\_, a recognized signing authority for \_\_\_\_\_, hereby authorize the firm of R.J. Burnside & Associates Limited (the Consultant), to arrange for or perform the work described in the Proposal Letter dated April 25, 2025.

By affixing my signature, I understand that the scope of work contained in the Proposal Letter (noted above) is governed by the attached Standard Conditions of Service.

---

Signature

---

Date

---

Position/Title

I have authority to bind the Corporation.

To hold the rates/and or fee estimate provided in the attached proposal, this Authorization To Proceed must be signed and returned to R.J. Burnside & Associates Limited within thirty days from the date above.

## Standard Conditions of Service

### Services

The services provided, if not specifically limited by the Client, will be at the Consultant's discretion for acting in the Client's best interest for the type of work requested.

### Fees and Expenses

Billing will be in accordance with the fees as outlined in the proposal, plus expenses. Expenses including any sub-consultants properly incurred in connection with the project will be billed at cost plus an administrative charge of eight percent.

The Consultant may assist in coordinating other Consultants on Client's behalf. The Consultant does not accept any liability for other Consultants' work. Clients are encouraged to contract directly with other consultants.

### Invoices

Invoices will be submitted on a monthly basis. Interest (1 percent per month of the unpaid amount) will be added to all unpaid balances after 30 days from date of invoicing. If the Client objects to all or any portion of an invoice, the Client shall so notify the Consultant in writing within 14 calendar days of the invoice date, identify the cause of disagreement, and pay when due that portion of the invoice, if any, not in dispute.

If the Client fails to pay undisputed invoiced amounts within 30 calendar days of the date of the invoice, the Consultant may at any time, without waiving any other claim against the Client and without thereby incurring any liability, suspend or terminate this Agreement as provided elsewhere in these Standard Conditions of Service.

### Changes in Scope

The scope of work identified is based on the Consultant's understanding of the work required to complete the project at the time of this proposal. In light of occurrences or discoveries that were not originally contemplated by or known by the Consultant, the Consultant may be required to discuss with the Client a change in the scope of the project, which may require a revision to this agreement. Should such a situation arise, the Consultant shall identify the changed conditions which make such discussions necessary, and the Consultant and the Client shall promptly and in good faith enter into renegotiation of this agreement in order to continue to meet the Client's needs. If an agreement cannot be reached on the change in scope, the Client agrees that the Consultant has the absolute right to terminate this agreement.

### Mediation

All claims, disputes and other matters in question between the parties to this agreement, arising out of or relating to this agreement or the breach thereof shall be decided by mediation, unless the parties mutually agree otherwise.

### Limitation of Liability

For purposes of limitation of liability provisions contained herein, the Client expressly agrees that it has entered into this Agreement with the Consultant, both on its own behalf, and as agent on behalf of its employees and principals.

Except for claims or losses arising from the negligence or wilful misconduct of the Client for which the Client agrees the Consultant shall have no liability, the consultant's liability to the Client in Contract and Tort is limited to the total amount of the fee paid for professional services, save and except with respect to any damages for destruction of property, personal injury and/or death, arising directly as a result of the Consultant's negligent performance of the services.

The Client expressly agrees that the Consultant's employees and principals shall have no personal liability to the Client in respect of a claim, whether in contract, tort and/or other cause of action in law. Accordingly, the Client expressly agrees that it will bring no proceedings and take no action in any court of law against any of the Consultant's employees or principals in their personal capacity.

No other party shall rely on the Consultant's work without the express written consent of the Consultant.

The Client will give prompt written notice to the Consultant whenever the Client or his representative becomes aware of any defects or deficiencies in Consultant's work.

### Hold Harmless

Burnside's commitments as set forth in this Agreement are based on the expectation that all of the services described in this Agreement will be provided. In the event the Client later elects to reduce Burnside's scope of services, the Client hereby agrees to release, hold harmless, defend and indemnify Burnside from any and all claims, damages, losses or costs associated with or arising out of such reduction in services.

### Field Review Services

Where engaged by the Client, the Consultant will provide field review services. It is understood that in engaging the Consultant, the Client recognizes that the role of the Consultant in completing field review is to witness construction for general conformity with the identified design. The Consultant does not provide direction to the Contractor on construction methods, nor does the Consultant warrant the Contractor's work - this is the sole responsibility of the Contractor for which the

Consultant will not take any liability. Prior to the initiation of construction, the Client and the Consultant will agree on a field review schedule. The Client acknowledges that where a reduced field review schedule is agreed, the Consultant will not be held liable for any work completed by the Contractor for which the Consultant has not been on site to witness conformity with the design.

In the event that the Consultant is not engaged for field review services, the Consultant shall not be held liable for any issues arising during the construction period nor will the Consultant be liable for any changes to the design which may be directed by others.

### Governing Law

The laws of the Province of Ontario will govern the validity of this agreement, its interpretation and performance, and remedies for contract breach or any other claims related to this agreement.

### Assignment

Neither party shall assign responsibilities without the written consent of the other.

### Termination

The Client or Consultant may terminate this Agreement at any time and no further expense will be incurred beyond the time of notice to terminate. In the event such termination becomes necessary, the party effecting termination shall so notify the other party in writing, and termination will become effective 14 calendar days after receipt of such notice.

Irrespective of which party shall affect termination or the cause therefore, the Client shall, within 30 calendar days of termination, remunerate the Consultant for services rendered and costs incurred, in accordance with the Consultant's prevailing fee schedule and expense reimbursement policy. Services shall include those rendered up to the time of termination, as well as those associated with termination itself, such as demobilizing, modifying schedules, reassigning personnel, and so on. Costs shall include those incurred up to the time of termination, as well as those associated with termination and post-termination activities.

### Suspension

Upon 14-calendar day's written notice to the Consultant, the Client may suspend the Consultant's work. If payment of undisputed Consultant's invoices is not maintained on a 30-calendar day current basis by the Client, the Consultant may by 14-calendar day's written notice to the Client suspend further work until payment is restored to a current basis. Suspension for any reason exceeding 45-calendar days shall, at the suspending party's option, make this Agreement subject to renegotiation or termination, as provided for elsewhere in this Agreement. Any suspension shall extend the time schedule for performance in a manner that is satisfactory to both the Client and the Consultant, and the Consultant shall be compensated for services performed and charges incurred prior to the suspension date, plus suspension charges.

Suspension charges may include, but shall not be limited to, services and costs associated with putting analyses and documents in order, rescheduling and reassigning personnel and/or equipment and issuing necessary or customary notices to appropriate government boards. Compensation to the Consultant shall be based upon the Consultant's prevailing fee schedule and expense reimbursement policy.

### Ownership of Documents

All drawings, specifications and documents prepared by the Consultant hereunder, for which the Consultant has been fully paid under the terms of this agreement shall be and remain the property of the Client. The Client hereby agrees that all drawings, specifications and documents prepared by the Consultant shall only be used for their intended purpose and not be reproduced for use on other projects, sites or locations. The Client agrees to indemnify and hold harmless the Consultant for any claims arising from the unauthorized re-use of drawings, specifications, designs and documents.

### Client's Responsibility

The Client will fully disclose all relevant information or data pertinent to the Project, which is required by the Consultant. The Consultant shall be entitled to rely upon the accuracy and completeness of such information and data furnished by or on behalf of the Client.

The Client will give prompt consideration to all requests or documents relating to the project submitted by the Consultant and whenever prompt action is necessary, inform the Consultant of his decisions in such reasonable time so as not to delay the Services of the Consultant. The Client shall arrange and make provision for the Consultant's entry and ready access to the project site as necessary to enable the Consultant to perform his services.

### Standard of Care

The consultant will perform the services in a manner consistent with that level of care and skill ordinarily exercised by members of the profession currently practicing in the same area under similar circumstances and conditions.

### Tax

Any applicable taxes will be added to invoices.

**Denise Holmes**

---

**From:** Delegations (MMAH) <Delegations@ontario.ca>  
**Sent:** Thursday, May 1, 2025 11:11 AM  
**Subject:** 2025 Association of Municipalities of Ontario (AMO) Live Form

Hello

We'd like to inform you that the Municipal Delegation Request Form for the 2025 Association of Municipalities of Ontario (AMO) Annual Conference is now available: [Single Delegation Submission Form](#)

The request form will also be posted on AMO's website. You can select either French or English using the global icon in the top right corner of the form. The deadline for submitting requests is **Friday May 30th, at 5:00 PM EST.**

Thank you!

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Bonjour

Nous souhaitons vous informer que le formulaire de demande de délégation municipale pour le congrès annuel 2025 de l'Association of Municipalités of Ontario (AMO) est maintenant disponible: [Single Delegation Submission Form](#)

Le formulaire de demande sera aussi affiché sur le site Web de l'AMO. Vous pouvez sélectionner le français ou l'anglais au moyen de l'icône de globe située dans la partie supérieure droite du formulaire. La demande doit être envoyée au plus tard, **le Vendredi 30 mai, à 17 h 00 (HNE).**

Merci

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NUMBER \_\_\_\_\_ - 2025

BEING A BY-LAW TO AUTHORIZE THE SIGNING OF A  
MEMORANDUM OF UNDERSTANDING BETWEEN THE  
CORPORATION OF THE COUNTY OF DUFFERIN AND THE  
CORPORATION OF THE TOWNSHIP OF MELANCTHON FOR  
SHARED LAND USE PLANNING SERVICES

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

1. **THAT** the Mayor and Clerk are hereby authorized and directed to sign the Memorandum of Understanding, in substantially the same form as the Memorandum of Understanding, attached hereto as Schedule "A", between the Corporation of the County of Dufferin and the Corporation of the Township of Melancthon for the purposes of shared Land Use Planning Services.
2. **AND THAT** By-law 11-2024 be hereby repealed.

BY-LAW READ A FIRST AND SECOND TIME THIS 15<sup>TH</sup> DAY OF MAY, 2025.

BY-LAW READ A THIRD TIME AND PASSED THIS 15<sup>TH</sup> DAY OF MAY, 2025.

\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CLERK



## SHARED LAND USE PLANNING SERVICES

### MEMORANDUM OF UNDERSTANDING

This Memorandum of Understanding is made the                      day of                      2025

**BETWEEN:**                      **Corporation of the County of Dufferin ("County of Dufferin")** of W. & M. Edelbrock Centre, 30 Centre Street, Orangeville, L9W 2X1;

**AND**                      **Corporation of the Township of Melancthon ("Melancthon")** of 157101 Highway 10, Melancthon, L9V 2E6;

collectively known as the ("**Municipal Partners**")

#### BACKGROUND

- A. Each of the Municipal Partners are local government authorities, with the Corporation of the County of Dufferin and the Township of Melancthon established under the *Municipal Act, 2001*.
- B. Each of the Municipal Partners is responsible for land use planning matters as established by the Province of Ontario.
- C. The Municipal Partners have taken actions to share land use planning staff.
- D. **AND THE MUNICIPAL PARTNERS AGREE:**

#### 1. Definitions & Interpretation

##### 1.1 Definitions

- 1.1.1 "**Rate**" means the hourly rate paid by the Recipient Municipality to Host Municipality, for providing land use planning services based on a cost recovery model;
- 1.1.2 "**Billing Period**" means the quarterly periods of each financial year;
- 1.1.3 "**Host Municipality**" means **County of Dufferin**;

1.1.4 **“Recipient Municipality”** means **Township of Melancthon**;

1.1.5 **“Memorandum”** means this Memorandum of Understanding;

## 1.2 **Interpretation**

1.2.1 The Background set out above forms part of this Memorandum and the Municipal Partners agree that the Background is true and accurate.

1.2.2 Unless the contrary intention appears:

1.2.2.1 Words noting the singular shall include the plural and vice versa.

1.2.2.2 Reference to any Act, statute or regulation shall include any amendment currently enforce at the relevant time and any Act of the Legislature, statute or regulation enacted or passed in substitution therefore.

1.2.2.3 Headings are for convenience of reference only and do not affect the interpretation or construction of this Memorandum.

1.2.2.4 A requirement in the MOU for liaison and consultation necessitates full and honest dialogue, encompassing the obligation, when deemed necessary and suitable, for complete divulgence of relevant information and material

## 2. **Term**

2.1 This Memorandum shall commence on **May 20, 2025** and continue in perpetuity until either Municipal Partner withdraws with 6 months' written notice to the other.

2.2 There will be a mandatory review of this Memorandum conducted on the 3<sup>rd</sup> year of each term of Council.

## 3. **Negotiate In Good Faith**

The Municipal Partners agree that they will cooperate with each other and at all times act in good faith and with the joint objective of successfully and expeditiously concluding and carrying out all of the arrangements and agreements contemplated in this Memorandum.

#### 4. **The Municipal Partners Obligations**

The Municipal Partners agree that each of them shall have the following obligations in respect of **Shared Land Use Planning Services**;

##### 4.1 **Host Municipality**

On behalf of the Municipal Partners, the Host Municipality agrees to;

##### 4.1.1 **Land Use Planning Services**

4.1.1.1 Provide planning services through in-house Professional Planner(s), Junior Planner(s), and Planning Coordinator(s) to the Recipient Municipality totalling 28 hours per week, except when conflicting with, but not limited to: personal leave, professional development, emergency matters, and organizational obligations (e.g. department-wide retreat, staff committee, etc);

4.1.1.2 Additional hours (greater than 28 hrs per week) may be provided at the request of the Recipient Municipality, if there is capacity at the discretion of the Host Municipality, and written agreement of both parties;

4.1.1.3 Be responsible for all aspects of County Planning staff management;

##### 4.1.2 **Finances**

4.1.2.1 Invoice the Recipient Municipality each billing period for actual services provided, based on hourly rates as outlined in Schedule A;

4.1.2.2 Maintain insurance related to the provision of services as outlined in this Memorandum and to indemnify the Recipient Municipality;

##### 4.1.3 **Administration**

4.1.3.1 Maintain a log of dates and times and summary of when services were provided to the Recipient Municipality;

##### 4.2 **Recipient Municipality**

The Recipient Municipality agrees to:

#### 4.2.1 **Assign Work**

- 4.2.1.1 Assign relevant work on a weekly basis to the Host Municipality's Planning Staff, specific to Melancthon, and within the scope of services offered as outlined in Schedule B, at a quantity that is reasonable to accomplish within 28 hours per week;
- 4.2.1.2 Provide to the Host Municipality in writing the contact information for the appointed staff person that will be responsible to assign work to the Professional Planner and Planning Coordinator;
- 4.2.1.3 Provide guidance, direction, and clarification to the Professional Planner and Planning Coordinator on work that has been assigned to them;

#### 4.2.2 **Finances**

- 4.2.2.1 Pay invoices provided by the Host Municipality with 30 days of their issuance;
- 4.2.2.2 Maintain insurance related to the provision of services as outlined in this Memorandum and to indemnify the Host Municipality;
- 4.2.2.3 Reimburse the County for expenses incurred by County Planning staff, including mileage, at rates as outlined in Schedule A.

#### 4.2.3 **Administration**

- 4.2.3.1 Provide Professional Planner and Planning Coordinator access to files, email systems, and other tools requires to perform their duties;
- 4.2.3.2 Maintain records and communications as it relates to services provided by the Professional Planner and Planning Coordinator (e.g. records of inquiries, official correspondence, draft planning documents);
- 4.2.3.3 Maintains ownership and control of all records as it relates to services provided by the Professional Planner and Planning Coordinator (e.g. records of inquiries, official correspondence, draft planning documents);

#### **4.3 Withdrawal**

- 4.3.1 If a Member Municipality of this Memorandum wishes to no longer participate, that Council may upon giving six (6) months written notice (the "Notice Period") to the other Municipal Partners withdraw from this Memorandum, thereby dissolving it;
- 4.3.2 Notwithstanding withdrawing from Shared Land Use Planning Services, that Municipal Partner shall still be liable for services provided and responsibilities surviving the Memorandum as outlined in Schedule B;

#### **5. No Partnership**

This Memorandum does not create or evidence of a partnership between the Municipal Partners.

#### **6. Acknowledgement**

The Municipal Partners acknowledge and agree that each of the Municipal Partners may in its own right (a) provide services or (b) engage others for their services, however any costs incurred shall be borne solely by the respective Municipal Partner.

#### **7. Disputes Between Municipal Partners**

- 7.1 The Municipal Partners agree to work together in good faith to resolve any matter requiring their direction or resolution.
- 7.2 Where the Municipal Partners are unable to resolve a matter within twenty-one (21) days of the matter being presented to them, the matter will be referred to arbitration.
- 7.3 Notwithstanding Clause 7.2 the Municipal Partners agree to be bound by the decision of the appointed arbitrator (except in relation to any decision relating to the acquisition or disposal of any real property) and will endeavour to work together in good faith in the implementation of that decision.
- 7.4 The costs (if an) of arbitration shall be borne equally by the Municipal Partners involved in the arbitration.

**EXECUTED** as a Memorandum of Understanding

**THE COMMON SEAL** of **THE** )  
**CORPORATION OF THE COUNTY** )  
**OF DUFFERIN** was hereunto affixed )  
in accordance with its Constitution )  
and by the authority of its directors:

.....  
Warden

.....  
Clerk

**THE COMMON SEAL** of the )  
**TOWNSHIP OF MELANCTHON** )  
was hereunto affixed in accordance )  
with its Constitution and by the )  
authority of its directors:

.....  
Mayor

.....  
Clerk

**Schedule A – Rates**

The rate for mileage will be the same as the County approved rate employees are reimbursed for the period the claim is in.

The rate for a Senior Planner is \$82.78 per hour for 2024.

The rate for Junior Planner is \$73.59 per hour for 2024.

The rate for a Planning Coordinator is \$75.90 per hour for 2024.

Rates for subsequent years will be calculated in November, and will be based on the average cost per hour included in draft budget for the year commencing in the following January.

**Schedule B – Responsibilities Surviving this Memorandum**

The following are responsibilities that will survive this Memorandum:

- Municipal Partners must maintain insurance, records, and other appropriate measures to mitigate financial and legal liability arising from providing or receiving land use planning services through this Memorandum.
- The Recipient Municipality will compensate the Host Municipality for expenses incurred, including but not limited to staff time, as a result of being required to participate in Ontario Land Tribunal, legal proceedings, or arbitration arising from work performed by Host Municipal staff on behalf of the Recipient Municipality through this Memorandum.



## Schedule C – List of Shared Land Use Planning Services

The following is a RASCI chart which outlines which staff position and what their agreed upon role is within the planning services within the Recipient Municipality. The planning services the Host Municipality provides include all the roles as outlined under the Planning Coordinator ("Plan Coord.") and Planner columns. In this chart "ML" denotes the Recipient Municipality's staff.

Melancthon	Task Description	Plan Coord.	Planner	ML CAO	ML AA
<b>Initiate Application</b>	Serve as the key point of contact on all planning matters email inquiries + phone calls	S	I	A	R
	Receive pre-consultation application, review to confirm completion (documentation and fees)	C	S, C	C	R, A
	Pre-consultation application circulate, Schedule meetings, and chair as required	R	S, C	C, I	A, C
	Consolidate application comments + required studies list for consideration by applicant	R	A	S	
	Receive planning application, review to confirm completion (documentation and fees)			A	R
	Notice of complete application and public notice the letter (issuing)	R		S	A
	Notice of complete application and public notice the letter processing (publication and distribution)	S		A	R
<b>Process Application</b>	Circulate planning applications to the review team in the municipality as well as the County's for comments	C	C	S, C, I	R
	Maintain records associated with circulation of applications and comments	S		A, I	R
	Review and provide planning comments = ZBL, MV, Permit Letters (municipal approvals), severance plans.	R	C	S	A
	Consolidate application comments for consideration by applicant	R	A	S	
	Staff recommendation council report + meeting presentation	R	A	S, C	
	Review and provide planning comments - local OPA SPA& draft plans-	S	R	C	A
	Staff Report to council		S	I	R
	Public (local council) meeting presentation	S	R	C, I	A
<b>Close Application</b>	for local OPA - prepare full package and send to county for adopting	R	A	C	S
	Notice of passing	S	C	A	R
	Bylaw Full Force and Effect			A	R

- Responsible: The person or people who are responsible for completing a task or making a decision.

- **Accountable:** The person who is ultimately answerable for the correct and thorough completion of the task or decision-making process.
- **Support:** Individuals or groups who assist in the completion of the task, providing resources, expertise, or other forms of support.
- **Consulted:** People whose input or expertise is sought before a decision or action is taken.
- **Informed:** Individuals or groups who need to be kept informed about the progress or outcome of a task or decision, but are not directly involved in its execution.



*The Corporation of*

**THE TOWNSHIP OF MELANCTHON**

*157101 Highway 10, Melancthon, Ontario, L9V 2E6*

**REPORT TO COUNCIL**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: PROPOSED AMENDMENT TO PROCEDURAL BY-LAW**

**MEETING DATE: MAY 15, 2025**

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**Recommendation**

That Council receive this Report and direct Staff to prepare an amendment to the Township's Procedural By-law to require all Delegations to appear in person before Council, with exceptions permitted under specific circumstances.

**Background**

The Township's current Procedural By-law 4-2024 permits Delegations to appear either in person or virtually. As in-person meetings have resumed as standard practice, there is a need to clarify when in-person attendance is required and under what conditions virtual delegations may still be permitted. The intent is to promote effective communication, transparency, and engagement, particularly for formal presentations or matters of significant local interest.

**Proposed Amendment**

Staff propose that the Procedural By-law be amended to include the following provisions:

***In-Person Requirement***

All Delegations must appear in person before Council. Virtual Delegations shall not be permitted unless an exception is granted in accordance with the provisions below.

***Exceptions***

Exceptions to the in-person requirement may be granted in the following cases:

1. **Clerk's Discretion** – Where inclement weather, or other unforeseen circumstances make in-person attendance unsafe or impractical;
2. **Planning Consultants** – Planning Consultants or Agents attending Statutory Public Meetings related to planning applications, where virtual attendance may

GB 16.2.1

MAY 15 2025

- be appropriate due to travel distance or timing of the meeting.
3. **Council Invitation** – Where Council has specifically invited a Delegation and authorized virtual attendance;
  4. **Council Approval** – Where Council, by resolution, approves a request for a virtual Delegation.

These changes would clarify expectations for the public and external agencies, while still allowing flexibility in special situations.

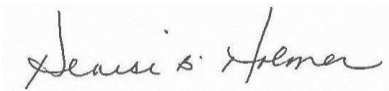
### **Financial Implications**

There are no financial implications associated with this proposed change.

### **Next Steps**

Should Council approve this Report, Staff will prepare a draft amendment to the Procedural By-law for presentation and adoption at a subsequent Council meeting.

Respectfully submitted,

A handwritten signature in black ink, reading "Denise B. Holmes". The signature is written in a cursive style with a large, stylized 'D' and 'H'.

Denise B. Holmes, AMCT  
CAO/Clerk



*The Corporation of*

***THE TOWNSHIP OF MELANCTHON***

*157101 Highway 10, Melancthon, Ontario, L9V 2E6*

**REPORT TO COUNCIL**

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

**FROM: DENISE B. HOLMES, AMCT, CAO/CLERK**

**SUBJECT: DELEGATING TO OTHER MUNICIPALITIES REGARDING THE PROPOSED STRADA QUARRY**

**MEETING DATE: MAY 15, 2025**

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**Recommendation**

THAT Council receive this report for information;  
AND THAT Council authorize the CAO/Clerk to request delegations for the dates determined during the Council meeting.

**Purpose of Report**

The purpose of this report is to seek Council direction regarding the dates on which Council wishes to delegate to the Municipal Councils of the following municipalities:

- County of Dufferin
- County of Simcoe
- Town of Mono
- Town of New Tecumseth
- Town of Shelburne
- Township of Adjala-Tosorontio
- Township of Clearview
- Township of Mulmur

These delegations will relate to the proposed Strada Aggregates Quarry application in the Township of Melancthon.

**Background**

On January 31, 2025, Strada Aggregates submitted an application to the Ministry of Natural Resources and Forestry for a completeness review concerning a proposed quarry. The application pertains to a site located within the footprint of Strada's existing 360-acre sand and gravel pit in the Township of Melancthon.

While awaiting the outcome of the Ministry's completeness review, Council has expressed the importance of informing and engaging area municipalities about the proposed development. Staff contacted the municipalities to obtain information on their upcoming Council meeting schedules and delegation procedures.

**Next Steps**

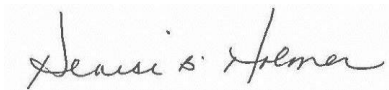
A compiled schedule of Council meeting dates for the listed municipalities is attached as Schedule A. Council is asked to review the schedule and determine the preferred dates for attending these meetings to represent the Township of Melancthon.

Once dates have been selected, Staff will proceed with submitting delegation requests and preparing the required presentation materials.

**Attachments**

- Schedule A – Proposed Dates and Times for Melancthon Council Delegation to Area Municipalities

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Denise B. Holmes". The signature is written in a cursive, flowing style.

Denise B. Holmes, AMCT  
CAO/Clerk

**Schedule A - Proposed Dates and Times for Melancthon Council Delegation to Area Municipalities**

	<b>June</b>	<b>July</b>	<b>August</b>	
<b>County of Dufferin</b>	June 26th	July 10th		Meeting starts at 9:00 a.m. on June 26th and at 7:00 p.m. on July 10th
<b>County of Simcoe</b>	June 10th or June 24th		August 12th	Information taken from website as a reply to my letter was not received when writing my report. Meetings start at 9:00 a.m.
<b>Town of Mono</b>	June 10th or June 24th	July 15th	August 26th	Delegations start after 9:15 a.m.
<b>Town of New Tecumseth</b>	June 30th	July 14th or July 28th	August 25th	Meetings start at 6:00 p.m.
<b>Town of Shelburne</b>	June 23rd	July 14th or July 28th	August 25th	Meetings start at 6:30 p.m.
<b>Township of Adjala-Tosorontio</b>	June 11th	July 9th		Meetings start at 6:30 p.m.
<b>Township of Clearview</b>	June 2nd or June 23rd	July 14th or July 28th	August 11th	Meetings start at 5:30 p.m.
<b>Township of Mulmur</b>	June 4th	July 2nd		Delegations between 9:00 a.m. & 2:00 p.m.



**The Corporation of the  
TOWNSHIP OF MELANCTHON**

**157101 Highway 10, Melancthon, Ontario, L9V 2E6**

**STAFF REPORT**

**TO: Council**  
**FROM: Sarah Culshaw, Treasurer**  
**DATE: May 15<sup>th</sup>, 2025**  
**SUBJECT: "Buy Canadian" Policy**

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**Recommendation:**

We respectfully request Council to:

1. **Approve** the attached report which provides an analysis and recommendation to shift procurement toward Canadian suppliers wherever feasible for the affect goods.
2. **Adopt** the attached resolution in support of this approach.

**Background**

At its meeting on May 1, 2025, Council directed Staff to prepare a report on the potential development of a "Buy Canadian" policy. With the recent tariffs on imported goods from the United States, this has increased costs for several critical materials and products. These rising costs are expected to have a financial impact on Canadian goods and services, potentially affecting the economic well-being of Canadian producers, industries, and municipalities. A policy has been prepared and appended to this Report. The policy will achieve the same objectives as amending the Procurement By-law.

**Respectfully Submitted,**

Sarah Culshaw, Treasurer

**Reviewed By:**

Denise Holmes, CAO/Clerk





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

### **Policy Title: Buy Canadian Procurement Policy**

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#### **1. Policy Purpose**

The purpose of this policy is to prioritize the purchase of Canadian-made goods and services in the Township of Melancthon procurement activities in response to tariffs imposed by the United States on Canadian products. This initiative is intended to support Canadian businesses, protect local jobs, and promote economic self-reliance.

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#### **2. Scope**

This policy applies to all departments, including but not limited to supplies, equipment, construction, and professional services.

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#### **3. Policy Statement**

Wherever feasible and legally permissible, the Township of Melancthon will give preference to Canadian-made goods and services when procuring materials, equipment, and services. This includes, but is not limited to:

- Products manufactured or substantially transformed in Canada;
  - Services provided by Canadian-owned and operated businesses;
  - Vendors that source the majority of their goods or services domestically.
- 

#### **4. Monitoring and Review**

This policy shall be reviewed annually, or upon significant changes to trade relations or federal/provincial regulations, to ensure relevance and compliance. An annual report summarizing the percentage of Canadian-sourced procurements shall be presented to Council.



## Corporation of the Township of Melancthon

Moved by .....

Seconded by ..... Date ....., 2025

**WHEREAS**, the Government of the United States has imposed tariffs on certain Canadian goods and services, impacting the economic well-being of Canadian producers, industries, and municipalities; and

**WHEREAS**, the Municipality of the Township of Melancthon believes in supporting the local and national economy, safeguarding Canadian jobs, and promoting sustainable economic development as much as possible; and

**WHEREAS**, Canadian businesses provide high-quality goods and services that meet the needs of municipal operations and public projects; and

**WHEREAS**, municipalities have the ability and responsibility to influence procurement policies in a manner that reflects the values and interests of their residents; and

**WHEREAS**, strengthening domestic purchasing practices will help mitigate the negative effects of foreign tariffs and reinforce economic resilience within Canada;

**NOW THEREFORE BE IT RESOLVED THAT** the Council of the Corporation of the Township of Melancthon hereby commits to adopting a "Buy Canadian" policy wherever feasible and legally permissible, giving preference to Canadian-made goods and services in its procurement processes.



## **TOWNSHIP OF MELANCTHON - DELEGATION REQUEST FORM**

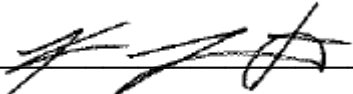
Request for Delegation, any written submissions and background information for consideration by Council must be submitted to the Clerk's Office by 12:00 noon on the Wednesday of the week **prior to the requested meeting.**

REQUEST DATE: \_\_\_March 24 2025\_\_\_\_\_

NAME:\_\_\_Kim Delahunt\_\_\_\_\_ PHONE:\_\_\_519-941-2702\_\_\_

ADDRESS:\_\_\_100 Rolling Hills Drive, Orangeville, ON\_\_\_\_\_

EMAIL ADDRESS:\_\_\_scordoba@headwatershealth.ca\_\_\_\_\_

SIGNATURE: \_\_\_\_\_  


### **Purpose of Delegation Request (state position taken on issue, if applicable).**

\_\_\_\_\_Headwaters Health Care Centre President & CEO, Kim Delahunt will provide an update about the hospital.

Stephanie Mackenzie-Smith, Director, Communications and Public Affairs will submit a presentation a week before the meeting date.

### **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.

TOWNSHIP OF MELANCTHON  
157101 HIGHWAY 10  
MELANCTHON, ONTARIO  
L9V 2E6  
519-925-5525

# Township of Melancthon Delegation

**Kim Delahunt, President & CEO, Headwaters Health Care Centre**

May 15, 2025

OUR VISION: **ONE COMMUNITY, CARING TOGETHER.**

OUR PURPOSE: **PROVIDE EXCELLENT CARE, CLOSE TO HOME.**



### Empower Our People

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

### Get Even Better

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

### Deliver Patient Centred Quality Care

- Listen to patients and families to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved



### Connect Through Partnerships

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

OUR FUNDAMENTALS: **Diversity, Equity & Inclusion • Safe & Healthy Environment • Technology & Innovation**



## OUR STRATEGIC DIRECTIONS

Our Strategic Directions reflect the reality of delivering health care in an ever-evolving environment. They are the foundation to achieving success over the next five years.

### Empower Our People

Our team is invaluable. Empowering and investing in the development, well-being, safety, and support of our people is paramount to ensure a high performing and sustainable workplace environment that delivers the best care for our patients and communities.

- Attract, retain, and recognize our people
- Focus on an engaged, inclusive, safe and healthy workplace
- Enable teams to deliver high quality care with tools and resources

### Get Even Better

Continually improving systems, processes and our facility is fundamental to achieving our commitments, delivering a consistent patient experience, and ensuring operational excellence. We have a responsibility to ensure our performance meets the needs of our patients and community.

- Use timely, evidence and data-based analysis to support decision making and enhance equitable access to care
- Advance digital health opportunities
- Continue to build for the future of our facility

### Deliver Patient Centred Quality Care

Pursuing continuous quality improvement is fundamental to achieving our commitments and delivering excellent patient care and experiences. Through a relentless focus on quality and safety, we will deliver quality care to be proud of.

- Listen to patients, families and caregivers to support what's most important to them
- Build a safe, quality driven, continuous improvement culture following best practice guidelines
- Ensure population health measures inform our approach to decisions
- Promote health equity, ensuring inclusion and diversity are respected and achieved

### Connect Through Partnerships

Ongoing success and innovation includes collaboration and support from and with system partners. Together, we can achieve more to support delivery of the best care to our communities.

- Lead and pursue meaningful partnerships that extend our capability to support seamless, equitable and timely access to care
- Strengthen our academic partnerships
- Grow opportunities for training and development
- Use technology to enhance efficiency, safety and care

### By 2029 we will:

- Be a workplace of choice for proud healthcare professionals and supporting staff
- ✓ Set and achieve job vacancy and retention rate targets that meet or exceed industry benchmarks
- Be implementing multi-year recruitment, education and retention plans
- Be working towards training targets set to ensure psychological health and safety within the workplace
- Ensure our teams more strongly reflect the community we serve

- ✓ Complete a stage 1.2 and begin a stage 1.3 Ministry of Health proposal supporting renovations and expansions to our hospital
- Be using enhanced clinical tools that are improving safety and efficiency of clinical operations with targeted adoption rates
- Achieve initial targets supporting a reduction in plant emissions as part of ongoing environmental sustainability measures
- Support an optimized health information system that includes use by community partners
- Be using 20% more virtual applications and digital platforms

- Reach top 75<sup>th</sup> percentile in Ontario Qualtrics patient satisfaction measures
- Increase patient safety culture survey rates by 10% compared to 2024
- ✓ Achieve outcomes identified in our five year clinical priority plan
- Reach a 25 member strong Patient Family Advisory Partnership, embedding members in all key organizational initiatives or program developments
- Have developed measures and demonstrate progress in care as part of our DEI fundamental commitment

- ✓ Have an increase in the number of students and medical residents at the hospital
- Reduce re-admission rates for our senior population through seamless care with our Ontario Health Team partners
- Have expanded our partnerships for access to more health and social care
- Have more timely information and data to support enhanced communications with our patients and their healthcare team

# Our Values

Our values are more than just words, they define and connect us. Our values will enable us to meet our full potential and will guide us in how we work, how we behave and how we relate to our patients, families and to one another. Our values are how we show our commitment to our vision and purpose.



## Kindness

- We show compassion, care and empathy
- We encourage each other
- We care for one another
- We see the person in every patient



## Accountability

- We take personal responsibility for our actions and decisions
- We learn from our mistakes
- We set clear expectations for ourselves and each other
- We are transparent



## Respect

- We understand interactions start with listening
- We are open, honest and act with integrity
- We treat all individuals with dignity
- We embrace diversity of people, opinions and perspectives



## Teamwork

- We inspire each other to be the best we can be
- We come together to solve problems and celebrate success
- We appreciate each other's abilities and use the strength of us all
- We are better together

# Our Fundamentals

Our fundamentals are our commitment to basic principles that we want Headwaters' to be known for and what we expect to provide for our patients, families, and one another. They are important principles upon which our strategic plan can depend.

## Diversity, Equity & Inclusion

Everyone has the right to be treated fairly and respectfully. We embrace and respect the needs of all individuals and listen to and consider the voices of others.

## Safe & Healthy Environment

Cultivating a safe and healthy workplace, from the physical to the psychosocial elements, is an essential responsibility and commitment that we all pledge.

## Technology & Innovation

We will leverage technology and innovation through research, data and analytics, leading practice protocols, user experience and information integration leading to better outcomes.



# Our Proudest Accomplishments

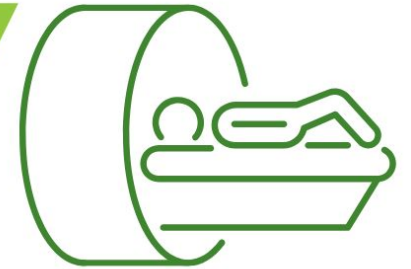




# The First MRI in Dufferin-Caledon is Coming!

Thanks to the generosity of our community and funds raised through Headwaters Health Care Foundation's, Smart Headwaters campaign, you will soon be able to come to Headwaters for MRI scans close to home. Operational funding for MRI has been provided by the Ministry of Health.

## First MRI in Dufferin-Caledon



Accepting physician requisitions **mid-summer**

First scans expected to start **mid-August**

Anticipate completing **8,000+** scans per year

Available to conduct the following scans on patients over the age of 8:

- Breast MRI
- Musculoskeletal MRI
- Neuro (brain and spine) MRI
- Pelvic / Abdominal MRI
- Prostate MRI

# Clinical Priority Plan (CPP)

**Launched in 2023, the CPP is a Clinical Action Plan that:**

- Identifies the overarching clinical priorities and areas of focus for HHCC (“Who do we want to be?”) for the next 5 years.
- This is aligned to the Quadruple Aim framework.
- It laid the foundation for Strategic Directions renewal in 2024.
- The CPP is on our website under who we are.



# Clinical Priority Plan, Year 2 Outcomes

## Cardiac Wellness Program



Launched partnership with Town of Orangeville for the **cardiac wellness program**.

## Emergency Department



Ministry approval for Emergency Department renovations, allowing us to **increase capacity and improve patient flow**.

## Wait Times for Surgery



Significantly reduced surgical wait times, reducing “long waiters” to **7%**, amongst the top ranked hospitals in the province.

## Partnerships



Launched partnership between **TeleCheck** and **Polycultural Immigrant Services**, increasing the number of vulnerable community members receiving check-in calls, routine health reminders, social support, and assistance in navigating the health and community system.

## Patient Experience



Refreshed **Patient Experience** framework, demonstrating our ongoing commitment to providing excellent care, close to home for patients in Dufferin-Caledon.

# Clinical Priority Plan – Priority Area Successes

Emergency	Mental Health	Geriatrics	Obstetrics	Pediatrics
Ministry approval for Emergency Department pre-capital renovations	Permanent additional evening/weekend crisis worker funding received	Initiated geriatric clinic	Finalizing WOHS MOU for Level 2 transfer of patient care	15 nursing staff successfully completed Level 2 training
Triage renovations completed	2-year Mobile Crisis Response Team (MCRT) funding request submitted	Over 80 patients flowed through Hospital to Home program (100% acceptance rate)	15 staff completed in-house training, Level 2 in progress with RVH	MOU with RVH for Level 2 support implemented
Third-party review conducted	Weekly on-site psychiatry support initiated	Initiated informal geriatric direct referrals through inpatient units	Breastfeeding clinic implemented	Implemented cardiac monitors supporting AirVo nasal high flow respiratory patients
Data quality validation and clean up	MOUs with WOHS and Waypoint in progress	Implemented best practice guidelines for delirium care	Antenatal clinic implemented	
	Ministry & community collaboration sessions conducted	NLOT (nurse-led outreach team) implementation with LTC	Dufferin Area Family Health Team Latch 'n Learn clinic partnership	

# Clinical Priority Plan – Quadruple Aim Successes

Surgical Services	Ambulatory Care	Medicine	Paramedic Services	Clinical Support Services
Completed quality-based procedures (QBP) reallocation to maximize funding	Completed dialysis service construction and relocation	E&F Wing staffing model changes	Model and structure review completed	Installed new x-ray equipment
Implemented green light laser for urology, HOT and Stone times	Finalized Town of Orangeville partnership for cardiac wellness program	Converted Personal Support Worker float pool to permanent positions	New Chief and Deputy Chief leading service	Installed new Nuclear Medicine stress equipment
Advocated for and received funding for pediatric long waiters		ICU critical care nursing training completed	Master plan initiated with County of Dufferin	MRI implementation underway for summer 2025 patient scans
Formalized a perioperative educator role			Ambulance call reporting implemented	Finalized microbiology outsourcing
Advocated for additional Surgical Pathway Training funding			Expanded offload nurse funding application submitted	Basic interventional radiology services implemented
Reduction in long waiters to 7%, among best in province				CT patient schedule efficiencies; significant wait time reductions

# Snapshot of Other Successes

Patient Experience	People & Culture	Planning & Strategy	Internal Systems & Processes	Community & Care Partners
Refreshed Patient Experience framework launched	100% compliance to core curriculum and mandatory organizational training	Benchmarking initiatives implemented to support FY25-26 budget. Benchmarking compares Headwaters with other comparable hospitals to identify efficiencies.	Refreshed cafeteria and flooring	TeleCheck partnership with Polycultural Immigrant & Community Services
Unit access restrictions implemented to enhance patient & staff safety	New annual awards launched including Quality & Safety Improvement, Outstanding Physician and Above & Beyond awards	5-year strategic plan launched	Successful completion of Ontario College of Pharmacy's inspection	Bereavement wind phone unveiled in partnership with Hills of Headwaters Collaborative Ontario Health Team
Launch of prostate cancer surgery services "Green Light Laser"	Nursing education fund program for ongoing professional development	Emergency Preparedness Code Silver mock event & launch of new safety door markers	All new exterior signage	Toronto Grace Hospital remote patient care monitoring
Launched new Obstetrical Emergency code (Code OB)	Launched recognition survey and initiated implementation recommendations	Digitization roadmap completed	New nursing stations initiated/completed on ED, E and F wings	Trillium Gift of Life organ donation notification rate of 97% - 24% increase



# The Big Picture

- Significant demographic shifts with an expected increase in population of 36% over next 20 years, with high growth rates amongst 65+ and 85+ age groups.<sup>1</sup>
- By 2040 more than 3.1 million Ontarians will be living with one or more chronic illnesses, such as diabetes, cancer, renal failure and others, up from 1.8 million in 2020.<sup>2</sup>
- Health care needs will increase and become increasingly complex.
- Medium-sized hospitals, like Headwaters, are essential community health system anchors.
- There is a need to ensure that long-term capital funding for infrastructure and equipment reflects the current and future needs of local communities.
- Focus on reducing wait times and improving access to timely care.
- Internal focus on recruitment and retention efforts for physicians, nurses, laboratory staff.

1. Source: Ontario Hospital Association, Leveraging Ontario's Medium-Sized, Hospitals to Prepare for Future Needs and Enhance the Provincial Health Care System; 2024

2. Source: Rosella LC, Buajitti E, Daniel I, Alexander M, Brown A. Projected patterns of illness in Ontario. Toronto, ON: Dalla Lana School of Public Health; 2024



# Where We Are Going

- Headwaters is actively embracing change, working hard to enhance efficiency, and planning to meet the needs of our community well into the future.
- Changes in demographics and illness patterns mean that we need to bring together multiple stakeholders to nurture and support a system that embraces innovation in care delivery.
- Hospitals like Headwaters are ready to work with all levels of government to meet these challenges. We can do so by:
  - Strengthening the financial and operational stability of hospitals
  - Improving and maintaining quality of care and access to care
  - Continuing to harness the power of innovation and technology
- Caring for our communities requires a community-based approach.



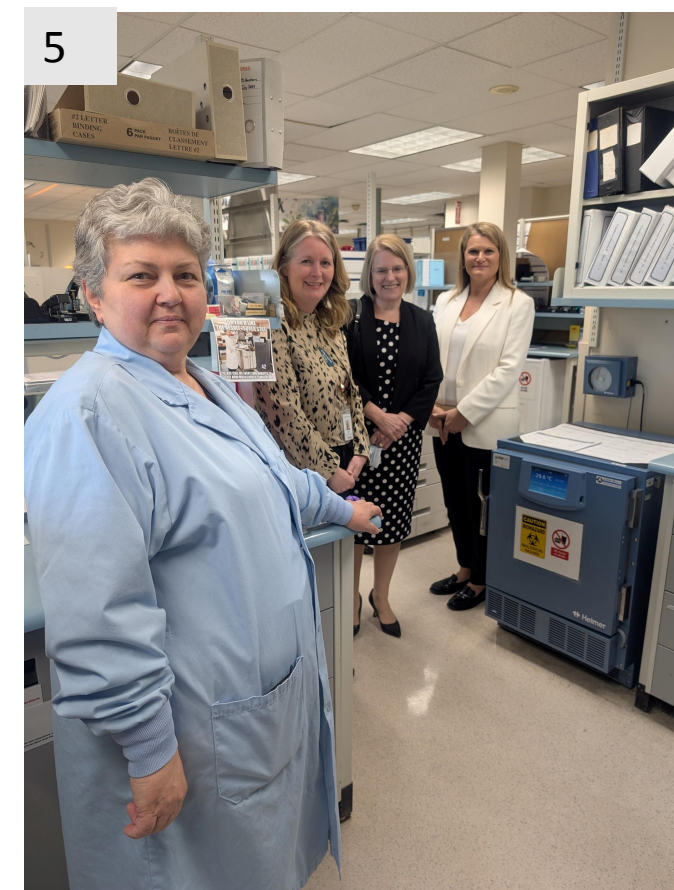
# Our Future Needs

- Current Emergency Department (ED) was built to accommodate 23,000 annual visits, currently seeing 37,000+ patients. We expect to be seeing more than 50,000 ED patients within the next 10 years.
- Top redevelopment priorities: Emergency Department, Obstetrics, Complex Continuing Care, Diagnostic Imaging, Critical Care Unit, Medical Device Reprocessing Department, and Pharmacy.
- Emergency Department will grow by 3,500 sq ft and Diagnostic Imaging will grow by 750 sq ft, with the goal of reducing wait times, improving flow and supporting a stronger patient experience.
- Proposed growth of 239,000 sq ft over 10-year period. Expanding to 333,000 sq ft over 20-year period.
- Headwaters is currently one of the largest employers in the region and we anticipate doubling the number of full-time employees over the next 20 years.
- First stage of the facility development plan is expected to cost \$391 million, with a 20-year cost of \$714 million.

# Projected Growth – *Meeting the Needs of our Community*

	2023	Projected 2027/2028	Projected 2032/2033	Projected 2042/2043
Total inpatient beds	87	87	110	158
Dialysis treatment stations	6	9	12	15
Mental health short stay unit beds	0	4	4	4
Births per year	880	1,048	1,162	1,398
Total Emergency Department visits per year	36,369	42,619	49,035	63,201
Ambulatory Care visits per year	11,096	16,069	18,344	23,363
Surgical cases per year	3,064	4,429	4,934	5,942













### Photo captions

1. Board of Directors members gather at their Orientation Day.
2. To mark National Grief & Bereavement Day in November, Headwaters collaborated with Hills of Headwaters Collaborative, Bethell Hospice, and Hospice Dufferin to host butterfly bereavement workshops. Completed butterflies were showcased in an art installation at Headwaters, honoring those we've lost.
3. Members of our Ambulatory Care team wearing Pink in support of breast cancer awareness.
4. President and CEO Kim Delahunt, Vice Presidents Annette Jones, Frances Duiker, and Cathy van Leipsig host a Town Hall for staff to discuss 2024 successes and the 2025-2026 budget.
5. Laboratory staff and Manager Colleen Hillier, welcomed Health Minister and Deputy Premier, MPP Sylvia Jones for National Laboratory Week.
6. Clinical Scholar Rhonda Bugden welcomed Michelle White and her team from Green Ribbons 4 Mike for our inaugural drive to raise awareness for organ donation.
7. Vice President Annette Jones, President and CEO Kim Delahunt with Staff at the Headwaters Health Care Christmas Lunch.
8. Nick Socher and Thomas Grieve and the entire Facilities Team receive a Headwaters Heroes Award from President & CEO Kim Delahunt for their work dealing with a broken water piper that caused a major disruption to the building just before a major media event.
9. Headwaters Health Care Foundation CEO K.C. Carruthers and President & CEO Kim Delahunt visit with members of the Diagnostic Imaging team.
10. Staff from the hospital join President and CEO Kim Delahunt for the annual Christmas lunch.
11. Local family enjoys a teddy “check-up” at the annual Teddy Bear Clinic.
12. Vice President and Chief Financial Officer Cathy van Leipsig and President & CEO Kim Delahunt visits with laboratory staff.
13. President & CEO Kim Delahunt visits with staff on F-Wing.
14. Dufferin County Paramedic Chief Gary Staples gets ready to educate kids about the work of paramedics during the annual Teddy Bear Clinic.







# Be Part of Health Care in Our Community

- Encourage others to join our health care team
- Visit **headwatershealth.ca** to discover ways you can get involved
- Donate to Headwaters Health Care Foundation at **hhcfoundation.com**



## For more information

Connect with us anytime:

- email **info@headwatershealth.ca**
- online at **headwatershealth.ca**
-     **@HeadwatersHCC**

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We are a proud partner in the Hills of Headwaters Collaborative Ontario Health Team serving Dufferin-Caledon.

**hillsofheadwaterscollaborative.ca**





## **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 Wednesday of the week **prior to the requested meeting.**

REQUEST DATE: April 23, 2025 for May 15th, 2025 Council

NAME: Bruce McCall-Richmond, GSAI PHONE: 647-987-9053

ADDRESS: 10 Kingsbridge Garden Circle, Mississauga, Ontario

EMAIL ADDRESS: brucemr@gsai.ca

SIGNATURE: 

### **Purpose of Delegation Request (state position taken on issue, if applicable).**

To provide Council with an update on our efforts to revitalize and redevelop the existing Chipwoods Park community located at 476420 3rd Line.

### **REMINDER - DELEGATIONS ARE ALLOWED 10 MINUTES TO SPEAK**

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