



**TOWNSHIP OF MELANCTHON
HYBRID COUNCIL MEETING
THURSDAY, SEPTEMBER 17TH, 2026 - 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/86902247329?pwd=JaIalDBgUItxq219b1j0ny1zSrFsdK.1>

Meeting ID: 869 0224 7329

Passcode: 897327

One tap mobile

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AGENDA

- 1. Call to Order**
- 2. Land Acknowledgement Statement**

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

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

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

- 3. Announcements**
- 4. Additions/Deletions/Approval of Agenda**
- 5. Declaration of Pecuniary Interest and the General Nature Thereof**
- 6. Approval of Draft Minutes – September 3rd, 2026 Council Minutes and December 11th, 2025 Committee of the Whole Minutes**
- 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. Winter Sand Tender Recommendation closing September 14th, 2026
2. Recommendations, if any, from the Infrastructure and Emergency Management Committee Meeting – September 14th, 2026
3. Other

11. Planning

1. Applications to Permit
2. Memorandum from Liam Morgan, Manager of Planning – Request for Delegation of Authority for Certificate of Cancellation Application under Section 54(2) of the Planning Act
3. Other

12. Climate Change Initiatives

13. Dufferin OPP Detachment Board – Melancthon, Mono, Mulmur

1. April to June 2026 OPP Detachment Revenues

14. County Council Update

15. Committee/Board Reports & Recommendations

16. Correspondence

Board, Committee & Working Group Minutes

1. Shelburne and District Fire Board – June 2, 2026

Items for Information Purposes

1. Dufferin County Resolution Supporting the Town of Orangeville's Resolution Regarding Data Centre Development Proposals
2. Grand River Conservation Authority General Membership Meeting – July 27, 2026
3. Grand River Conservation Authority General Membership Meeting – August 28, 2026
4. Dufferin County Resolution Supporting the Municipal Finance Officers Association of Ontario's Request Regarding Doubling of the Ontario Community Infrastructure Fund
5. Grand River Conservation Authority – ERO Posting regarding Municipal Representation on Regional Conservation Authorities
6. Nottawasaga Valley Conservation Authority Media Release – NVCA Continues 60-year Commitment to Protecting Minesing Wetlands
7. Ministry of Energy and Mines – Broadband Resources for Ontario Municipalities
8. Town of Shelburne Resolution Regarding Increased Healthcare Services due to Increased Population
9. Township of Mulmur Resolution Regarding Data Centre Development Proposals

Items for Council Action

1. Grand River Conservation Authority – 2027 Municipal Apportionment and Budget Vote Meetings

17. General Business

1. Notice of Intent to Pass By-law
 1. Report from Kaitlin Dinnick, Deputy Clerk/Planning Coordinator regarding the Fees and Charges By-law

1. By-law to Establish Fees and Charges for Services
2. Report from Denise B. Holmes, CAO/Clerk regarding the Joint Compliance Audit Committee
 1. By-law to Authorize a Joint Compliance Audit Committee
2. New/Other Business/Additions
 1. Strada Aggregates Consultants Response Letter in Regards to Review Prepared by North-South Environmental
 2. Grand River Conservation Authority Member Appointment
 1. Resolution from the Town of Grand Valley Appointing Township of East Garafraxa Mayor Guy Gardhouse as the GRCA Joint Representative for the 2026-2030 Council Term
3. Unfinished Business
 1. Town of Shelburne – Resolution regarding the Shelburne and Public Library Board (Councillor Plowright)
4. Reports/Updates from Members of Council & Administrative Staff

18. Delegations

1. 5:30 p.m. – Kim Delahunt, Headwaters Health Care Centre, President and CEO – to provide an update about the hospital and major initiatives underway

19. Closed Session

No Closed Session for this meeting

20. Third Reading of By-laws

21. Notice of Motion

22. Confirmation By-law

23. Adjournment and Date of Next Meeting – Thursday, October 1st, 2026 at 5:00 p.m.

APPLICATIONS TO PERMIT FOR APPROVAL
September 17, 2026 COUNCIL MEETING

PROPERTY OWNER	PROPERTY DESCRIPTION	SIZE OF BUILDING	TYPE OF STRUCTURE	USE OF BUILDING	DOLLAR VALUE	D.C.'s	COMMENTS
Amandeep Dhuga Agent: Stellar Outdoor Advertising	Pt Lots 279-280, Con 1 SW 157240 Highway 10	11.89m2 (128sqft)	Billboard	Commercial	\$10,000	Yes	With Planner for Review
Jim Revie	W Pt Lot 5, Con 4 OS RP 7R4633 Part 1 436273 4th Line	41.8m2 (450sqft)	Shed	Residential	\$24,000	No	With Planner for Review
Glen Chance Crane	Pt Lot 25, Con 3 OS RP 7R6357 Part 1 478278 3rd Line	148.7m2 (1600sqft)	ARU	Residential	\$25,000	No	With Planner for Review



The Corporation of
THE TOWNSHIP OF MELANCTHON
157101 Highway 10, Melancthon, Ontario, L9V 2E6

MEMORANDUM

Date: September 17, 2026
To: Mayor White and Members of Council
From: Liam Morgan, Manager of Planning
Report: P2026-09
Re: Request for Delegation of Authority for Certificate of Cancellation Application under Section 54(2) of the *Planning Act*.

Recommendation(s)

Be it resolved that Township of Melancthon Council receive Report P2026-09 as information;

And be it resolved that Township of Melancthon Council **approves** the attached By-law that delegates authority to the Township CAO/Clerk and Planner to process and issue certificates of cancellation.

Background and Analysis

Under Section 53(45) of the *Planning Act* landowners are provided the opportunity to submit an application to their respective municipality to cancel prior consents (severance) that have been approved. This application is known as a **certificate of cancellation**. In essence, the application would aim to remove all stipulations requiring the previously severed lot to remain as a separate, standalone parcel. The removal of these stipulations would mean that the previously severed lot is then merged with any abutting land that is in the same ownership as the previously severed lot.

Currently the *Planning Act* grants approval authority on these matters to municipal Committee of Adjustments. Through discussions with other neighbouring municipalities, it was determined that approval authority on these matters were frequently delegated to staff. This was, in large part, to reduce red-tape, improve service delivery, and, ultimately, streamline an application process that is relatively minor in nature. Township of Melancthon planning staff are supportive of this assertion by partner municipalities given that this type of application does not require a public meeting, notice of meeting, nor a notice of decision.

To provide further context to planning staff's request for delegation, the Township of Melancthon has only once received an application for a Certificate of Cancellation. This application, which was initially submitted in May of 2026 and is still being progressed, will be able to processed in relatively short order if delegated authority is provided to the Township CAO/Clerk and planner.

Conclusion

Township planning staff are of the opinion that Council should delegate approval authority for certificates of cancellation to the Township CAO/Clerk and Planner. This practice has been implemented by other neighbouring municipalities to improve service delivery and streamline application processes. The Township of Melancthon has only once received an application for a Certificate of Cancellation, which only lends itself to the argument to expedite the turnaround time for an application of this nature.



The Corporation of

THE TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

Prepared by:

A handwritten signature in black ink, consisting of the letters "LM" in a stylized, cursive font.

Liam Morgan, MCIP, RPP

Manager of Planning

Phone: 519-941-2816 Ext. 2511

lmorgan@melancthontownship.ca

List of Appendices:

- Appendix #1 – Delegation of Authority By-law for Certificate of Cancellation

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. ____ - 2026

BEING A BY-LAW TO DELEGATE CERTIFICATE OF CANCELLATION APPROVAL
AUTHORITY TO STAFF

WHEREAS subsection 54(2) of the *Planning Act, 1990, R.S.O. 1990, C. P13*, provides that Council may, by by-law, delegate authority for consents, or any part of such authority, to a committee of council, to an appointed officer identified in the by-law by name or position occupied or to a committee of adjustment;

NOW THEREFORE THE COUNCIL OF THE CORPORATION OF THE TOWNSHIP OF MELANCTHON HEREBY ENACTS AS FOLLOWS:

1. That the Planner of the Township of Melancthon is hereby delegated authority to approve any and all certificates of cancellation.
2. That the Chief Administrative Officer or Clerk (or the Clerk's Designate) is hereby delegated authority to approve any and all certificates of cancellation.
3. That this By-law shall take effect from the date of passage by Council.

READ A FIRST, SECOND AND THIRD TIME AND FINALLY PASSED on this 17th day of September 2026.

MAYOR

CLERK

Denise Holmes

From: OPP GHQ Municipal Policing (OPP) <opp.municipalpolicing@opp.ca>
Sent: Thursday, August 27, 2026 9:32 AM
To: Denise Holmes; Sarah Culshaw
Subject: Melancthon Tp - April to June 2026 Detachment Revenues

Good morning,

Revenues collected for worked performed by detachment staff are credited to municipalities quarterly throughout the year.

We are pleased to advise April to June 2026 revenue credits have been sent to Ontario Shared Services (OSS) for processing and have been issued. Your municipality will be receiving a credit memo in the amount of \$1,238.56.

The breakdown of the April to June revenue credit is as follows:

Security Checks = \$2,091.00
Reports = \$0.00
Fingerprints = \$172.56
Other = \$0.00
OPRCU 2026 Security Checks - 50% Reduction = -\$1,025.00
Total = \$1,238.56

Please note that an adjustment has been made to remove 50% of the Security Check revenues collected in 2026 by the Online Police Record Check Unit (OPRCU), in accordance with the letter sent to all OPP-policed municipalities in September 2023.

We have been advised by OSS that municipalities wishing to apply this credit to an outstanding invoice must contact OSS at 1-877-535-0554.

Respectfully,

MPU Financial Services Unit



SHELburne & DISTRICT FIRE BOARD

June 2, 2026

The Shelburne & District Fire Department **Board of Management** meeting was held in person at the Shelburne and District Fire Department on the above mentioned date at 7:00 P.M.

Present

As per attendance record.

1. Opening of Meeting

1.1 Co-Chair, Shane Hall, called meeting to order at 7:00 pm.

1.2 Land Acknowledgement

We would like to begin by respectfully acknowledging that the Town of Shelburne resides within the traditional territory and ancestral lands of the Anishinaabe, including the Ojibway, Potawatomi, Chippewa and the People of the Three Fires Confederacy.

These traditional territories upon which we live, work, play 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.

2. Additions or Deletions

11.1 Summer Meeting dates.

3. **Approval of Agenda**

3.1 **Resolution # 1**

Moved by G. Little – Seconded by B. Neilson

BE IT RESOLVED THAT:

The Board of Management approves the agenda as amended.

Carried

4. **Approval of Minutes**

4.1 **Resolution # 2**

Moved by J. Horner – Seconded by F. Nix

BE IT RESOLVED THAT:

The Board of Management adopt the minutes under the dates of May 5, 2026, as circulated.

Carried

5. **Pecuniary Interest**

5.1 No pecuniary interest declared.

6. **Public Question Period**

6.1 No public present.

7. **Delegations / Deputations**

7.1 Michelle Adams, Senior Manager, RLB

8. **Unfinished Business:**

8.1 **Financial Statements**

The Board discussed the potential ramifications of not having the previously approved Financial Statements updated. The Board discussed the best way to make the changes, through resolution versus incurring the cost with RLB to update the financial statements. Board Member Nix put a motion on the floor to have the changes made through resolution, however after further board discussion the motion was rescinded.

Resolution # 3

Moved by F. Nix – Seconded by B. Neilson

BE IT RESOLVED THAT:

The Shelburne & District Fire Board of Management rescind the approved Financial Statements from April 7, 2026;

AND THAT Note 6 of the Financial Statements be amended to include the word “some” at the beginning of the paragraph and the final sentence be updated to reflect two municipalities instead of three municipalities;

AND FURTHER THAT the Management Letter be removed. Followed by an issuance of a clean audit letter.

AND THAT the Board approves the statements as amended.

Carried

9. **New Business**

9.1 Nothing at this time.

10. **Chief's Report**

10.1 **Monthly Operations Reports**

The Chief reviewed the reports with the Board. Advised that medical calls are down approximately 30%.

10.2 **Dufferin County Chief's Meeting Minutes**

The Chief provided a verbal update to the Board:

- Working with Dufferin County GIS to implement “automatic” mutual aid
- Working with Dufferin County GIS to map all bridges in the County with weight limits
- The Mobile Live Fire Training Unit (MLFTU) will be hosted in Grand Valley this year July 2-5
- An NFPA 1033 Fire Investigation course will be run in the County in September

10.3 **Update from Fire Chief**

The Chief has met with the Town's of Shelburne and Mono regarding the E&R By-Law and Open Air Burning By-Law.

Recruits did live fire this past weekend and will complete AS&E testing June 27th weekend.

We had 5 applicants for the Public Educator position.

11. **Future Business:**

- 11.1 Summer meetings? Next meeting will be Tuesday September 1st or at the call of the chair.

12. **Accounts & Payroll – May 2026**

12.1 **Resolution # 4**

Moved by E. Hawkins – Seconded by B. Neilson

BE IT RESOLVED THAT:

The bills and accounts in the amount of \$36,923.66 for the period of May 1, 2026 to May 29, 2026 as presented and attached be approved for payment.

Carried

13. **Closed Session – Not Required**

14. **Confirming and Adjournment**

14.1 **Resolution # 5**

Moved by G. Little – Seconded by J. McLean

BE IT RESOLVED THAT:

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

Carried

14.2 Resolution # 6

Moved by E. Hawkins – Seconded by J. Horner

BE IT RESOLVED THAT:

The Board of Management do now adjourn at 8:12 pm to meet again on September 1, 2026 at 7:00 pm or at the call of the Chair.

Carried

Respectfully submitted by:

Approved:

Nicole Hill
Secretary-Treasurer

Shane Hall
Co-Chairperson

SHELBURNE & DISTRICT FIRE BOARD MEMBERS

Meeting Attendance Record Under Date of June 2, 2026

Municipality / Member	Present	Absent
Township of Amaranth		
Brad Metzger	X	
Gail Little	X	
Town of Mono		
Melinda Davie		X
Fred Nix	X	
Township of Melancthon		
James McLean	X	
Bill Neilson	X	
Town of Shelburne		
Wade Mills		X
Shane Hall	X	
Township of Mulmur		
Earl Hawkins	X	
Janet Horner	X	
Staff		
Dave Pratt – Fire Chief	X	
Jeff Clayton – Deputy Chief		X
Nicole Hill – Sec/Treas.	X	

August 28, 2026

Town of Orangeville
87 Broadway
Orangeville ON L9W 1K1

At its regular meeting on August 27, 2026, Dufferin County reviewed the attached Town of Orangeville resolution and passed the following motion in response:

THAT Council support the Town of Orangeville's request for the County of Dufferin to undertake a comprehensive review of the advantages and disadvantages of data centre development proposals within Dufferin County;

AND THAT Planning staff to prepare a Terms of Reference for this review, to be brought forward for Council's consideration and approval prior to proceeding.

Yours truly,

Michelle Dunne

Michelle Dunne
Clerk, Dufferin County

CC Local Municipal Clerks

Resolution Number 2026-093
Title: Councillor Prendergast; Re: Regional Water Resources and Infrastructure
Date: August 10, 2026

Moved by Councillor Prendergast

Seconded by Councillor Andrews

Whereas emerging forms of critical infrastructure, including data centres, may have implications for groundwater resources, electricity demand, municipal servicing, land-use planning and regional infrastructure; and

Whereas data centres may also provide economic investment, employment, assessment growth, energy-sector opportunities, enhanced digital infrastructure, data sovereignty and cybersecurity benefits; and

Whereas the Town of Orangeville relies entirely on groundwater for its municipal drinking-water supply; and

Whereas planning decisions made within neighbouring municipalities may have cross-boundary impacts on drinking-water resources, infrastructure and municipal services; and

Whereas the County of Dufferin has an important role in coordinating regional planning matters that extend beyond municipal boundaries and affect more than one municipality;

Now therefore be it resolved:

That Council request that the County of Dufferin, in its regional planning role, undertake a comprehensive and balanced review of the potential advantages and disadvantages of new data centre development proposals within Dufferin County, including economic development, employment, assessment growth, electricity demand and capacity, digital infrastructure, data sovereignty and cybersecurity, groundwater resources, municipal servicing, land-use planning, regional infrastructure and cross-boundary impacts, to inform future planning decisions; and

That the County of Dufferin be requested to share the findings of the regional review with its local municipalities; and

That this resolution be circulated to the County of Dufferin, all local municipalities within Dufferin County and the Member of Provincial Parliament for Dufferin—Caledon for their information and consideration.

Carried



Grand River Conservation Authority

Summary of the General Membership Meeting – July 27, 2026

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-08-26-83 - CAO, Chair, Vice-Chair, and Board Evaluation Timing for 2026
- GM-08-26-84 - Environmental Registry Posting 026-0740: Improving Ontario's Conservation Authority System
- GM-08-26-81 - 2027 International River Symposium in Toronto
- GM-08-26-76 - Financial Summary
- GM-08-26-82 - Request for Proposal Award – La Fortune Communication Tower Decommissioning and Disposal, Haldimand County
- GM-08-26-C19 - Disposition of Property - Town of Erin (Closed agenda)
- GM-08-26-C20 - New SCADA Support Specialist Position — GRCA Data Collection Network (Closed agenda)
- GM-08-26-C21 – Authorization for comment period for Niska parcel – City of Guelph (Closed agenda)

Information Items

The Board received the following reports as information:

- GM-08-24-85 - Chair's Report
- GM-08-26-77 - Cash & Investment Status
- GM-08-26-75 - Permits Issued under Ontario Regulation 41/24
- GM-08-26-73 - Update of the Grand River Water Management Plan – Progress Report
- GM-08-26-74 - Update on Water Quality in the Grand River watershed
- GM-08-26-78 - Water Control Structures Major Maintenance Forecast 2027 to 2031
- GM-08-26-79 - Funding of Water Infrastructure Major Capital Projects
- GM-08-26-80 – Current Watershed Conditions

Delegations

- Hugh Whiteley - Potential disposition of southeast Niska land parcel
- Mike Nagy - Concerns regarding Niska lands

Correspondence

The Board received the following correspondence:

- John Kemp - Giant Hogweed
- City of Guelph - Potential disposition of southeast Niska land parcel
- Regarding the potential disposition of southeast Niska land parcel from: Marie Carroll, Cameron Shelley, Dakota Cherry, Susan Watson, Hugh Whiteley, Joan Pollari, Laura Murr, Norah Chaloner, Kathy White

Source Protection Authority Correspondence & Action Items

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

- SPA-08-26-05 - Regulatory Amendments Under the Clean Water Act
- SPA-08-26-06 - Submission of the Section 36 Update to the Long Point Region

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.

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INFO 2
SEPT 17 2026



Grand River Conservation Authority

Summary of the General Membership Meeting – August 28, 2026

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-08-26-83 - CAO, Chair, Vice-Chair, and Board Evaluation Timing for 2026
- GM-08-26-84 - Environmental Registry Posting 026-0740: Improving Ontario's Conservation Authority System
- GM-08-26-81 - 2027 International River Symposium in Toronto
- GM-08-26-76 - Financial Summary
- GM-08-26-82 - Request for Proposal Award – La Fortune Communication Tower Decommissioning and Disposal, Haldimand County
- GM-08-26-C19 - Disposition of Property - Town of Erin (Closed agenda)
- GM-08-26-C20 - New SCADA Support Specialist Position — GRCA Data Collection Network (Closed agenda)
- GM-08-26-C21 – Authorization for comment period for Niska parcel – City of Guelph (Closed agenda)

Information Items

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- GM-08-24-85 - Chair's Report
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- GM-08-26-73 - Update of the Grand River Water Management Plan – Progress Report
- GM-08-26-74 - Update on Water Quality in the Grand River watershed
- GM-08-26-78 - Water Control Structures Major Maintenance Forecast 2027 to 2031
- GM-08-26-79 - Funding of Water Infrastructure Major Capital Projects
- GM-08-26-80 – Current Watershed Conditions

Correspondence

The Board received the following correspondence:

- Mike Nagy, Water Watchers - Concerns Regarding the July 27, 2026 Vote on the Niska Lands
- Town of Halton Hills - Support request for Modernizing Ontario's Invasive Plants Rules

Source Protection Authority Correspondence & Action Items

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

- SPA-08-26-05 - Regulatory Amendments Under the Clean Water Act
- SPA-08-26-06 - Submission of the Section 36 Update to the Long Point Region

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August 28, 2026

Minister of Infrastructure
The Honourable Todd McCarthy
777 Bay Street
College Park, 5th Floor, Room 5E200
Toronto ON M7A 2J3

At its regular meeting on August 27, 2026, Dufferin County passed the following resolution to support the Municipal Finance Officers' Association of Ontario's request regarding doubling of the Ontario Community Infrastructure Fund:

WHEREAS recent municipal infrastructure funding programs by the Government of Canada and Province of Ontario have tended to prioritize growth-related or housing-enabling infrastructure projects over infrastructure renewal needs;

AND WHEREAS the Government of Ontario has regulated municipal infrastructure asset management through O. Reg 588/17 (Asset Management Planning for Municipal Infrastructure) under the Infrastructure for Jobs and Prosperity Act, 2015;

AND WHEREAS municipal asset management plans and the Financial Accountability Office of Ontario have identified that municipalities have significant state-of-good-repair backlogs and renewal needs for infrastructure:

AND WHEREAS the Government of Ontario doubled the Ontario Community Infrastructure Fund (OCIF) from \$200M/year to \$400M/year for 2021-2026 but has not publicly committed to maintaining this level of funding beyond 2026;

AND WHEREAS the OCIF has become a vital and indispensable resource for municipalities, assisting them with improving their asset management programs and meeting community-preserving infrastructure renewal needs;

AND WHEREAS increased geopolitical uncertainty is threatening the economic prosperity of Canada, Ontario, and every municipality;

AND WHEREAS municipal infrastructure is a key enabler and preserver of economic prosperity;

AND WHEREAS the Municipal Finance Officers' Association of Ontario (MFOA) has heard from its members and their municipalities concerns regarding the



potential erosion of existing municipal infrastructure and thus service levels in light of the ongoing focus on housing-enabling infrastructure by grant funding programs;

NOW THEREFORE BE IT RESOLVED that the Corporation of the County of Dufferin supports MFOA's letter to the Ministry of Infrastructure requesting that the doubling of the Ontario Community Infrastructure Fund be made permanent in advance of the allocations for the 2027 calendar year, helping municipalities to continue building housing-enabling infrastructure while preserving the economic value provided by existing infrastructure.

Yours truly,

Michelle Dunne

Michelle Dunne
Clerk, Dufferin County

CC Minister of Municipal Affairs and Housing
 Minister of Finance
 Municipal Finance Officers' Association of Ontario
 Local Municipal Clerks



Denise Holmes

From: Eowyn Spencer <espencer@grandriver.ca>
Sent: Tuesday, August 25, 2026 2:17 PM
To: Kevin Davis; liggettj@cambridge.ca; mayor@guelph.ca; mayor@hamilton.ca; berry.vrbanovic@kitchener.ca; mayor@waterloo.ca; david.bailey@brant.ca; brian.milne@grey.ca; sbentley@haldimandcounty.on.ca; gary.carr@halton.ca; amy.martin@norfolkcounty.ca; Sue Foxton; mayor@swox.org; jaitcheson@perthcounty.ca; kredman@regionofwaterloo.ca; michael.dehn@erin.ca; ssoloman@townofgrandvalley.ca; mayor@haltonhills.ca; MB-townclerk@milton.ca; cgerrits@amaranth.ca; mpeterson@blandfordblenheim.ca; Shawn Watters; Guy Gardhouse; pschaefer@ezt.ca; Chris White; gdauidson@mapleton.ca; Darren White; toddkasenberg@northperth.ca; jpalmer@norwich.ca; Mayor@pertheast.ca; James Seeley; bmilne@southgate.ca; jonowak@regionofwaterloo.ca; natasha.salonen@wilmot.ca; alennox@wellington-north.ca; alennox@wellington-north.ca; Sandy Shantz; mbradley@brantford.ca; axiakr@cambridge.ca; cao@guelph.ca; marnie.cluckie@hamilton.ca; dan.chapman@kitchener.ca; tim.anderson@waterloo.ca; alison.newton@brant.ca; spritchard@dufferincounty.ca; cao@grey.ca; mdilullo@haldimandcounty.on.ca; andrew.farr@halton.ca; al.meneses@norfolkcounty.ca; amcneely@northdumfries.ca; baddley@oxfordcounty.ca; lwolfe@perthcounty.ca; mgoetzke@regionofwaterloo.ca; cao@erin.ca; Meghan Townsend; chrism@haltonhills.ca; executiveservices@milton.ca; Nicole Martin; rmordue@blandfordblenheim.ca; dwilson@centrewellington.ca; pavgoustis@eastgarafraxa.ca; kdepnest@ezt.ca; iroger@get.on.ca; mbaron@mapleton.ca; Denise Holmes; ksnell@northperth.ca; kkruger@norwich.ca; mgivens@pertheast.ca; gschwendinger@puslinch.ca; Jim Ellis; rlouwagie@wellesley.ca; greg.clark@wilmot.ca; scottw@wellington.ca; blambert@wellington-north.com; dbrenneman@woolwich.ca
Cc: clerks@brantford.ca; stephen.o'brien@guelph.ca; clerk@hamilton.ca; clerks@brant.ca; clerksoffice@oxfordcounty.ca; clerk; lcline@northperth.ca; tracey.rodriques@norfolkcounty.ca; graham.milne@halton.ca; regionalclerk@regionofwaterloo.ca; clerks@erin.ca; Meghan Townsend; Nicole Martin; kokane@centrewellington.ca; pavgoustis@eastgarafraxa.ca; aknight@get.on.ca; lwheeler@mapleton.ca; Denise Holmes; acarter@pertheast.ca; admin@puslinch.ca; lgreen@southgate.ca; kwallace@wellington-north.com; clerks@wilmot.ca; clerks@kitchener.ca; ezt@ezt.ca; smatheson@blandfordblenheim.ca; gkosch@wellesley.ca; ebell@northdumfries.ca; tsager@perthcounty.ca; karmstrong@norwich.ca; clerks@cambridge.ca; townclerk@milton.ca; clerkinfo@waterloo.ca; valeriep@haltonhills.ca; clerk@woolwich.ca; clerk@dufferincounty.ca; clerks@grey.ca; jennifera@wellington.ca
Subject: ERO Posting regarding Municipal representation on Regional Conservation Authorities
Attachments: GM-08-26-84 - ERO Posting 026-0740-Improving Ontario's Conservation Authority System.pdf

Greetings GRCA Watershed municipalities,

Regarding the ongoing amalgamation of Ontario's conservation authorities, please be advised that there is currently a posting on the Environmental Registry of Ontario that is open for comment until September 12, 2026, regarding the proposed model for municipal representation, board sizes, and municipal appointments. This posting will impact our municipalities and the GRCA is please to share our draft comments for the posting.

The attached report has been prepared with guidance from an ad-hoc committee of our Board, which will be presented at our August 28, 2026, Board meeting for approval.

[Consultation on Proposed Governance Regulations for Regional Conservation Authorities and the Ontario Provincial Conservation Agency | Environmental Registry of Ontario](#)

Should you have any questions regarding these comments, please reach out to me at any time and I can direct your inquiry through our Chair or CAO.

Kind regards,

[Eowyn Spencer \(she/her\) **hear name**](#)

[Supervisor of Administrative Services](#)

[Grand River Conservation Authority](#)

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Grand River Conservation Authority

Report number: GM-08-26-84

Date: August 28, 2026

To: Members of the Grand River Conservation Authority

Subject: Environmental Registry Posting 026-0740: Improving Ontario's Conservation Authority System

Recommendation:

THAT Report Number GM-08-26-84 – Environmental Registry Posting 026-0740: Improving Ontario's Conservation Authority System be received as information and submitted as formal comments to the Province of Ontario.

Summary:

Not applicable.

Report:

In November 2025, the GRCA Board submitted comments to the Province regarding the proposed governance model for the new Regional Conservation Authorities (RCA). The Board supported the Province's objective of modernizing Ontario's conservation authority system while emphasizing that governance should continue to balance regional efficiency with meaningful municipal representation, watershed-based decision-making, and strong local accountability.

More specifically, the Board supported:

- meaningful municipal representation that reflects governance responsibilities and financial contribution;
- a strategic and appropriately sized RCA Board capable of effective decision-making;
- governance structures that preserve watershed-level input and local accountability; and
- maintaining strong local relationships, watershed expertise, and community responsiveness.

The *Ad-hoc Conservation Authorities Act* Committee met on August 5, 2026, to review and discuss the current ERO posting and the proposed governance framework for the new RCAs. The Committee's discussion considered the GRCA Board's previous governance position, the proposed representation model, and broader governance considerations for both Eastern Lake Erie Regional Conservation Authority (ELERCA) and the Ontario Provincial Conservation Agency (OPCA). The comments presented in this report reflect the Committee's discussion and are intended to inform the GRCA Board's response to ERO 026-0740.

Since the November 2025 submission, the Boards of the four conservation authorities that will form the ELERCA have also adopted shared [Guiding Principles for Transition](#). These principles provide a common framework for the transition and emphasize accountable and transparent governance, fiscal responsibility, workforce stability and talent retention, service excellence, risk management and business continuity, watershed-based science-informed management, and transparency, trust and clear communication.

Of particular relevance to the current governance proposal, the Guiding Principles call for a governance model that is effective, accountable, transparent, inclusive of all participating

municipalities, and compliant with provincial legislation. They also emphasize the importance of maintaining locally responsive services, preserving the watershed-based approach to conservation authority programs and decision-making, and maintaining strong relationships and public trust throughout the transition.

Overall, the current proposal represents significant progress in developing the governance framework for the new RCAs and responds to many of the recommendations previously submitted by the GRCA Board. In particular, the proposed Board representation model represents a significant improvement over the original proposal and provides a stronger foundation for effective and strategic regional governance.

The comments that follow build on the GRCA Board's previous governance position, the discussion of the Ad-hoc Committee, and the Guiding Principles jointly adopted by the four ELERCA conservation authorities. They identify areas where the proposed governance framework could be further strengthened, including ensuring municipal representation appropriately reflects population, financial contribution, geography, and watershed interest; preserving meaningful watershed and local input; supporting accountability and transparency; and maintaining clear roles and responsibilities between the municipally governed RCAs and the provincial oversight role of the OPCA.

Comments on the Current ERO Proposal

The Province has made several significant changes from the governance model originally considered by the Board in 2025. The size of the proposed RCA that includes the GRCA has been reduced, Board appointments are limited to participating upper-tier and single-tier municipalities, and a population-based tiered allocation formula has been introduced. Collectively, these changes respond to many of the governance principles previously identified by the GRCA Board and provide a more practical and strategic governance model.

The proposed regulation establishes the number of representatives that each participating upper-tier and single-tier municipality may appoint to the RCA Board. The responsibility for selecting and appointing those representatives rests with the participating municipalities, rather than the conservation authorities. Accordingly, the GRCA's comments are focused on the overall governance framework and whether the proposed allocation model supports an effective, representative, and watershed-focused Board.

The Board is generally supportive of the proposed direction; however, there are several areas where additional consideration could further strengthen the governance framework for ELERCA.

1. Board Size and Representation

Based on revised population information subsequently provided by the Province, the proposed ELERCA Board would consist of 23 members representing 17 participating municipalities. Given the size of ELERCA, a 23-member Board represents a reasonable size to support effective and strategic governance. The proposed 23-member composition also provides an odd number of members, which supports effective decision-making and is consistent with the governance structure commonly used by municipal councils. Overall, the proposed Board size is consistent with the Guiding Principles of establishing an effective, accountable, transparent governance model that is inclusive of participating municipalities.

Beyond overall Board size, consideration should also be given to how representation is allocated among participating municipalities. The proposed tiered formula provides an objective starting point by considering each municipality's share of the population within ELERCA. However, municipalities vary considerably in the proportion of their geographic area and population within ELERCA, as well as their financial contribution to the Authority. The Committee believes there should be a reasonable relationship between municipal representation and financial apportionment, considered alongside population and geography. Importantly, where only a portion of the municipality falls within the watershed, any population-

based allocation should reflect the percentage of the population actually residing within the ELERCA watershed rather than the percentage of the municipality's geographic area that falls within ELERCA's area. Together, these factors would better reflect the differing municipal and watershed interests represented around the Board table.

The Province's proposal allows participating municipalities to consider an alternative representation model following the initial appointments. The Board supports this flexibility, as it provides an opportunity to consider and develop models that appropriately balance population, geography, watershed interest, financial contribution, and effective Board size. This could include shared representation or municipal grouping agreements for municipalities with a very limited watershed population, geographic presence, or financial apportionment, while ensuring municipalities with significant watershed populations and interests are appropriately represented.

Representation should also evolve as communities grow and populations shift. Given that the allocation of Board seats is substantially based on population, the regulation should require Board composition to be reviewed and updated at least every 10 years using current population information and the prescribed representation criteria. Establishing this requirement in regulation, rather than leaving the decision to individual RCA Boards or participating municipalities, would provide consistency and transparency and avoid placing future Boards in the position of determining whether their own composition should change. It would also ensure that representation remains responsive to population growth and changing municipal and watershed interests over time.

2. Additional RCA Governance Considerations

While the current ERO is primarily focused on municipal representation and Board composition, the Committee identified several broader governance considerations that will become important as the new RCAs are established. Although these matters are not directly addressed through the proposed allocation formula, the Board believes they are important to the overall effectiveness of the new governance model and should be considered as the broader framework is developed.

The appointment of individual Board members rests with participating municipalities. Consistent with the GRCA Board's previous comments on governance, municipal councils should be encouraged to give preference to elected representatives when making appointments, recognizing the direct accountability of elected officials to their communities.

In making appointments, municipalities should also be encouraged to consider candidates' knowledge of local and watershed issues, together with relevant skills and experience in areas such as leadership, municipal governance, financial and risk management, human resources, and law. Experience or demonstrated interest in matters relevant to conservation authorities, including planning, agriculture, natural hazards, development, and water resources, would also contribute to a well-rounded and effective Board.

Once appointed, comprehensive orientation and governance training will be important to establishing a strong inaugural Board and supporting a common understanding of members' governance responsibilities. The inaugural Board should also be encouraged to establish an appropriate committee structure that draws on members' experience and expertise and supports effective consideration of governance, finance, risk management, and watershed issues.

The *Conservation Authorities Act* requires each RCA to establish one or more Watershed Councils for the purpose of assisting the Authority in identifying local priorities related to its programs and services and ensuring local interests are considered in the Authority's decision-making process. While the Act establishes this overall purpose, details regarding the number, composition, functions, powers, duties, and procedures of Watershed Councils are to be

established through regulation. The Board supports this direction and believes future regulations should ensure Watershed Councils provide meaningful watershed-level advice while maintaining clear accountability and decision-making authority with the RCA Board.

Consistent with the GRCA Board's previous comments, consideration should also be given to ensuring Watershed Councils provide a strong connection between the RCA Board, participating municipalities, and local watershed communities. Membership could include area mayors and/or other municipal elected officials, members of the RCA Board, and citizen members appointed by the RCA Board. This structure would provide both municipal and community perspectives while maintaining a direct connection to the RCA's governance structure.

In appointing citizen members, consideration should be given to individuals with knowledge of local and watershed issues and relevant interest or experience in areas such as planning, agriculture, natural hazards, building and development, and water resources. This would help ensure Watershed Councils have the local knowledge and range of perspectives necessary to provide meaningful advice to the RCA Board.

Maintaining local service delivery and strong relationships with municipalities, Indigenous communities, landowners, and watershed partners will also be important to preserving local knowledge and ensuring ELERCA remains responsive to watershed-specific issues. This is consistent with the Guiding Principles related to service excellence and watershed-based science-informed management, which emphasize maintaining high-quality, locally responsive programs and services and ensuring that consolidation does not dilute the watershed-based approach that has historically guided conservation authorities.

3. Ontario Provincial Conservation Agency Governance

The *Conservation Authorities Act* establishes a broad oversight role for OPCA, including oversight of conservation authority governance and operations, promoting consistent policies, standards and fees, and assessing and reporting on conservation authority effectiveness. As this statutory framework is implemented, it will be important to clearly define how OPCA's oversight responsibilities will operate alongside the governance and accountability responsibilities of the municipally governed RCA Boards.

The governance and composition of the OPCA Board will be important to its effectiveness and credibility. Appointments should reflect the skills and experience necessary to provide effective provincial oversight of the conservation authority sector. This should include knowledge of provincial and watershed issues, together with relevant skills and experience in areas such as leadership, Board governance, financial management, risk management, human resources, and law. Experience or demonstrated knowledge in areas relevant to conservation authorities, including planning, agriculture, natural hazards, building and development, and water resources, should also be considered.

The independence of the OPCA Board should also be an important consideration in its composition. To minimize actual or perceived conflicts of interest and maintain a clear distinction between provincial oversight and the organizations and interests that may be affected by that oversight, individuals currently serving as municipal, provincial, or federal elected representatives, or RCA Board members or staff, should not be appointed to the OPCA Board. Similarly, executives or senior representatives of organizations that are currently registered to lobby, or have been actively engaged in lobbying, litigation, or formal policy interventions on matters directly related to conservation authorities, land use regulation, or development approvals within the preceding two years, should generally not be appointed absent exceptional circumstances. This would help ensure that the OPCA Board remains independent, balanced, and focused on its provincial oversight mandate rather than representing particular sectoral or advocacy interests.

The Board supports the provincial oversight role established for OPCA, including promoting consistency, monitoring performance, and supporting accountability across the conservation authority sector. As this role is implemented, there should be clear parameters around the respective responsibilities of OPCA and RCA Boards. RCA Boards should continue to have clear responsibility and accountability for the governance and management of their organizations, including budgets, human resources, operations, strategic planning, and local program priorities, within the provincial legislative, regulatory, and policy framework.

The Board also believes that the OPCA, as a provincial oversight body, should be funded directly by the Government of Ontario rather than through apportionment or other charges to the nine RCAs. This approach would be consistent with the Guiding Principles of fiscal responsibility and accountable and transparent governance by providing clear accountability for the costs associated with provincial oversight and reinforcing the distinction between provincial responsibilities and municipally funded RCA operations. Should the Province determine that OPCA is to be funded in whole or in part by the RCAs, consideration should be given to requiring municipal representation on the OPCA Board to ensure that municipalities have an appropriate governance role where municipal funding supports the Agency.

Financial Implications:

Not applicable.

Other Department Considerations:

Not applicable.

Submitted by:

Samantha Lawson
Chief Administrative Officer



MEDIA RELEASE

FOR IMMEDIATE RELEASE

NVCA Continues 60-Year Commitment to Protecting Minesing Wetlands

UTOPIA, Ontario (September 1, 2026) – The Nottawasaga Valley Conservation Authority (NVCA) has acquired 40 hectares (100 acres) in the heart of Minesing Wetlands, adding another important piece to more than 60 years of conservation efforts to protect one of Southern Ontario's most significant and largest wetland systems.

As a Ramsar Wetland of International Significance, Minesing Wetlands is an internationally recognized ecological area and a regional biodiversity hotspot. It provides critical habitat for a diverse range of wildlife, offers exceptional opportunities for birdwatching and paddling, and provides important natural benefits to communities throughout the Nottawasaga watershed.

Beyond its ecological and recreational value, Minesing Wetlands functions as important natural infrastructure. The wetland filters pollutants and nutrients, while absorbing and storing excess water during heavy rainfall, spring snowmelt and periods of high groundwater. By slowing and storing water, Minesing Wetlands helps reduce peak flows and contributes to flood protection for downstream communities, including Wasaga Beach.

For upstream communities, the wetland also helps reduce erosion by slowing the movement and reducing the volume of water entering downstream rivers and streams. These natural functions provide significant environmental and community benefits, helping to build watershed resilience while protecting communities and infrastructure from the impacts of flooding and erosion.

"This acquisition is another example of what can be accomplished through a long-term commitment to conservation," said Kyra Howes, Director of Conservation Services with NVCA. "Minesing Wetlands was not protected all at once. It has been built piece by piece, property by property, through the efforts of many organizations, landowners and conservation partners. Each protected property strengthens this interconnected landscape and helps ensure the wetland continues to provide its ecological and community benefits well into the future."

NVCA has been working to secure the core of Minesing Wetlands for more than 60 years. Over that time, NVCA has worked with numerous conservation partners, including the Nature Conservancy of Canada and Ducks Unlimited Canada, to protect portions of the wetland.

"Minesing Wetlands is one of the great natural gems of our watershed," said Jonathan Scott, NVCA Chair. "This acquisition may be a small piece of the larger Minesing puzzle, but every piece matters. By protecting these lands today, we are helping ensure that the wetland can continue providing flood protection, and critical benefits to wildlife, the environment and our communities for generations to come."

NVCA encourages landowners within Minesing Wetlands and in the watershed to consider the long-term future of their properties. If you are interested in exploring options for conserving your land, NVCA staff are available to have a conversation about the opportunities available.

Visit nvca.on.ca or call 705-424-1479 or email lands@nvca.on.ca to learn more.

- 30 -

Photo captions

Photo 1: Paddling through Minesing Wetlands, one of Southern Ontario's largest and most intact wetland complexes. NVCA's latest acquisition adds another piece to the ongoing protection of this remarkable landscape.

Photo 2: Trumpeter swan in Minesing Wetlands

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

**Ministry of Energy and
Mines**

77 Grenville Street
6th Floor
Toronto ON M7A 2C1

Tel: (437) 223-1065

**Ministère de l'Énergie et
des Mines**

77, rue Grenville
6^e étage
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MEMORANDUM TO: Chief Administrative Officers of Ontario Municipalities

FROM: Karen Moore
Assistant Deputy Minister
Strategic Network and Agency Policy Division

DATE: August 31, 2026

SUBJECT: **Broadband Resources for Ontario Municipalities**

As Ontario continues to make significant progress connecting every home and business to reliable, high-speed internet, municipalities play a critical role in supporting the deployment of broadband infrastructure in communities across the province.

Through close collaboration with municipalities, internet service providers (ISPs), utilities and other infrastructure partners, Ontario is advancing broadband projects efficiently and helping bring reliable connectivity to underserved areas.

Municipal leadership is essential in supporting broadband deployment by facilitating permitting processes, negotiating municipal access agreements, providing rights-of-way (ROW) access and working with proponents to keep projects moving forward.

The Ministry of Energy and Mines (MEM) would like to highlight several resources available to help municipalities support broadband deployment and advance projects in communities across Ontario. These resources are attached to this email and, where available, can also be accessed through the links below:

- [Building Broadband Faster in Ontario Guideline Version 5.0](#)
- Ontario Broadband Expansion: Key Messages for Municipalities
- [Municipal Access Agreement \(MAA\) Template](#)
- [Federation of Canadian Municipalities \(FCM\) Telecommunications Rights-of-Way Handbook](#)
- Infrastructure Ontario's Advancing Designated Broadband Projects Guides (available via the [Broadband One Window](#) Resource library):
 - Running Lines, Depth Requirements and Aerial Infrastructure
 - Asset Management Plans, Causal Costs and Fees

Additional broadband resources are also available through the [Rural Ontario Municipal Association \(ROMA\)'s Rural Connectivity](#) webpage.

INFO 7
SEPT 17 2026

The Building Broadband Faster in Ontario Guideline provides updated guidance to support municipalities in understanding broadband deployment processes and responsibilities under the *Building Broadband Faster Act, 2021* (BBFA). Key updates include information on new make-ready work requirements for Hydro One, and updated guidance on the roles and responsibilities regarding ROW access and permit applications for ISPs and municipalities, underground and aerial deployment, and permitting processes for other regulated areas, such as railway crossings and conservation areas.

MEM has also enhanced the [Ontario Connects webpage](#) and the [Ontario High-Speed Internet Projects & Availability Map](#) to provide greater transparency on broadband deployment progress across the province. The updated map includes project-level progress indicators such as planning and preparation activities, fibre deployment and wireless construction milestones. It will be updated quarterly to provide municipalities and residents with timely information on the status of broadband projects in their communities. Municipalities are encouraged to use the map to stay informed of local project activity and help respond to resident inquiries regarding broadband expansion.

The province is committed to working collaboratively with municipalities to support broadband expansion. At the same time, we continue to encourage municipalities to take active steps to enable and expedite broadband deployment by working constructively with project proponents and applying municipal tools and processes in a manner that supports efficient project delivery.

Infrastructure Ontario's Technical Assistance Team (TAT) continues to provide support to municipalities and project proponents on broadband-related matters. Municipalities seeking technical assistance related to specific projects are encouraged to contact TAT directly at TAT@infrastructureontario.ca.

For specific broadband policy or program questions, or if you require alternative formats or French versions of the supporting materials, please contact the Ministry of Energy and Mines at broadband@ontario.ca.

Thank you for your continued partnership and leadership as we work together to connect every community to reliable, high-speed internet by the end of 2028.

Sincerely,



Karen Moore
Assistant Deputy Minister

cc.

Adela Wan
Director, Broadband Expansion and Connectivity Branch,
Ministry of Energy and Mines



TOWN OF SHELburne
COUNCIL RESOLUTION

No. 2026-153

Date: August 24, 2026

Moved by: Councillor Wegener

Seconded by: Councillor Guchardi

WHEREAS the Town of Shelburne was named the fastest-growing town in Ontario and the second-fastest-growing municipality in all of Canada between 2011 and 2016, population surged by 39.1%; and,

WHEREAS the Town of Shelburne is expected to grow to a population of over 15,100 by 2051;

WHEREAS demand for accessible healthcare services, including laboratory and diagnostic testing, has increased with this population growth;

WHEREAS a new diagnostic office is opening in Shelburne to better serve the community;

WHEREAS current LifeLabs operational hours and facility capacity are insufficient to meet the needs of residents, often requiring travel to neighbouring communities for required testing;

THEREFORE BE IT RESOLVED THAT the Council of the Town of Shelburne respectfully requests that LifeLabs:

1. Review and extend operational hours at the Shelburne location to better accommodate working families, seniors, and students; and
2. Explore opportunities to expand its location or service capacity in Shelburne to align with the town's growth and the opening of the new diagnostic office:

BE IT FURTHER RESOLVED THAT a copy of this resolution be forwarded to LifeLabs Regional Management, the County of Dufferin, local municipalities, our local MPP and MP for their support.

CARRIED, W. Mills

Requested Vote to be recorded [] Yes [X] No



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Mulmur, Ontario
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Local **(705) 466-3341**

Toll Free from 519 only **(866) 472-0417**

Fax **(705) 466-2922**

September 4, 2026

Via Email

Michelle Dunne, Clerk
County of Dufferin
mdunne@dufferincounty.ca

RE: Data Centres

Please be advised that at its meeting on September 2, 2026 the Council of the Corporation of the Township of Mulmur passed the following resolution:

Moved by Lyon and Seconded by Clark

Whereas the Township of Mulmur is concerned with the potential impacts of a Data Centre;

And whereas the Township's Official Plan and strategic priorities include the protection of its environment, agricultural lands, water resources, tranquillity and rural character;

And whereas Mulmur is at the head of the headwaters and is traversed by the Niagara Escarpment, being a World Biosphere, and will consider development that is of a compatible scale and servicing level and contributes positively to the community;

And whereas Mulmur prioritizes the protection of its water resources, and the Mulmur Official Plan identifies vulnerable aquifers and water resources, and provides protection for water;

And whereas Mulmur Township does not have full municipally serviced industrial lands;

Now therefore be it resolved that Mulmur Council receives the Town of Orangeville's resolution regarding Regional Water Resources and Infrastructure;

And that Mulmur Council direct staff to bring forward a by-law to prohibit data centres on all lands within the Township of Mulmur;

And that Mulmur Council does not object to County staff undertaking a Regional Water Resource and Infrastructure study, which may be collectively used to support interim control by-laws by the local municipalities or prohibitions;

And that this resolution be circulated to the County of Dufferin, all local municipalities within Dufferin County and the Member of Provincial Parliament, the County of Simcoe, Clearview Township and Adjala-Tosorontio and the Niagara Escarpment Commission.

Carried.

Sincerely,

Roseann Knechtel

Roseann Knechtel, Clerk
Township of Mulmur
705-466-3341 x223 | rknechtel@mulmur.ca

Copy:

County of Simcoe: clerks@simcoe.ca
Niagara Escarpment Commission: nec@ontario.ca
Sylvia Jones, MPP, Dufferin – Caledon: sylvia.jones@pc.ola.org
Township of Adjala-Tosorontio: clerk@adjtos.ca
Township of Amaranth: nmartin@amaranth.ca
Township of Clearview: clerks@clearview.ca
Township of East Garafraxa: pavgoustis@eastgarafraxa.ca
Town of Grand Valley: mtownsend@townofgrandvalley.ca
Township of Melancthon: dholmes@melancthontownship.ca
Town of Mono: jessica.kennedy@townofmono.com
Town of Orangeville: rmartell@orangeville.ca
Town of Shelburne: jwilloughby@shelburne.ca

Denise Holmes

From: Eowyn Spencer <espencer@grandriver.ca>
Sent: Monday, August 24, 2026 10:13 AM
To: Denise Holmes
Subject: 2027 GRCA Municipal Apportionment and Budget Vote Meetings
Attachments: GM-07-26-69 - Appendices_Budget 2027 Draft 1.pdf; GM-07-26-69 - Budget 2027 Draft 1.pdf

August 24, 2026

The Corporation of the Township of Melancthon
Township of Melancthon
157101 Highway #10
Melancthon, ON L9V 2E6

Dear Township of Melancthon

Re: 2027 Grand River Conservation Authority Municipal Apportionment and Budget Vote Meetings

Please be advised that the General Membership Meeting of the Grand River Conservation Authority (GRCA) will be held on September 25, 2026, at 9:30 a.m., to consider approval of the 2027 Municipal Apportionment. Consideration for approval of the 2026 Budget will occur at the subsequent General Membership meeting on October 23, 2026.

The most [recent draft of the 2027 Budget](#) was presented to the GRCA General Membership on July 27, 2026. Based on board direction to staff, this draft budget includes a Total Municipal Apportionment of \$14,736,000, which represents a 3.5% increase over 2026. The Municipal Apportionment, if approved, will be apportioned to watershed municipalities on the basis of Modified Current Value Assessment as defined in *Ontario Regulation 402/22: Budget and Apportionment*.

The attached draft 2027 Budget outlines the programs and services of the Grand River Conservation Authority and how those programs are expected to be funded in 2027. Also included (Appendix D) is a calculation of the 2027 Municipal Apportionment for participating municipalities. Should you have any questions concerning the draft Budget or the Municipal Apportionment, please contact the undersigned.

Kind regards on behalf of,

Karen Armstrong,
Deputy CAO and Secretary-Treasurer
karmstrong@grandriver.ca

How did we do? Please complete our customer satisfaction survey: [Click here to complete the survey](#)

Grand River Conservation Authority

Report number: GM-07-26-69

Date: July 27, 2026

To: Members of the Grand River Conservation Authority

Subject: Budget 2027 – Draft #1

Recommendation:

THAT Report Number 07-26-69 – Budget 2027 – Draft #1 be approved for consultation purposes, circulated to all participating municipalities, posted to the GRCA website, and written notice provided to the Ministry of Environment, Conservation and Parks and the Ontario Provincial Conservation Agency.

Summary

This report summarizes the first draft of the 2027 Budget. The final budget for 2027 will be presented for approval at the October 23, 2026 Annual General Meeting. See Budget 2027 Timetable (Appendix A) for additional details on budget timelines.

The 2027 draft budget corresponds with the GRCA's Programs and Services Inventory which was prepared in accordance with provincial regulations and maintains breakeven results. Total draft expenditures for 2027 are \$40,908,964 (2026: \$41,786,488). Preliminary budget figures are presented in Appendix G in the Statement of Operations and detailed Program and Services statements.

Grand River Conservation Authority (GRCA) programs and services are funded by:

- Municipal Apportionment (includes funding as per Category 2 Memorandum of Understandings)
- Other Municipal Funding (by special agreements)
- Provincial and Federal Grants
- Self-Generated Revenue
- Funding from Reserves

Overall, municipal apportionment has been increased by 3.5% (or \$498,000) to \$14,736,000 in 2027. For a breakdown of municipal funding by Category 1, 2, and general operating expenses, see Appendix C "Municipal Funding Breakdown – Budget 2027".

Appendix B "Programs & Services Inventory" outlines the expenditures and funding sources applicable to each category, along with the reallocation of program surplus between programs and services.

Appendix D "Summary of Municipal Apportionment" details the municipal apportionment amount. A 3.5% increase from prior year is maintained.

TABLE A - BUDGET 2027 EXPENDITURES

EXPENDITURES	2026	2027	Increase/(decrease)
Operating Expenses	\$33,007,388	\$34,045,964	\$1,038,576
Major Maintenance Expenses	\$6,696,100	\$5,683,000	\$(1,013,100)
Special Projects	\$2,083,000	\$1,180,000	(\$903,000)
TOTAL	\$41,786,488	\$40,908,964	(\$877,524)

Report:

A. CONSERVATION AUTHORITIES ACT - NEW REGULATIONS effective Jan 1, 2024

The Conservation Authorities Act (CA Act) outlines three categories of programs and services: (1) Mandatory, (2) Municipally requested, and (3) Other (Authority determines are advisable). *O. Reg. 402/22 - Budget and Apportionment* defines “general operating expense or capital cost” as an operating expense or capital cost that is not related to the provision of a program or service that an authority provides. The regulations require that these costs be identified separately, and municipal funding be apportioned using Modified Current Value Assessment (MCVA).

O. Reg. 402/22 requirements came into effect for the 2024 budget process. This regulation outlines four phases to the budget process. See Appendix A – Budget 2026 Timetable for timeline details.

- Phase 1: Categorizing revenue and expenses as per the categories listed above, and determine amounts of municipal apportionment
- Phase 2: Board approval of draft budget for consultation (vote required), distribution to participating municipalities, and posting on the GRCA’s website in the governance section. Consultation with municipalities will occur as requested or required.
- Phase 3: Board apportionment approval process (weighted vote required)
- Phase 4: Final budget approval process (weighted vote required)

A direction from the Ministry of the Environment, Conservation and Parks was issued on June 26, 2026 under s 1.14 of the CAA aims to preserve operational and budget process continuity through the transition to a regional governance model for conservation authority. The directive references the existing Ontario regulation 402/22 (Budget and Apportionment) and further identifies notification and approval timeline requirements for the 2027 budget year. The GRCA budget will be approved within the specified timelines, with the final apportionment vote to occur at the September 25, 2026 board meeting and final budget approval at the General Membership meeting on October 23, 2026.

B. OPERATING BUDGET

The 2027 budget assumes the same level of program and service delivery as provided in 2026. Any exceptions to specific program areas are included in the commentary below as applicable.

(a) Watershed Management & Conservation Lands Management

- Compensation and benefits and other operating expense budgets increased by approximately \$500,000 as a result of moving the Natural Heritage portfolio from Conservation Lands Management to Watershed Management during 2026.

(b) Resource Planning

- Resource Planning compensation and benefits budget reflects the current staffing model. Other Operating expense budget for consulting has been reallocated to compensation and benefits, as it is anticipated that external support requirements will be minimal with the current full staff complement.

(c) Property Rental Program

- The Residential Property Rental Program is in the process of winding down. There is no change in the 2027 budget for this program as compared to the 2026 budget.
- Cottage Lot Program revenue is projected to increase by 2.1% as compared to the 2026 budget.
- Agricultural lease revenue is projected to increase by 2.1% as compared to the 2026 budget.

(d) Environmental Education

- Negotiations with school boards for 2026/27 contracts are taking place and are expected to be finalized in the Fall. The first draft of the budget assumes that 2026/27 school contracts will be extended for the 2026/27 school year. This draft does not include any community or day camp program delivery. Finalized budget expectations for the Environmental Education program will be incorporated into the final budget as applicable. Any changes would impact the Transition Reserve funding requirement.

(e) Conservation Areas

- Conservation Area 2027 budgeted revenue is \$12,600,000, which is a \$600,000 increase from prior year budget as a result of increasing demand and expected fee increases.
- Operating expenses have been increased by approximately \$600,000.
- Starting in 2024, under the new regulations Conservation Area program and services expenses have been expanded to include 100% of the Director of Conservation Area Operations, Luther Marsh Wildlife Management Area related to visitor operations, and 100% of hazard tree management in the Conservation Areas. The funding for these three additional components is being funded with surplus from other Category 3 programs. These expenses have been increased by \$30,000 (from \$698,600 to \$728,600) in 2027.
- The Conservation Areas budget excludes any allocation for administrative and overhead expenses, including finance, human resources, communications, head office facility costs.
- The revenue and cost assumptions will be revisited as the final 2027 budget is prepared. Any adjustments to operating revenue or expenses will impact the transfer to/from the Conservation Areas Reserve.

(f) Investment Income

- Investment income maintains a draft budget of \$2,050,000 in 2027 based on interest and investment income analysis. The budgeted transfer of investment income to reserves has also been maintained at \$1,900,000.

(g) Section 39 Funding

- It is assumed that there will be no cutbacks in the provincial Section 39 grant for the period April 1, 2027 to March 31, 2028 and therefore the Section 39 grant amount is anticipated to remain at \$449,688.

(h) Municipal Apportionment Funding

- The 2027 Budget includes \$13,609,000 of funding for Category 1 Mandatory Programs and General Operating Expenses along with \$1,127,000 for Category 2 Programs for a total of \$14,736,000 which is a \$498,000 (or 3.5%) increase over 2026 Apportionment of \$14,238,000.

(i) Surplus Assumption

- The draft budget assumes a \$100,000 surplus carry forward from 2026. If additional surplus is applicable, staff will recommend that it be incorporated in the final budget and primarily used for non-recurring expense demands (i.e. consulting, professional development, and other administrative costs).

(j) Transition Reserve (created in 2021)

- The purpose at the time of the reserve creation was to fund expenditures related to the transitioning of the GRCA to new provincial regulations requirements and/or fund costs related to managing expenses impacted by COVID-19 or revenue losses due to COVID-19. In June 2026, the board approved the revised reserve guideline that states the reserve may be accessed to fund budgeted, forecast or unanticipated unbudgeted costs related to significant organizational, legislative, operational or strategic changes in order to mitigate financial risk during periods of transition and to ensure continuity of operations while

permanent funding solutions are developed. As at December 31, 2025, the reserve balance is approximately \$2.2 million.

- The strategy for Budget 2027 draft #1 is to utilize the transition reserve to fund the Outdoor Environmental Education program deficit (\$417,000), and the reserve will no longer be relied upon to fund the Land Management Analyst position.

(k) Compensation and Benefits and Staffing:

- The 2027 draft budget includes a 4% increase for compensation and benefits which allows for a general wage increase on January 1st, grid steps within wage scales and benefit cost increases.
- The collective agreement was ratified on June 26, 2026 and covers the term of January 1, 2026 to January 31, 2027. Compensation and benefits budgets have accounted for the applicable increases in 2027.
- One position in Flood Forecasting and Warning to complete work related to floodplain mapping has been included in the draft budget to be funded from the Water Management Operating Reserve. An additional position has been added to the Information Systems and Motor Pool budget to support Flood Forecasting and Warning SCADA systems. This position will be funded through the internal Information Systems charge to Flood Forecasting and Warning and is budgeted to be funded by the Water Management Operating Reserve. This position is proposed to start in the 2026 calendar year. As per the Minister's Direction on temporary restrictions, incremental staffing changes require Board and OPCA approvals at this time so this approval will be brought to the Board at the August meeting. There are no other full-time equivalent positions funded with reserves in the 2027 budget draft.

(l) Source Protection Program

- The province has identified that this program is a Category 1 mandatory program that is required to be delivered by Conservation Authorities. The GRCA has an agreement for full funding from the Ministry of the Environment, Conservation and Parks for the period April 1, 2024 to March 31, 2027 (3 years). The 2027 budget reflects a preliminary increase to compensation and benefits; however the final 2027 budget will be adjusted to reflect contractual obligations and updated assumptions for the 2027 budget year.

C. CAPITAL & MAJOR MAINTENANCE BUDGET

(a) Major Maintenance Spending Water Control Structures

- The budget is set at \$3,000,000. Any increases in spending required can be funded with the Water Control Structures reserve and/or the Land Sale Proceeds reserve. Government funding included in the 2026 budget relates to provincial Water and Erosion Control Infrastructure (WECI) funding which is subject to provincial approval of projects. Changes to this budget line will not impact the request for municipal funding. Any additional spending will be funded with WECI funding or reserves.

(b) Capital Spending Conservation Areas

- The budget is set at \$2,000,000. This spending is budgeted to be funded by \$1,500,000 of fee revenue and \$500,000 from the Conservation Area reserve. Future budget drafts may be revised as capital projects are prioritized. Any increases in budgeted spending will be facilitated by either increased revenue or use of the conservation area reserve. Any decrease in budgeted expenses would be offset by a transfer to the Conservation Area reserve.

(c) Water Monitoring Equipment and Flood Forecasting and Warning Expenses

- The category 1 draft budget is set at \$350,000. The Gauge reserve will be used to fund \$75,000 of these expenditures, the Land Sale Proceeds reserve is budgeted to fund

\$100,000 of these costs and the remaining costs will be funded with Category 1 Municipal Apportionment funding. A \$50,000 Water Quality and Monitoring Equipment budget has been maintained in Category 2 and will continue to be funded by the Gauge reserve.

(d) Information Systems and Motor Pool

- Costs of \$173,900 for Information Systems and \$159,100 for Motor Pool represent the costs not funded through internal cost allocations to programs and services and are funded through the Information Systems and Technology reserve and Motor Pool reserve respectively. See Appendix G 'P&S #16 - Supplementary Information - Information Systems and Motor Pool' for detailed expense information.

D. SPECIAL PROJECTS

(a) Special projects do not rely on Municipal Apportionment funding.

(b) This draft of the budget only includes items that are known or highly likely to be undertaken and a cost can be estimated. At present, the draft budget includes \$1,180,000 in special project spending. It is expected that additional special projects and associated funding will be incorporated into the final 2027 budget. The expected increase will be a result of additional project approval and/or carryover amount confirmations as this information becomes available or estimable.

(c) The \$1,180,000 in special projects included in this draft budget are:

- \$800,000 Rural Water Quality Capital Grants
- \$100,000 Ecological Restoration
- \$85,000 Blair Creek Subwatershed Monitoring
- \$76,000 Flood Forecasting and Warning hydrologic modelling software upgrade
- \$70,000 Species at Risk
- \$49,000 Apps Mills Trail Improvements

(d) New Guelph Lake Nature Centre

This project completed in 2026 and has been removed from the 2027 budget.

E. RESERVES

For 2027, reserves are budgeted to decrease by \$838,576. Significant budgeted drawdowns to reserves include: \$850,000 for Water Control major maintenance projects, \$500,000 for Conservation Area capital projects, \$417,000 to fund the Environmental Education program deficit, \$125,000 to fund one contract position in Flood Forecasting and Warning, \$120,000 to fund the allocation of an information systems position for SCADA support in Flood Forecasting and Warning, \$173,900 for Information Systems and Technology, and \$159,100 for Motor Pool. See Appendix E 'Summary of Reserves' for details of reserve movements budgeted for 2027. Interest income of \$1,900,000 is expected to be transferred into reserves. The use of reserves is integral to GRCA operations. The GRCA sets aside certain funds in reserves (i.e. Land Sale Proceeds, Hydro Revenue, interest earned on reserves) in order to be able to draw upon these reserves at a later date in accordance with either legislative mandates and/or board-approved use. The Programs & Services Inventory expenditures includes \$53,000 in transfer to the Property Rental reserve to fund expected future infrastructure costs.

Reserves can be viewed as:

- Planned savings set aside for future capital projects (facilitates smoothing of funding requests)
- Surpluses set aside for future operating or capital needs (i.e. Conservation Area revenue in excess of budget)
- Contingency funds for unplanned expenditures
- Legislated amounts to be used in accordance with regulations (i.e. land sale proceeds)

A detailed report on reserves will be presented at the November 27, 2026 meeting.

F. CATEGORY 2 – WATERSHED SERVICES

The programs and services included under watershed services are:

- Subwatershed Studies
- Conservation Services
- Water Quality
- Watershed Sciences and Collaborative Planning

See Appendix F 'Budget 2027 Category 2 - Watershed Services Program Breakdown'

All participating municipalities entered into a Memorandum of Agreement with the GRCA to provide the above-listed services for a five year term commencing January 1, 2024.

G. MUNICIPAL APPORTIONMENT

Where municipal apportionment is applicable, namely, Category 1, 2, and General Operating Expenses, the methodology of apportionment used is Modified Current Value Assessment (MCVA) on the basis that there is a watershed benefit for all participating municipalities from the programs and services. See Appendix D 'Summary of Municipal Apportionment – Budget 2027' for details.

The methodology for calculating the MCVA and distributing apportionment is outlined in *O. Reg. 402/22 Section (7)*. Five-year agreements with participating municipalities for Category 2 programs and services outline that net costs be allocated in the same manner as Category 1, namely, the MCVA method.

H. OTHER MAJOR ASSUMPTIONS

- (a) Cottage Lot Rental Program revenue increased by 2.1%.
- (b) Total Insurance expense budgeted at 2026 actual cost plus 4%.
- (c) Administrative expense related to computer charge-out rates increased 10%
- (d) Other Operating expenses increased between 0% and 4% as applicable.

I. SIGNIFICANT OUTSTANDING BUDGET ITEMS

(a) Year 2026 Carry forward Adjustments

2026 Surplus carry forward - this draft of the 2027 Budget assumes a \$100,000 surplus carryover from year 2026. It is not expected that the actual "2026 Net Surplus" be incorporated into the 2027 budget due to earlier timing of budget approval as compared to prior years. This figure will be reviewed and amended if necessary ahead of final 2027 budget approval, otherwise any surplus after proceeding year end reserve movements will be considered in the stabilization reserves and added through forecast in 2027, if applicable.

(b) 2026 Special Projects carry forward

Any active projects in year 2026 but not expected to be completed by December 31, 2026 will be carried forward and added to Budget 2027 based on funding eligibility and terms. Meetings will occur with appropriate Directors to determine additions required to the final budget draft if contracts stipulate and reasonable and estimable budget amounts are determinable. Where projects are eligible for carry-forward, both the funding and the expense will be added to the final 2027 budget and these adjustments will have no impact on apportionment or the breakeven net result.

(c) Water Control Structures Major Maintenance Expenditures

A final determination of the amount of spending to be added to the Budget 2027 (i.e. unspent amounts from 2025, new projects) may be made, including use of reserves for 2027 projects. Any decisions to increase spending will not impact the municipal apportionment request as they would be funded with reserves, WECl funding, and/or new funding sources, as applicable.

(d) Property Tax Expenses

Final property tax expense figures may be incorporated into the final budget following completion of tax chargeback allocations. A preliminary analysis suggests that property taxes increased by \$20,000 as compared to prior year and has been included in the current budget draft. It is known that MPAC assessment figures are relying upon 2016 assessment valuations.

(e) Review of Actual 2026 Results

The final budget will not incorporate any adjustments resulting from review of final actual 2026 results as the results will not be available at the time the final budget is approved. Results analysis, including carry forward of any capital or special projects not included in the final budget will still be assessed and applicable 2027 forecast adjustments may occur. Any adjustments are expected to be funded through reserves, external funding sources and/or deferred revenue.

The following are attached:

Appendix A: Budget 2027 Timetable

Appendix B: Program and Services Inventory – Budget 2027

Appendix C: Municipal Funding Breakdown – Budget 2027

Appendix D: Summary of Municipal Apportionment – Budget 2027

Appendix E: Budget 2027 Summary of Reserves

Appendix F: Category 2 - Watershed Services Program breakdown – Budget 2027

Appendix G: Statement of Operations & Detailed Programs and Services Statements

Financial Implications:

Budgeted spending for 2027 is \$40,855,964 (2026: \$41,736,488) before transfer of \$53,000 to reserves. This first draft of the budget includes a municipal apportionment increase of \$498,000 (or 3.5%).

The main budgetary challenges faced by the GRCA are:

- Economic environment including inflation, supply chain issues, and cost pressures arising from the impact of tariffs.
- Projecting Conservation Area operating revenue is challenging due to fluctuations in consumer demand and weather conditions.
- Aging infrastructure.
- Increased demands on managing lands (i.e. land use decisions, hazard tree management, trespassing, infrastructure).
- Keeping pace with digital innovation and technological advancements.

Other Department Considerations:

None

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Deputy CAO/Secretary-Treasurer

Approved by:

Samantha Lawson
Chief Administrative Officer

Budget 2027 Timetable

APPENDIX A

July 27, 2026:	Draft Budget #1 to General Meeting and Board approval of the draft budget for consultation purposes. <i>Written notice to be provided to MECP and OPCA</i>
July 27, 2026:	Board Motion to send 30 days' notice on August 24, 2026 to Participating Municipalities of Municipal Apportionment Vote at September 25, 2026 General Meeting
After July 27, 2026 board meeting:	Distribute Draft Budget #1 to Participating Municipalities for consultation and post it on the GRCA website in the Governance section
August 24, 2026:	Send Notice to Participating Municipalities of Municipal Apportionment Vote (and Budget Vote), and include apportionment amounts and the draft Budget
August 28, 2026:	Draft Budget #2 to General Meeting – not expected for 2027 budget year. If any changes occur, they are not expected to impact apportionment
August & September 2026:	Consultation with Participating Municipalities as required or requested
September 25, 2026:	Municipal Apportionment Vote – weighted majority and recorded. <i>Written notice to be provided to MECP and OPCA</i>
October 23, 2026:	Final 2027 Budget Vote – weighted majority (as per by-law) and recorded. Once approved, distribute to Participating Municipalities, post on the GRCA website, and <i>send to MECP and OPCA. *MECP and OPCA must also receive written notice upon distribution of apportionment information to participating municipalities</i>

Grand River Conservation Authority

PROGRAMS AND SERVICES INVENTORY

BUDGET 2027

Programs & Services Inventory		TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOU FUNDING	MUNICIPAL- OTHER	SELF-GENERATED REVENUE	PROVINCIAL & FEDERAL GRANTS	Funding from RESERVES	Programs & Services SURPLUS allocation	TOTAL REVENUE (after P&S surplus allocation)	NET RESULT
CATEGORY 1	Watershed Management	1,546,400	1,458,900			37,500	50,000		1,546,400	-
	Flood Forecasting & Warning	1,905,600	1,295,262			240,338	370,000		1,905,600	-
	Water Control Structures	5,490,700	2,905,350			1,735,350	850,000		5,490,700	-
	Resource Planning	3,111,800	2,008,800		1,049,000		54,000		3,111,800	-
	Conservation Lands Management	2,539,500	2,180,500		259,000		100,000		2,539,500	-
	Source Protection Program	838,000	-			838,000			838,000	-
	Total Category 1	15,432,000	9,848,812		1,308,000	2,851,188	1,424,000	-	15,432,000	-
			64%	0%	8%	18%	9%	0%	100%	
General Operating	General Operating Expenses (note 5)	4,668,765	3,760,188		250,000		398,000	260,577	4,668,765	-
			81%	0%	5%	0%	9%	6%	100%	
CATEGORY 2	Category 2 Watershed Services	2,195,200	1,127,000	935,000	-	83,200	50,000		2,195,200	-
			51%	43%	0%	4%	2%	0%	100%	
CATEGORY 3	Burford Tree Nursery & Planting Services	975,900			725,000			250,900	975,900	-
	Conservation Services	31,976		-	-	-	576	31,400	31,976	-
	Outdoor Environmental Education	1,027,000			610,000		417,000	-	1,027,000	-
	Property Rentals	1,263,500			3,283,000		122,000	(2,141,500)	1,263,500	-
	Hydro Production	171,500			545,000			(373,500)	171,500	-
	Conservation Areas	13,828,600			12,671,000		500,000	657,600	13,828,600	-
	Administrative Support (note 6)	1,314,523						1,314,523	1,314,523	-
	Total Category 3	18,612,999	-	-	17,834,000	-	1,039,576	(260,577)	18,612,999	-
			0%	0%	96%	0%	6%	-1%	100%	
TOTAL Programs & Services		40,908,964	14,736,000	935,000	19,392,000	2,934,388	2,911,576	-	40,908,964	-
			36%	2%	47%	7%	7%	0%	100%	
		NOTE 1, NOTE 4		NOTE 2		NOTE 3				

COMMENTARY:

NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 36% by the combined total of mandatory municipal apportionment and Category 2 MOU municipal funding.

NOTE 2 48% of total expenditures are funded with self-generated revenue.

NOTE 3 Category 3 'Property Rentals' and 'Hydro Production' generate a surplus which is allocated to Category 3 programs and General Operating expenses to achieve breakeven results for each P&S.

NOTE 4 In 2026 Municipal apportionment totalled \$14,238,000. Therefore Municipal funding is increasing by \$498,000 (or 3.5%) to \$14,736,000 in 2027 as compared to 2026.

NOTE 5 **General Operating Expenses** include administrative expenses related to Office of the CAO, communications, capital support, finance, payroll, human resources, health and safety, head office facility, and other administrative expenses that support the provision of programs and services.NOTE 6 **Administrative Support** includes administrative expenses related to finance, communications, capital support and other administrative expenses that support category 3 programs and services.

Grand River Conservation Authority

MUNICIPAL FUNDING BREAKDOWN (note 1)**BUDGET 2027**

	2026 Municipal Apportionment	2027 Municipal Apportionment
CATEGORY 1 - Mandatory	9,509,512	9,848,812
General Operating Expenses	3,639,488	3,760,188
CATEGORY 2 - Municipally Requested MOU's	1,089,000	1,127,000
	14,238,000	14,736,000
	<i>dollar Increase</i>	<i>498,000</i>
	<i>percentage Increase</i>	<i>3.5%</i>

Note 1

Funding under special agreements with Municipalities is not included in above municipal funding breakdown (i.e. RWQP, Subwatershed studies)

**Grand River Conservation Authority
Summary of Municipal Apportionment - 2027 Budget**

Appendix D

Draft - July 2026

	% CVA in Watershed	2026 CVA (Modified)	2026 CVA in Watershed	CVA-Based Apportionment	2027 Budget General Operating Expenses*	2027 Budget Category 1 Operating Expenses*	2027 Budget Category 2 Operating Expenses*	2027 Budget Total Apportionment	2026 Actual Total Apportionment	% Change
Brant County	83%	8,512,248,184	7,056,653,744	3.12%	117,492	307,739	35,215	460,446	439,119	4.9%
Brantford C	100%	16,744,061,660	16,744,061,660	7.41%	278,785	730,204	83,557	1,092,546	1,057,730	3.3%
Amaranth Twp	82%	1,000,662,285	820,543,074	0.36%	13,662	35,784	4,095	53,541	46,876	14.2%
East Garafraxa Twp	80%	706,264,810	565,011,848	0.25%	9,407	24,640	2,820	36,867	35,581	3.6%
Town of Grand Valley	100%	668,616,057	668,616,057	0.30%	11,132	29,158	3,337	43,627	42,200	3.4%
Melancthon Twp	56%	655,190,892	366,906,899	0.16%	6,109	16,001	1,831	23,941	23,210	3.1%
Southgate Twp	6%	1,418,370,742	85,102,244	0.04%	1,417	3,711	425	5,553	5,068	9.6%
Haldimand County	41%	8,055,541,579	3,302,772,047	1.46%	54,991	144,033	16,482	215,506	208,212	3.5%
Norfolk County	5%	10,233,512,400	511,675,620	0.23%	8,519	22,314	2,553	33,386	32,393	3.1%
Halton Region	11%	53,032,101,921	5,689,172,903	2.52%	94,724	248,103	28,390	371,217	351,366	5.6%
Hamilton City	27%	102,771,490,060	27,491,373,591	12.17%	457,726	1,198,892	137,189	1,793,807	1,744,849	2.8%
Oxford County	36%	4,893,137,727	1,738,994,306	0.77%	28,954	75,837	8,678	113,469	110,036	3.1%
North Perth T	2%	2,631,682,450	52,633,649	0.02%	876	2,295	263	3,434	3,331	3.1%
Perth East Twp	40%	2,215,993,378	886,397,351	0.39%	14,758	38,656	4,423	57,837	55,852	3.6%
Region of Waterloo	100%	113,964,487,842	113,964,487,842	50.46%	1,897,486	4,969,960	568,711	7,436,157	7,190,113	3.4%
Centre Wellington Twp	100%	6,210,841,917	6,210,841,917	2.75%	103,409	270,853	30,994	405,256	388,669	4.3%
Erin T	49%	3,048,013,055	1,493,526,397	0.66%	24,867	65,132	7,453	97,452	86,869	12.2%
Guelph C	100%	29,890,542,373	29,890,542,373	13.24%	497,672	1,303,519	149,162	1,950,353	1,888,870	3.3%
Guelph Eramosa Twp	100%	3,064,519,128	3,064,519,128	1.36%	51,024	133,643	15,293	199,960	195,452	2.3%
Mapleton Twp	95%	2,050,575,273	1,948,046,510	0.86%	32,435	84,954	9,721	127,110	123,833	2.6%
Wellington North Twp	51%	2,075,716,188	1,058,615,256	0.47%	17,626	46,166	5,283	69,075	66,227	4.3%
Puslinch Twp	75%	2,972,349,135	2,229,261,851	0.99%	37,117	97,218	11,125	145,460	142,144	2.3%
Total		376,815,919,053	225,839,756,267	100.00%	3,760,188	9,848,812	1,127,000	14,736,000	14,238,000	3.5%

*Operating Expenses include maintenance of capital infrastructure, studies, and/or equipment.

Grand River Conservation Authority
BUDGET 2027 - SUMMARY of RESERVES

General Meeting - July 27, 2026

	BUDGET 2026	"NET CHANGE" INCREASE/(DECREASE) 2026 VS 2027	DETAILS OF "NET CHANGE" BUDGET 2027					BUDGET 2027
			Adjustments from General Meeting 06-26	Transfer In (Interest)	Transfer In	Transfer Out	Description of Transfer	
Type A: GRCA Controlled								
Operating Reserves (designated)								
Property & Liability Insurance	314,106	10,000		10,000				324,106
Building & Mechanical Equipment	1,660,448	(1,660,448)	(1,660,448)	0				0
Personnel	2,321,911	11,000		76,000		(65,000)	OUT- Vacation Accrual, Wages	2,332,911
Transition	1,749,786	(360,000)		57,000		(417,000)	OUT-Environmental Education	1,389,786
Forest Management	2,210,963	72,000		72,000				2,282,963
Information Systems and Technology	710,674	(150,900)		23,000	2,089,000	(2,262,900)	IN-Chargebacks; OUT-Operating/Capital costs	559,774
Cottage Operations	1,276,789	(80,000)		42,000		(122,000)	OUT-Cottage Lot expenses	1,196,789
Grand River Water Management Plan	52,152	2,000		2,000				54,152
Planning Enforcement	582,311	(35,000)		19,000		(54,000)	OUT-Legal costs	547,311
Watershed Restoration	373,254	12,000		12,000				385,254
Property Rental	596,391	(596,391)	(596,391)	0				0
Master Plans	492,962	16,000		16,000				508,962
Water Management Operating	1,154,169	(207,000)		38,000		(245,000)	OUT-Positions (Floodplain Mapping and FFW)	947,169
Environmental Education	0	442,241	428,241	14,000				442,241
Apps' Mill Nature Centre	85,666	(85,666)	(85,666)	0				0
Laurel Creek Nature Centre	130,176	(130,176)	(130,176)	0				0
Guelph Lake Nature Centre	115,888	(115,888)	(115,888)	0				0
Taquanyah Nature Centre	25,963	(25,963)	(25,963)	0				0
Shade's Mills Nature Centre	70,548	(70,548)	(70,548)	0				0
Motor Pool Equipment	1,134,809	(122,100)		37,000	1,600,000	(1,759,100)	IN-Chargebacks;OUT-Operating/Capital costs	1,012,709
Motor Pool Insurance	106,547	3,000		3,000				109,547
Stabilization Reserve - Category 1 (NEW 2024)	249,885	8,000		8,000				257,885
Stabilization Reserve - Category 2 (NEW 2024)	21,885	1,000		1,000				22,885
Stabilization Reserve - Category 3 (NEW 2024)	417,543	14,000		14,000				431,543
Capital Reserves (designated)								
Water Control Structures	3,090,471	100,000		100,000				3,190,471
Cambridge Desiltation Pond	576	(576)		0		(576)	OUT-Cambrige Desiltation Pond costs	0
Completion of Capital Projects	167,000	5,000		5,000				172,000
Conservation Areas Capital/Stabilization	12,661,990	(88,000)		412,000		(500,000)	OUT-Conservation Area Capital costs	12,573,990
Gauges	1,057,187	(91,000)		34,000		(125,000)	OUT-Gauge costs	966,187
Building & Mechanical Equipment	0	1,714,448	1,660,448	54,000				1,714,448
Property Rental	0	668,391	596,391	19,000	53,000		IN-Commercial Lease Revenue	668,391
Capital Reserves (undesignated)								
General Capital	1,720,764	56,000		56,000				1,776,764
Total Type A: GRCA Controlled	34,552,814	(684,576)	0	1,124,000	3,742,000	(5,550,576)		33,868,238
Type B: Reserves with Outside Control/Interest								
With MNRF Interest (Capital Reserves)								
Gravel	301,110	10,000		10,000			OUT-\$100k gauge costs, \$850k Water Control Structure projects, \$100k demolitions	311,110
Land Sale Proceeds	23,569,317	(284,000)		766,000		(1,050,000)		23,285,317
With School Board Interest (Operating Reserves)								
Total Type B: Outside Control/Interest	23,870,427	(274,000)	0	776,000	0	(1,050,000)		23,596,427
TOTAL	\$58,423,241	(958,576)	\$0	\$1,900,000	\$3,742,000	(\$6,600,576)		\$57,464,665

Grand River Conservation Authority

CATEGORY 2 - WATERSHED SERVICES PROGRAM BREAKDOWN

BUDGET 2027

Programs & Services	Cost	Offsetting Funding	Apportionment	Description of Offsetting Funding
Sub-watershed Services	\$ 388,000	\$ (135,000)	\$ 253,000	Municipal Funding
Conservation Services	\$ 1,440,200	\$ (883,200)	\$ 557,000	Municipal, Provincial, Federal Funding
Water Quality	\$ 367,000	\$ (50,000)	\$ 317,000	Reserves
Watershed Sciences & Collaborative Planning *				
	TOTAL \$ 2,195,200	\$ (1,068,200)	\$ 1,127,000	
* Costs related to this activity integrated in the above listed programs and services.				

**GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS
BUDGET 2027**

APPENDIX G

	New Regulations Category	P&S Ref #	Budget 2026	Budget 2027
<u>REVENUE</u>				
<u>Municipal</u>				
Municipal Apportionment	Category 1	various	13,149,000	13,609,000
Memorandums of Understanding Apportionment	Category 2	various	1,089,000	1,127,000
Other	Category 2 & 3	various	960,000	935,000
Total Municipal			15,198,000	15,671,000
<u>Government Grants</u>				
MNRF Transfer Payments	Category 1	various	449,688	449,688
Source Protection Program-Provincial	Category 1	various	800,000	838,000
Other Provincial	Category 1	various	1,687,500	1,563,500
Other Provincial	Category 2	8	217,000	-
Other Provincial	Category 3	10	-	-
Federal	Category 1 & 2	various	118,200	83,200
Total Government Grants			3,272,388	2,934,388
<u>Self Generated</u>				
User Fees and Sales				
<i>Resource Planning</i>	Category 1	4	1,049,000	1,049,000
<i>Burford Operations & Planting Services</i>	Category 3	9	725,000	725,000
<i>Conservation Lands Income</i>	Category 3	14	71,000	71,000
<i>Timber Revenue</i>	Category 1	5	95,000	100,000
<i>Conservation Areas User Fees</i>	Category 3	14	12,000,000	12,600,000
<i>Environmental Education</i>	Category 3	11	610,000	610,000
Property Rentals	Category 3	12	3,208,000	3,283,000
Hydro Generation	Category 3	13	545,000	545,000
Grand River Conservation Foundation	Category 1,2,3	various	180,000	159,000
Investment Income	General Operating	7	2,050,000	2,050,000
Total Self-Generated Revenue			20,533,000	21,192,000
TOTAL REVENUE			39,003,388	39,797,388

**GRAND RIVER CONSERVATION AUTHORITY
STATEMENT OF OPERATIONS
BUDGET 2027**

APPENDIX G

	New Regulations Category	P&S Ref #	Budget 2026	Budget 2027
<u>EXPENSES</u>				
OPERATING				
Watershed Management	Category 1	1	915,700	1,486,400
Flood Forecasting and Warning	Category 1	2	1,243,600	1,539,600
Water Control Structures	Category 1	3	2,413,700	2,490,700
Resource Planning	Category 1	4	2,877,500	3,111,800
Conservation Lands Management	Category 1	5	3,000,200	2,390,500
Source Protection Program	Category 1	6	800,000	838,000
General Operating Expenses	General Operating	7	4,765,065	4,335,765
Watershed Services	Category 2	8	1,202,200	1,240,200
Burford Operations & Planting Services	Category 3	9	963,900	975,900
Conservation Services	Category 3	10	41,400	31,976
Environmental Education Program	Category 3	11	999,000	1,027,000
Property Rentals	Category 3	12	1,128,500	1,210,500
Hydro Production	Category 3	13	168,500	171,500
Conservation Areas	Category 3	14	11,198,600	11,828,600
Administrative Support	Category 3	15	1,239,523	1,314,523
Total Operating Expenses			32,957,388	33,992,964
MAJOR MAINTENANCE & EQUIPMENT				
Watershed Management	Category 1	1	60,000	60,000
Flood Forecasting and Warning	Category 1	2	1,138,000	290,000
Water Control Structures	Category 1	3	3,000,000	3,000,000
Environmental Education	Category 3	11	-	-
Conservation Areas	Category 3	13	2,000,000	2,000,000
Information Systems	General Operating	16	355,000	173,900
Motor Pool	General Operating	16	143,100	159,100
Total Major Maintenance & Equipment Expenses			6,696,100	5,683,000
SPECIAL PROJECTS				
Flood Forecasting and Warning	Category 1	2	475,000	76,000
Conservation Lands	Category 1	5	100,000	149,000
Watershed Services	Category 2	8	1,317,000	955,000
Conservation Services	Category 3	10	91,000	0
Environmental Education Program	Category 3	11	100,000	0
Total Special Projects Expenses			2,083,000	1,180,000
Total EXPENSES			41,736,488	40,855,964
Gross Surplus/(Defecit)			(2,733,100)	(1,058,576)
Prior Year Surplus Carryforward			500,000	100,000
Net Funding FROM/(TO) Reserves			2,233,100	958,576
NET SURPLUS			-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #1 - Watershed Management
 BUDGET 2027

APPENDIX G

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	750,000	1,244,000	494,000
Administration Expenses	126,600	142,600	16,000
Other Operating Expenses	39,100	99,800	60,700
Total OPERATING Expenditures	915,700	1,486,400	570,700
Instrumentation	60,000	60,000	-
Total CAPITAL Expenditures	60,000	60,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	975,700	1,546,400	570,700
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Municipal			
Municipal Apportionment	913,200	1,458,900	(545,700)
Government Grants			
Other Provincial	37,500	37,500	-
Funding From Reserves			
Gauges	25,000	50,000	(25,000)
TOTAL FUNDING	975,700	1,546,400	(570,700.00)
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #2 - Flood Forecasting and Warning
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	834,000	992,000	158,000
Administration Expenses	286,600	424,600	138,000
Other Operating Expenses	123,000	123,000	-
Total OPERATING Expenditures	1,243,600	1,539,600	296,000
Hardware	88,000	90,000	2,000
Stream Gauges	1,050,000	200,000	(850,000)
Total CAPITAL Expenditures	1,138,000	290,000	(848,000)
Floodplain Mapping Projects	475,000	76,000	(399,000)
Total SPECIAL PROJECT Expenditures	475,000	76,000	(399,000)
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,856,600	1,905,600	(951,000)
<u>Funding</u>			
Municipal			
Municipal Apportionment	1,244,262	1,295,262	(51,000)
Government Grants			
MNRF Transfer Payments	164,338	164,338	-
Other Provincial	200,000	76,000	124,000
Funding From Reserves			
Floodplain Mapping Projects & Gauges	75,000	25,000	50,000
Water Management Operating	-	245,000	(245,000)
Land Sale Proceeds Reserve	1,173,000	100,000	1,073,000
TOTAL REVENUE	2,856,600	1,905,600	951,000
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #3 - Water Control Structures
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	1,699,000	1,767,000	68,000
Administration Expenses	49,200	49,200	-
Insurance	145,000	154,000	9,000
Other Operating Expenses	520,500	520,500	-
Total OPERATING Expenditures	2,413,700	2,490,700	77,000
Total CAPITAL Expenditures	3,000,000	3,000,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	5,413,700	5,490,700	77,000
<u>Funding</u>			
			(INCR)/DECR
Municipal			
Municipal Apportionment	2,828,350	2,905,350	(77,000)
Government Grants			
MNRF Transfer Payments	285,350	285,350	-
Provincial	1,450,000	1,450,000	-
Funding From Reserves			
Water Control Structures/Water Mgmt Operating/Land Sale	850,000	850,000	-
TOTAL REVENUE AND FUNDING FROM RESERVES	5,413,700	5,490,700	(77,000)
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #4 - Planning & Regulations Services
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	2,417,000	2,694,000	277,000
Administration Expenses	305,800	361,800	56,000
Other Operating Expenses	154,700	56,000	(98,700)
Total OPERATING Expenditures	2,877,500	3,111,800	234,300
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,877,500	3,111,800	234,300
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Municipal			
Municipal Apportionment	1,828,500	2,008,800	(180,300)
Self Generated			
Solicitor Enquiry Fees	70,000	70,000	-
Permit Fees	415,000	415,000	-
Plan Review Fees	564,000	564,000	-
Funding from Reserves			
Planning Enforcement Reserve	-	54,000	(54,000)
TOTAL REVENUE	2,877,500	3,111,800	(234,300)
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #5 - Conservation Lands Management
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	1,907,000	1,334,000	(573,000)
Administration Expenses	177,400	181,400	4,000
Insurance	66,000	66,000	-
Other Operating Expenses	849,800	809,100	(40,700)
Total OPERATING Expenditures	3,000,200	2,390,500	(609,700)
Land Purchases/Land Sale Expenses	-	-	-
Apps Mills Trail Improvements	-	49,000	49,000
Ecological Restoration	100,000	100,000	-
Total SPECIAL PROJECT Expenditures	100,000	149,000	49,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	3,100,200	2,539,500	(560,700)
<u>Funding</u>			<u>(INCR)/DECR</u>
Municipal			
Municipal Apportionment	2,695,200	2,180,500	514,700
Forest Management	95,000	100,000	(5,000)
Donations - Foundation	110,000	159,000	(49,000)
Funding From Reserves			
Land Reserve (Demolitions/Land Sale Expenses)	100,000	100,000	-
Transition Reserve (Staffing)	100,000	-	100,000
TOTAL REVENUE	3,100,200	2,539,500	560,700
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #6 - Source Protection Program
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures</u>			
Compensation and Benefits	615,000	639,000	24,000
Administration Expenses	45,000	59,000	14,000
Other Operating Expenses	50,000	50,000	-
Water Budget - Technical Studies	90,000	90,000	-
TOTAL EXPENDITURES	800,000	838,000	38,000
<u>Funding</u>			
			(INCR)/DECR
Government Grants			
Provincial	800,000	838,000	(38,000)
TOTAL FUNDING	800,000	838,000	(38,000)
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #7 General Operating Expense
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	2,725,000	2,835,000	110,000
Administration Expenses	543,300	516,300	(27,000)
Insurance	268,300	242,300	(26,000)
Other Operating Expenses	1,298,465	812,165	(486,300)
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)	-
Total OPERATING Expenditures	4,765,065	4,335,765	(429,300)
Interest Income	1,900,000	1,900,000	-
Total FUNDING to RESERVES	1,900,000	1,900,000	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	6,665,065	6,235,765	(429,300)
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Municipal			
Municipal Apportionment (levy)	3,639,488	3,760,188	(120,700)
Self Generated			
Investment Income	2,050,000	2,050,000	-
Funding From Reserves			
Personnel	65,000	65,000	-
Building & Mechanical	150,000	-	150,000
TOTAL REVENUE	5,904,488	5,875,188	29,300
Net Surplus/(Deficit)	(760,577)	(360,577)	(400,000)

GRAND RIVER CONSERVATION AUTHORITY
P&S #8 - Watershed Services - CAT 2
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	887,000	925,000	38,000
Administration Expenses	131,200	131,200	-
Other Operating Expenses	184,000	184,000	-
Total OPERATING Expenditures	1,202,200	1,240,200	38,000
Total CAPITAL Expenditures			
RWQP Grants	800,000	800,000	-
Upper Grand Restoration	10,000	-	(10,000)
Waste Water Optimization Project	20,000	-	(20,000)
Species at Risk	70,000	70,000	-
Water Management Plan (WQ)	80,000	-	(80,000)
Great Lakes Renewal	35,000	-	(35,000)
Resilient Agriculture Landscape Program	167,000	-	(167,000)
Grand River Simulation Model	50,000	-	(50,000)
Upper Blair Subwatershed Study	85,000	85,000	-
Total SPECIAL PROJECT Expenditures	1,317,000	955,000	(362,000)
TOTAL EXPENDITURES AND FUNDING TO RESERVES	2,519,200	2,195,200	(324,000)
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Municipal			
Memorandums of Understanding Apportionment	1,089,000	1,127,000	(38,000)
Municipal Other	945,000	935,000	10,000
Government Grants			
Other Provincial	217,000	-	217,000
Federal	118,200	83,200	35,000
Funding From Reserves			
Water Management Plan	80,000	-	80,000
Gauge Reserve	50,000	50,000	-
Land Sale Proceeds Reserve	20,000	-	20,000
TOTAL REVENUE	2,519,200	2,195,200	324,000
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #9 Burford Tree Nursery & Planting Services
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	321,000	333,000	12,000
Administration Expenses	16,900	16,900	-
Other Operating Expenses	626,000	626,000	-
Total OPERATING Expenditures	963,900	975,900	12,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	963,900	975,900	12,000
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Self Generated			
Burford Nursery	475,000	475,000	-
Landowner Contributions (Tree Planting)	250,000	250,000	-
Donations - Foundation			-
TOTAL REVENUE	725,000	725,000	-
Net Surplus/(Deficit)	(238,900)	(250,900)	12,000

GRAND RIVER CONSERVATION AUTHORITY
P&S #10 - Conservation Services
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	12,200	12,200	-
Administration Expenses	26,200	16,776	(9,424)
Other Operating Expenses	3,000	3,000	-
Total OPERATING Expenditures	41,400	31,976	(9,424)
Total CAPITAL Expenditures			
Mill Creek Rangers Program	40,000	-	(40,000)
Waterloo Wellington Children's Water Festival	6,000	-	(6,000)
Brant/Brantford Water Festival	45,000	-	(45,000)
Total SPECIAL PROJECT Expenditures	91,000	-	(91,000)
TOTAL EXPENDITURES AND FUNDING TO RESERVES	132,400	31,976	(100,424)
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Municipal			
Municipal-Other	15,000	-	15,000
Self Generated			
Donations - Foundation	70,000	-	70,000
Funding from Reserves			
Cambridge Desiltation	2,000	576	1,424
Transition Reserve	6,000	-	6,000
TOTAL REVENUE	93,000	576	92,424
Net Surplus/(Deficit)	(39,400)	(31,400)	(8,000)

GRAND RIVER CONSERVATION AUTHORITY
P&S #11 - Environmental Education Program
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation & Benefits	706,000	734,000	28,000
Administration Expenses	74,000	74,000	-
Other Operating Expenses	219,000	219,000	-
Total OPERATING Expenditures	999,000	1,027,000	28,000
Major Repairs & Maintenance Projects	-	-	-
Total CAPITAL Expenditures	-	-	-
Guelph Lake Nature Centre	100,000	-	(100,000)
Total SPECIAL PROJECT Expenditures	100,000	-	(100,000)
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,099,000	1,027,000	(72,000)
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Self Generated			
Nature Centre Revenue - Schools	610,000	610,000	-
Funding from Reserves			
Transition Reserve	389,000	417,000	(28,000)
Land Sale Proceeds Reserve (GLNC)	100,000	-	100,000
TOTAL REVENUE	1,099,000	1,027,000	72,000
Net Surplus/(Deficit)	-	-	-

GRAND RIVER CONSERVATION AUTHORITY
P&S #12 - Property Rentals
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	497,000	537,000	40,000
Administration Expenses	36,800	38,800	2,000
Other Operating Expenses	594,700	634,700	40,000
Total OPERATING Expenditures	1,128,500	1,210,500	82,000
Property Rentals	50,000	53,000	3,000
Land Sale Proceeds	-	-	-
Total FUNDING to RESERVES	50,000	53,000	3,000
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,178,500	1,263,500	85,000
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Self Generated			
Belwood	1,110,000	1,133,000	(23,000)
Conestogo	1,329,000	1,357,000	(28,000)
Agricultural	280,000	296,000	(16,000)
Residential	86,000	86,000	-
Miscellaneous	403,000	411,000	(8,000)
Funding FROM Reserves			
Cottage Lot Operations	-	122,000	(122,000)
Property Rental Reserve	-	-	-
TOTAL REVENUE	3,208,000	3,405,000	(197,000)
Net Surplus/(Deficit)	2,029,500	2,141,500	(112,000)

GRAND RIVER CONSERVATION AUTHORITY
P&S #13 - Hydro Production
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	73,000	76,000	3,000
Other Operating Expenses	95,500	95,500	-
Total OPERATING Expenditures	168,500	171,500	3,000
General Capital	-	-	-
Total FUNDING to RESERVES	-	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	168,500	171,500	3,000
<u>Revenue</u>			
			<u>(INCR)/DECR</u>
Self Generated			
Hydro Production-Belwood	285,000	285,000	-
Hydro Production-Conestogo	205,000	205,000	-
Hydro Production-Guelph	40,000	40,000	-
Hydro Production-Elora	15,000	15,000	-
TOTAL REVENUE	545,000	545,000	-
Net Surplus/(Deficit)	376,500	373,500	3,000

GRAND RIVER CONSERVATION AUTHORITY
P&S #14 - Conservation Areas
 BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	6,423,000	6,772,000	349,000
Administration Expenses	303,800	345,600	41,800
Other Operating Expenses	4,471,800	4,711,000	239,200
Total OPERATING Expenditures	11,198,600	11,828,600	630,000
Total CAPITAL Expenditures	2,000,000	2,000,000	-
Conservation Area Reserve	-	-	-
Total FUNDING to RESERVES	-	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	13,198,600	13,828,600	630,000
<u>Funding</u>			
			<u>(INCR)/DECR</u>
Self Generated			
Brant	1,370,000	1,470,000	(100,000)
Byng Island	1,110,000	1,160,000	(50,000)
Belwood Lake	375,000	385,000	(10,000)
Conestogo Lake	600,000	600,000	-
Elora Gorge	2,650,000	2,840,000	(190,000)
Elora Quarry	450,000	470,000	(20,000)
Guelph Lake	1,750,000	1,820,000	(70,000)
Laurel Creek	700,000	730,000	(30,000)
Pinehurst Lake	975,000	1,015,000	(40,000)
Rockwood	1,475,000	1,535,000	(60,000)
Shade's Mills	545,000	575,000	(30,000)
Total Fee Revenue	12,000,000	12,600,000	(600,000)
Donations-Foundation	-	-	-
Other Areas Income	-	-	-
Miscellaneous Income	71,000	71,000	-
Funding From Reserves			
Conservation Areas - Capital Projects	500,000	500,000	-
TOTAL REVENUE	12,571,000	13,171,000	(600,000)
Net Surplus/(Deficit)	(627,600)	(657,600)	30,000

GRAND RIVER CONSERVATION AUTHORITY

P&S #15 - Administrative Support - CATEGORY 3

BUDGET 2027

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures and Funding to Reserves</u>			
Compensation and Benefits	691,000	742,000	51,000
Administration Expenses	145,800	176,800	31,000
Insurance	190,000	183,000	(7,000)
Other Operating Expenses	212,723	212,723	-
Total OPERATING Expenditures	1,239,523	1,314,523	75,000
Stabilization Reserve-Category 3	-	-	-
Total FUNDING to RESERVES	-	-	-
TOTAL EXPENDITURES AND FUNDING TO RESERVES	1,239,523	1,314,523	75,000
<u>Funding</u>			
Self Generated			
Miscellaneous	-	-	-
TOTAL REVENUE	-	-	-
Net Surplus/(Deficit)	(1,239,523)	(1,314,523)	75,000

GRAND RIVER CONSERVATION AUTHORITY
ntary Information - Information Systems and Motor Pool
BUDGET 2027

INCR/(DECR)

	Budget 2026	Budget 2027	Budget Change
<u>Expenditures</u>			
Information Management			
Compensation and Benefits	1,464,000	1,642,000	178,000
Administrative Expenses	36,900	36,900	-
Software and Hardware Maintenance	187,500	230,000	42,500
Supplies and Services	54,000	54,000	-
Total OPERATING Expenditures	1,742,400	1,962,900	220,500
Capital Expenses	400,000	300,000	(100,000)
LESS Internal Charges	(1,787,400)	(2,089,000)	(301,600)
NET Unallocated Expenses	355,000	173,900	(181,100)
Motor Pool			
Compensation and Benefits	346,000	360,000	14,000
Administrative Expenses	27,600	29,600	2,000
Insurance	64,500	64,500	-
Motor Pool Building and Grounds Maintenance	10,000	10,000	-
Equipment, Repairs and Supplies	336,000	336,000	-
Fuel	284,000	284,000	-
Total OPERATING Expenditures	1,068,100	1,084,100	16,000
Capital Expenses	675,000	675,000	-
LESS Internal Charges	(1,600,000)	(1,600,000)	-
NET Unallocated Expenses	143,100	159,100	16,000
TOTAL EXPENDITURES	498,100	333,000	(165,100)
<u>Funding</u>			
Funding From Reserves			
Land Sale Proceeds	100,000	-	(100,000)
Building and Mechanical Equipment Reserve	-	-	-
TOTAL REVENUE	100,000	-	100,000
Gross Surplus (Deficit)	(398,100)	(333,000)	65,100
Funding From Reserves	3,785,500	4,022,000	236,500
Funding to Reserves	(3,387,400)	(3,689,000)	(301,600)
Net Surplus/(Deficit)	-	-	-



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

**Corporation of the Township of Melancthon
Memorandum**

TO: Mayor White and Members of Council

FROM: Kaitlin Dinnick – Deputy Clerk/Planning Coordinator

SUBJECT: Fees and Charges By-law

DATE: September 17th, 2026

Recommendation

THAT Council receive the Report of Kaitlin Dinnick, Deputy Clerk/ Planning Coordinator dated September 17th, 2026, entitled Fees and Charges By-law;

AND THAT Council adopt the proposed Fees and Charges By-law.

Background/Executive Summary

The purpose of this report is to provide Council with an overview of the Township's proposed consolidated Fees and Charges By-law, which establishes a comprehensive and updated schedule of fees for municipal services, permits, licenses, planning applications, building services, and public works applications.

Options/Analysis

The proposed By-law modernizes the Township's fee structure while improving administrative consistency. In addition to consolidating existing fees, the By-law establishes standardized provisions regarding payment requirements, deposits, exemptions, cost recovery, and the collection of unpaid fees.

The By-law introduces several administrative provisions that will apply across all municipal service areas, including:

- requiring fees to be paid prior to services being provided, unless otherwise authorized;
- establishing clear requirements for non-refundable application fees and deposits;
- permitting planning application deposits to be applied toward the Township's actual review costs, including legal and consultant expenses;
- confirming that unpaid fees constitute a debt owing to the Township and may be added to the tax roll where permitted by legislation;

The proposed Fees and Charges By-law represents a significant administrative improvement by consolidating multiple fee by-laws into a single, comprehensive document. It modernizes the Township's fee structure, strengthens cost recovery provisions, improves clarity for residents and applicants, and provides staff with a consistent framework for administering municipal fees and charges.

Adoption of the By-law will repeal the existing fee By-laws while establishing a clear, organized, and legally supported fee schedule for municipal services moving forward.

Financial Impact

There will be no financial implications in approving the Fees and Charges By-law.

Respectfully Submitted:

A handwritten signature in black ink, appearing to read 'Kaitlin', with a stylized flourish at the end.

Kaitlin Dinnick, Deputy Clerk/Planning Coordinator

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. -2026

Being a By-law to Establish Fees and Charges for Services Provided by the Corporation of the Township of Melancthon and to Repeal By-law 15-2023, as amended, By-law 35-2013, as amended, and By-law 60-2015, as amended.

WHEREAS Section 391 of the Municipal Act, 2001, S.O. 2001, c.25, as amended, authorizes a municipality to impose fees or charges on persons for services or activities provided or done by or on behalf of it, for costs payable for services or activities, and for the use of property including property under its control;

AND WHEREAS Section 398 of the Municipal Act, 2001 authorizes a municipality to add fees and charges imposed under Section 391 to the tax roll and collect them in the same manner as municipal taxes;

AND WHEREAS Section 69(1) of the Planning Act, R.S.O. 1990, c.P.13, as amended, provides that the Council of a municipality may by by-law prescribe a tariff of fees for the processing of applications made in respect of planning matters;

AND WHEREAS Section 7(1) of the Building Code Act, 1992, S.O. 1992, c.23, as amended, provides that Council may pass by-laws requiring the payment of fees on applications for and on the issuance of permits, and prescribing the amount of such fees;

AND WHEREAS the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56 and its regulations authorize the charging of prescribed fees for access to records and related services;

AND WHEREAS the Tile Drainage Act, R.S.O. 1990, c. T.8 and its regulations establish requirements respecting applications for tile drainage loans, inspections and related municipal administration;

AND WHEREAS sections 10, 11, 103 and 151 of the Municipal Act, 2001, as applicable, authorize a municipality to regulate animals and to provide for a system of licences, permits, approvals and registrations, including the imposition of conditions and the payment of licence and other fees;

AND WHEREAS the Council of the Corporation of the Township of Melancthon deems it expedient to pass such a By-law to implement and consolidate various municipal fees and service charges;

NOW THEREFORE the Council of the Corporation of the Township of Melancthon hereby enacts as follows:

1. Title

1.1 This By-law may be cited as the 'Fees and Charges By-law'.

2. Schedules

2.1 The Schedules attached to and forming part of this By-law set out the fees and charges imposed for services provided by the Township.

2.2 The following Schedules form part of this By-law:

Schedule	Service Area
A	Administration
B	Building and Zoning
C	Licenses & Permits
D	Municipal Law Enforcement
E	Planning & Development
F	Public Works Applications

3. Payment of Fees

3.1 Unless otherwise provided in this By-law, an applicable schedule, another by-law, a written agreement or applicable legislation, every fee or charge is due and payable before the Township provides the service, performs the activity, issues the licence, permit or approval, releases the document or information, or permits the use of municipal property to which the fee or charge relates.

3.2 Where a schedule requires both a non-refundable fee and a deposit, the Township is not required to process the application or perform further work unless both amounts have been paid in the required amounts and form, subject to any written agreement or applicable legislation.

3.3 Where Schedule “E” requires a deposit in respect of a planning application, the deposit shall be paid to the Township in the amount and form required by the Township and may be applied by the Township to its actual costs of receiving, processing, circulating, reviewing, considering and administering the application, including staff, legal and consultant costs.

3.4 Without limiting subsection 3.3, the deposit is not a limit on the applicant’s liability. If the deposit is insufficient, the applicant shall pay any additional amount or top-up required by the Township on request, and the Township may pause processing or review of the application until that amount is paid.

3.5 If any portion of the deposit remains after the Township has deducted its actual costs in relation to the application, the Township may refund the surplus to the applicant without interest.

3.6 All amounts owing under this section are recoverable under this By-law and applicable legislation and remain a debt owing to the Township.

3.7 A person is exempt from payment of a fee or charge only where:

- (a) the exemption is required by applicable legislation;
- (b) the exemption is expressly set out in this By-law or the applicable schedule;
- (c) Council has approved the exemption by resolution or by by-law;
- (d) a written agreement binding on the Township provides for the exemption; or
- (e) the fee relates to a Township-initiated service or activity for which the relevant department head and the Treasurer have approved an internal exemption.

3.8 No exemption arises solely because the applicant is another public body, a charitable or non-profit organization, or a person acting for a community purpose, unless an exemption has been authorized under subsection 3.3.

3.9 Council may, by resolution, waive or reduce a fee or charge in a specific case, or authorize the payment of a fee or charge by instalments or defer its due date, where Council determines that doing so is authorized by law and is in the public interest.

4. Harmonized Sales Tax (HST)

4.1 Fees and charges imposed under this By-law shall be subject to Harmonized Sales Tax (HST), where applicable.

5. Methods of Payment

5.1 Fees shall be payable by cash, debit, cheque, certified cheque, online banking, or such other method approved by the Treasurer.

6. Returned Payments (NSF)

6.1 Returned payments shall be subject to the NSF Fee set out in Schedule 'A' and shall form part of the amount owing.

7. Debt and Tax Roll Recovery

7.1 All fees and charges imposed under this By-law shall constitute a debt owing to the Township.

7.2 Where unpaid, such fees shall, where permitted by legislation, be added to the tax roll for any property owned by the person upon whom the fee is imposed and shall be collected in the same manner as municipal taxes.

8. Enforcement Cost Recovery

8.1 Where the Township performs work or incurs costs as a result of a person's failure to comply with any Township by-law, order or requirement, the person shall be responsible for all actual costs incurred including staff time, equipment, materials, contractor charges, disposal fees, engineering services, environmental consulting, surveying services, appraisal or valuation services, legal fees, registration fees, and collection costs.

8.2 Such costs shall constitute a debt owing to the Township and shall, where permitted by legislation, be added to the tax roll and collected in the same manner as municipal taxes.

9. Conflict

9.1 If a provision of this By-law conflicts with an applicable Act, regulation or other law of Canada or Ontario, the Act, regulation or other law prevails to the extent of the conflict.

9.2 If legislation prescribes, limits or otherwise governs a fee or charge, the fee or charge shall be administered in accordance with that legislation despite any different provision of this By-law.

9.3 If any provision of this By-law is declared invalid or unenforceable by a court or tribunal of competent jurisdiction, that provision shall be severed and the remaining provisions shall continue in force.

10. Transition

10.1 Subject to subsections 10.2 to 10.6, an application that was complete and received by the Township, together with all fees required at the time of submission, before this By-law came into force shall be processed under the fee provisions in effect on the date the complete application and required fees were received.

10.2 An application that was incomplete, or for which the fees required at the time of submission were not paid in full, before this By-law came into force is subject to the

fees and charges in effect when the application and all required supporting materials are determined by the Township to be complete.

10.3 Despite subsection 10.1, a fee or charge for a service, activity, inspection, review, renewal, extension, amendment or other work performed on or after the date this By-law comes into force is payable at the rate in effect when the service, activity or work is performed, unless:

- (a) applicable legislation requires otherwise; or
- (b) a written agreement with the Township provides otherwise.

10.4 A fee, charge, deposit, interest amount or other amount that became due before this By-law came into force remains due and payable and may be collected as though the by-law under which it was imposed had remained in force.

10.5 The repeal or replacement of a former fees and charges by-law does not:

- (a) affect any right, obligation, liability, penalty or amount accrued under the former by-law;
- (b) affect any investigation, proceeding, remedy or collection measure commenced or available under the former by-law; or
- (c) prevent the Township from commencing or continuing any proceeding or collection measure in respect of a matter arising before the repeal.

10.6 No person shall be required to pay the same fee twice solely because this By-law repeals or replaces a former fees and charges by-law.

11. Repeal

11.1 By-law 15-2023, as amended; By-law 35-2013, as amended; and By-law 60-2015, as amended; are hereby repealed.

12. Effective Date

12.1 This By-law shall come into force and effect upon the date of its final passing.

By-law read a first and second time this 17th day of September, 2026.

By-law read a third time and passed this 17th day of September, 2026.

MAYOR

CLERK

TOWNSHIP OF MELANCTHON 2026 User Fee By-law

Effective Date: MM-DD-YYYY

SCHEDULE A

ADMINISTRATION

	2026 Fee (Excl. Taxes)	HST	Total Fee
Additional Green Bins	\$15.00	Exempt	\$15.00
Additional Kitchen Catcher	\$5.00	Exempt	\$5.00
Garbage Bag Tags	\$2.00	Exempt	\$2.00
Fire Permits	\$15.00	Exempt	\$15.00
Duplicate Tax Bill	\$10.00	Exempt	\$10.00
Tax Statement	\$10.00	Exempt	\$10.00
Faxes (per sheet)	\$3.00	Exempt	\$3.00
FOI Requests	\$5.00	Exempt	\$5.00
Lapel Pins	\$4.00	Exempt	\$4.00
NSF/Returned Cheques	\$35.00	Exempt	\$35.00
Photocopies - large colour (per sheet)	\$1.00	Exempt	\$1.00
Photocopies (per sheet)	\$0.30	Exempt	\$0.30
Tax Certificate	\$40.00	Exempt	\$40.00
Reminder/Overdue Tax Notices	\$2.00 per roll number	Exempt	\$2.00 per roll number
Search of Records	\$15.00 per ¼ hour	Exempt	\$15.00 per ¼ hour
Tax Registration Funds Return Fee	\$100.00	Exempt	\$100.00
Extension Agreement Administration Fee	\$250.00	Exempt	\$250.00
Accounts Receivables Transferred to Taxes after 90 Days	\$20.00	Exempt	\$20.00

SCHEDULE B

BUILDING AND ZONING

	2026 Fee (Excl. Taxes)	HST	Total Fee
Application to Permit (Building Permit)			
Structures - 1,000 square feet or greater	\$100.00	Exempt	\$100.00
Structures – 999 square feet or less	\$50.00	Exempt	\$50.00
Notice of Change Application	\$50.00	Exempt	\$50.00
Zoning Compliance Letter	\$100.00	Exempt	\$100.00
Tile Drainage Loan Payout Administration Fee	\$500.00	Exempt	\$500.00

SCHEDULE C

LICENCES & PERMITS

	2026 Fee (Excl. Taxes)	HST	Total Fee
Salvage Yard License	\$500.00	Exempt	\$500.00
Salvage Yard License (renewal)	\$250.00	Exempt	\$250.00
Lottery License (Raffle)	\$20.00	Exempt	\$20.00
Nevada Licenses	3% of prize value of each box	Exempt	3% of prize value of each box
Special Event Permit App. Fee (<1,000 people)	\$100.00 + \$50.00 Admin Fee	Exempt	\$100.00 + \$50.00 Admin Fee
Special Event Permit App. Fee (>1,000 people)	\$200.00 + \$50.00 Admin Fee	Exempt	\$200.00 + \$50.00 Admin Fee
Fire Permit (per year)	\$15.00	Exempt	\$15.00
Kennel Owner (per year)	\$150.00	Exempt	\$150.00
Annual Kennel Inspection Fee	\$150.00	Exempt	\$150.00
Hunting Dog Kennel License (per year)	\$50.00	Exempt	\$50.00
Dog Tag Fee	\$20.00	Exempt	\$20.00

	2026 Fee (Excl. Taxes)	HST	Total Fee
Dog Tag Fee (2 nd Dog)	\$25.00	Exempt	\$25.00
Dog Tag Fee (3 rd Dog)	\$60.00	Exempt	\$60.00
Service Dog Registration	Free	Exempt	Free
Unpaid Dog Tags Rolled to Taxes Fee	\$5.00	Exempt	\$5.00
Replacement Dog Tag	\$5.00	Exempt	\$5.00
Permit and Licence Fees – Non-Compliance	Where a permit or licence is required under any Municipal By-law and an activity is commenced, undertaken, or continued without first obtaining the required permit or licence, the applicable fee set out in this Schedule shall be charged at two (2) times the prescribed rate.		

SCHEDULE D

MUNICIPAL LAW ENFORCEMENT

	2026 Fee (Excl. Taxes)	HST	Total Fee
Fee for Serving Document/Letters Issued	\$125.00	Exempt	\$125.00
Reinspection fee for By-law Officer	\$150.00	Exempt	\$150.00
Completion of work contained in an order, Notice to Comply, etc. and administration fee	Cost Recovery + 15% admin fee	Yes	Fee + HST
Where an Owner fails to comply with an Order issued under a Township By-law, a Compliance Administration Fee	\$2,000.00	Exempt	\$2,000.00
Property Standards Appeal Fee	\$300.00	Exempt	\$300.00
Business Licensing Appeal Fee	\$300.00	Exempt	\$300.00
Registration of Property Standards Order on Title	\$200.00	Exempt	\$200.00
Removal of Property Standards Order on Title	\$200.00	Exempt	\$200.00

SCHEDULE E

PLANNING & DEVELOPMENT

	Application Fee	Application Deposit	HST	Total
Township OPA – Minor	\$3,000.00	\$5,000.00	Exempt	\$8,000.00
Township OPA – Major	\$5,000.00	\$10,000.00	Exempt	\$15,000.00
Zoning By-law Amendment – Minor	\$2,000.00	\$3,000.00	Exempt	\$5,000.00
Zoning By-law Amendment – Major	\$5,000.00	\$5,000.00	Exempt	\$10,000.00
Zoning By-law Amendment to Implement Consent Condition	\$1,000.00	\$2,000.00	Exempt	\$3,000.00
Zoning By-law Amendment to Remove Hold Condition	\$1,000.00	\$2,000.00	Exempt	\$3,000.00
Site Plan Application – Residential	\$2,500.00	\$5,000.00	Exempt	\$7,500.00
Site Plan Application – Commercial / Industrial / Institutional	\$5,000.00	\$10,000.00	Exempt	\$15,000.00
Draft Plan of Condominium	\$10,000.00	\$20,000.00	Exempt	\$30,000.00
Draft Plan of Subdivision	\$10,000.00	\$20,000.00	Exempt	\$30,000.00

	Application Fee	Application Deposit	HST	Total
Administration Charge per Subdivision Lot / Condominium Unit	\$500.00	N/A	Exempt	\$500.00
Subdivision Agreement	\$5,000.00	\$10,000.00	Exempt	\$15,000.00
Condominium Agreement	\$5,000.00	\$10,000.00	Exempt	\$15,000.00
Development Agreement	\$5,000.00	\$10,000.00	Exempt	\$15,000.00
Changes to Applications Requiring Re-Circulation	\$500.00	N/A	Exempt	\$500.00
All Other Planning Act Applications	\$1,000.00	\$1,000.00	Exempt	\$2,000.00
Consent Application	\$2,000.00	\$3,000.00	Exempt	\$5,000.00
Minor Variance	\$2,000.00	\$3,000.00	Exempt	\$5,000.00
Change of Use Application – On Farm Business	\$1,000.00	\$1,000.00	Exempt	\$2,000.00
Title Validation Application	\$1,000.00	\$1,000.00	Exempt	\$2,000.00
Planning Compliance Letter (Zoning Request)	\$100.00	N/A	Exempt	\$100.00
Preparation of Consent Agreement	\$500.00	\$1,000.00	Exempt	\$1,500.00
Development Pre-Application Consultation – Minor	\$1,000.00	\$1,000.00	Exempt	\$2,000.00
Development Pre-Application Consultation – Major	\$2,000.00	\$2,000.00	Exempt	\$4,000.00

SCHEDULE F

PUBLIC WORKS APPLICATIONS

	2026 Fee (Excl. Taxes)	HST	Total Fee
Entrance Permit	\$500.00 (\$200.00 refunded if entrance properly installed)	Exempt	\$500.00
Wide Load Permit	\$40.00/load or \$200.00/truck/year	Exempt	\$40.00/load or \$200.00/truck/year
Road Occupancy Permit	\$500.00	Exempt	\$500.00
Site Alteration Permit	\$100.00 for Residential 90 day permit \$500.00 for all other properties 90 day permit \$100.00 extra for 180 day permit	Exempt	\$100.00 for Residential 90 day permit \$500.00 for all other properties 90 day permit \$100.00 extra for 180 day permit
Road Crossing	\$3,000.00 (\$2,000.00 refunded if properly installed)	Exempt	\$3,000.00



Report to Council

To: Mayor White and Members of Council

From: Denise B. Holmes, AMCT, CAO/Clerk

Meeting Date: September 17, 2026

Subject: Joint Compliance Audit Committee

Recommendation

That Council receive the Report of Denise Holmes, CAO/Clerk regarding a Joint Compliance Audit Committee;

And that Council approve the establishment of a Joint Compliance Audit Committee for the 2026-2030 term and delegate authority to the Clerk to appoint members in accordance with the approved Terms of Reference;

And further that Council introduce and give the necessary readings to a By-law to establish a Joint Compliance Audit Committee, that it be signed by the Mayor and Clerk, sealed and engrossed in the By-law Book.

Background and Discussion

The *Municipal Elections Act, 1996* (the Act) requires every municipality to appoint a Compliance Audit Committee prior to October 1st in an election year.

The mandate of a Compliance Audit Committee is to:

- consider any request for a compliance audit and determine whether the request should be granted or rejected;
- if the request is granted, appoint an auditor;
- review the auditor's report and determine whether legal action should be taken; and
- if the auditor's report indicates there were no apparent contraventions and if there appears there were no reasonable grounds for the application, advise

Council. (Council would then decide whether to recover the auditor's costs from the applicant.)

The Act stipulates that, "The Committee shall be composed of not fewer than three and not more than seven members and shall not include:

- employees or officers of the Municipality or Local Board;
- members of the Council or Local Board ;
- any persons who are Candidates in the Election for which the Committee is established; or
- any persons who are registered third parties in the municipality in the election for which the Committee is established."

Historically, the municipalities within Dufferin County have participated in a Joint Compliance Audit Committee (JCAC). The shared Committee approach allows participating municipalities to access a pool of qualified individuals with expertise in municipal election campaign finance while minimizing administrative and financial impacts on individual municipalities.

The Terms of Reference for the 2026-2030 Joint Compliance Audit Committee (attached to this Report) provide for a Committee consisting of no fewer than three and no more than five members. Committee members will be selected through a joint recruitment process coordinated by the participating Municipal Clerks. Applicants will be evaluated based on their knowledge of municipal election campaign finance rules, analytical and decision-making abilities, committee experience, availability, and communication skills.

To avoid potential conflicts of interest, all appointed members will be required to agree in writing that they will not work for or provide advice to any candidate running for municipal office within the participating municipalities. Applicants with accounting or auditing backgrounds will also be required to agree that they will not offer professional services to municipal election candidates.

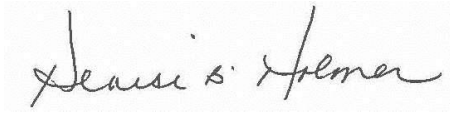
The term of the Committee will be from November 15, 2026 to November 14, 2030. Should a compliance audit request be submitted during the term of Council, including during any by election, the Committee will be available to fulfill its statutory responsibilities.

The Terms of Reference provide for remuneration of \$200.00 per meeting per member should a compliance audit request be received. Each municipality is responsible for expenses related to a compliance audit within its jurisdiction, including the cost of any auditor retained by the Committee.

To facilitate the timely establishment of the Committee and avoid the need for appointments to be brought forward to each participating Council, staff are recommending that Council delegate authority to the Clerk to approve the appointments

resulting from the joint recruitment process, provided the appointments are consistent with the approved Terms of Reference and the requirements of the Municipal Elections Act.

Respectfully Submitted:

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

Denise B. Holmes, AMCT, CAO/Clerk

Dufferin County Joint Compliance Audit Committee

Terms of Reference 2026-2030

1. Establishment

The Joint Compliance Audit Committee is established by the Towns of Grand Valley, Mono, Orangeville and Shelburne and Townships of Amaranth, East Garafraxa, Melancthon, and Mulmur (collectively the "participating municipalities"), pursuant to the requirements of section 88.37 of the Municipal Elections Act, 1996, S.O. 1996, c.32, as amended, ("the *"Municipal Elections Act"*).

2. Mandate

The powers and functions of the Committee are set out in Section 88.33 to 88.36 of the *Municipal Elections Act*. The powers and functions are generally described as:

- Within 30 days of receipt of an application requesting a compliance audit, the Committee shall consider the compliance audit application and decide whether it should be granted or rejected;
- If the application is granted, the Committee shall appoint an auditor to conduct a compliance audit of the candidate's election campaign finances;
- The Committee will review the auditor's report within 30 days of receipt and decide whether legal proceedings should be commenced;
- If the auditor's report indicates that there were no apparent contraventions and if there appears there were no reasonable grounds for the application, the Committee shall advise Council accordingly; and
- Within 30 days after receipt of a report from any participating municipality's Clerk of any apparent over-contributions to candidates or third-parties ("report of the Clerk"), the Committee shall consider the Clerk's report and decide whether legal proceedings should be commenced.

3. Composition

Collectively a total roster of no fewer than three (3) and up to five (5) members shall be appointed by the participating municipalities and the members shall not include:

- (a) employees or officers of the participating municipalities or local boards;
- (b) members of council or local boards;
- (c) any persons who are candidates in the election for which the committee is established; or
- (d) any persons who are registered third party advertisers in the participating municipality in the election for which the committee is established.

All Committee members must agree in writing that they will not work for or provide advice to any candidate running for municipal office within the participating municipalities.

To avoid any potential conflict of interest, applicants with accounting or auditing backgrounds must agree in writing that they will not offer their services to any municipal election candidates.

4. Term

The term of the Committee is the same as the terms of office of the council that takes office following the next regular election.

5. Chair

The Committee at its first meeting shall select one of its members to act as Chair.

6. Meetings

When a compliance audit request is received, the Clerk of the participating municipality shall contact the Dufferin County Clerk immediately. The Dufferin County Clerk shall, within 10 days, contact the Committee members to arrange for a meeting for the purpose of considering the compliance audit request or report of the Clerk. The attendance of a majority of members is necessary to form quorum.

Meetings of the Committee shall be conducted in accordance with the open meeting requirements of the *Municipal Act, 2001*. Meetings of the Committee shall be open to the public, but the Committee may deliberate in private.

7. Remuneration

\$200 per meeting per member.

8. Staff Support and Funding

Dufferin County staff, along with the staff from the applicable participating municipality shall provide administrative support to the Committee. The participating municipality requiring the services of the Committee shall be responsible for all associated expenses.

9. Records

The records of the Committee meetings shall be retained and preserved by the participating municipality requesting the service of the Committee in accordance with the municipality's Records Retention by-law.

10. Membership Selection

All applicants will be required to submit an application outlining their qualifications and experience. Committee membership will be drawn from the following groups:

- accounting and audit – accountants or auditors, preferably with experience in preparing or auditing the financial statements of municipal candidates;
- academic – college or university professors with expertise in political science or local government administration;
- legal; and
- other individuals with knowledge of the campaign financing provisions of the Act.

The Clerk, or designate, from each participating municipality will serve on the Selection Committee. The Selection Committee shall meet to review all applications.

The Selection Committee will recommend members to each participating municipality for its approval, based on the following criteria:

- a) demonstrated knowledge and understanding of municipal election campaign finance rules.
- b) proven analytical and decision-making skills.
- c) experience working on committees, boards, task forces or similar working groups.
- d) availability and willingness to attend meetings in any of the member municipalities.
- e) excellent oral and written communication skills.

11. Selection of an Auditor

The Clerks from each participating municipality will compile a joint list of municipal auditors that are willing and able to provide auditor services to the Committee. The Committee will appoint an auditor from the joint list, excluding the municipal auditor for the responding municipality. If all auditors from the joint list declare a conflict, the Committee may engage an auditor from outside of the list. The auditor will be appointed by resolution of the Committee. The engagement letter will indicate that the auditor has been engaged by the Committee and will be prepared and executed by the Clerk, or other officer of the municipality as may be designated, on behalf of the participating municipality.

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON
BY-LAW NUMBER ____-2026
A BY-LAW TO AUTHORIZE A JOINT COMPLIANCE AUDIT COMMITTEE

WHEREAS Section 88.37(1) of the *Municipal Elections Act, 1996, S.O. 1996, c. 32, Sched.*, as amended, ("the Act") requires that every municipality must establish a Compliance Audit Committee prior to October 1 of an election year;

AND WHEREAS the Dufferin County municipalities being the Towns of Grand Valley, Mono, Orangeville and Shelburne and the Townships of Amaranth, East Garafraxa, Melancthon and Mulmur desire to establish a Joint Compliance Audit Committee;

AND WHEREAS Section 88.37(2) of the Act states that the Compliance Audit Committee shall be composed of not fewer than three and not more than seven members and shall not include,

- a) employees or officers of the municipality or local board;
- b) members of the council or local board;
- c) any persons who are candidates in the election for which the committee is established; or
- d) any persons who are registered third parties in the municipality in the election for which the committee is established;

AND WHEREAS a person who has such qualifications and satisfies such eligibility requirements as may be prescribed is eligible for appointment to the Committee;

AND WHEREAS Section 88.37(6) of the Act provides that the Clerk of the municipality shall establish administrative practices and procedures for the committee and shall carry out any other duties required under the Act to implement the Committee's decisions.

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

1. THAT Council hereby establishes a Joint Compliance Audit Committee with the Towns of Grand Valley, Mono, Orangeville and Shelburne and the Townships of Amaranth, East Garafraxa, Melancthon and Mulmur for the 2026-2030 term of Council.
2. THAT the Joint Compliance Audit Committee Terms of Reference attached hereto as Schedule "A" and forming part of this By-law are hereby adopted.
3. THAT the Clerk be authorized to participate in a joint recruitment process with the participating municipalities and be delegated the authority to appoint three (3) to five (5) qualified individuals to serve on the Joint Compliance Audit Committee for the 2026-2030 term of Council in accordance with:
 - a) *the Municipal Elections Act, 1996*;
 - b) the approved Terms of Reference; and
 - c) the eligibility requirements established by the participating municipalities.
4. THAT the Clerk be authorized to execute any documents necessary to implement the Joint Compliance Audit Committee and administer the Committee in accordance with the *Municipal Elections Act, 1996*.
5. THAT this By-law shall come into force and effect on the date of its final passing.

BY-LAW READ A FIRST AND SECOND TIME THIS 17TH DAY OF SEPTEMBER, 2026.
BY-LAW READ A THIRD TIME AND PASSED THIS 17TH DAY OF SEPTEMBER, 2026.

MAYOR

CLERK

Denise Holmes

From: Grant C. Horan <ghoran@stradagrp.com>
Sent: Monday, August 31, 2026 10:28 AM
To: Denise Holmes
Cc: Kaitlin Dinnick
Subject: Strada Aggregates: Municipality Amphibian Peer Review
Attachments: NRSI_764P_Melancthon Pit_Peer Review Response Letter_2026_08_28.pdf

Good morning Densie, hope all is well.

Please find attached a response from our consulting folks in regards to the review prepared by North-South Environmental (NSE).

Please let me know if you have any questions or require additional information.

Take care grant



Grant C. Horan

Controller

-  905-738-2200 ext. 3336
-  416-805-3076
-  ghoran@stradagrp.com
-  30 Floral Parkway, Concord, ON, L4K 4R1



August 28, 2026

Project #764P

Grant C. Horan
Controller
Strada Aggregates Inc.
30 Floral Parkway
Concord, Ontario L4K 4R1

Dear Mr. Horan,

**Re: Melancthon Pit #2 and Bonnefield Property 2025 Amphibian Monitoring Report
Response to Township of Melancthon Ecological Peer Review Comments**

Natural Resource Solutions Inc. (NRSI) has reviewed the ecological peer review letter prepared by North-South Environmental (NSE), dated July 8, 2026, on behalf of the Township of Melancthon. The letter was prepared based on NSE's review of NRSI's Summary of 2025 Biological Survey Results report, which represented a component of the broader Integrated Monitoring Plan for Melancthon Pit #2 and the Bonnefield Property Pit. The peer review of the 2025 biological monitoring report was undertaken in response to Township Council's review of the report, and the following specific concerns that were raised:

- 1a) There are measurable declines in amphibian species richness and abundance at several monitoring stations. Even if the declines are reported as slight, this is a concern.*
- 1b) The existing pit operations cannot be ruled out from being considered in the changes to the amphibian and wetland habitat data.*
- 2) Western Chorus Frog (a federally threatened species) has not been present since earlier monitoring surveys. What does the absence of this species from the wetland mean? What are the wetland habitat conditions, and what is the potential for long-term habitat change?*
- 3) Temporary ponds established in the pit may be favoured by some of the amphibian species over the natural wetlands because the artificial ponds are retaining water longer. Does this mean that the natural wetland system is being altered or degraded?*

The Integrated Monitoring Program of hydrological/hydrogeological and biological (anuran) monitoring of the Melancthon Pit #2 wetlands was established following the recommendations of the Nottawasaga Valley Conservation Authority (NVCA) and Michalski Nielson following their review of NRSI's 2010 Level 2 Natural Environment Assessment report for Melancthon Pit #2. In 2017, the Integrated Monitoring Plan was amended to include hydrological, hydrogeological and biological (anuran) monitoring at wetland features located within the former Bonnefield Property as a condition of the *Aggregate Resources Act* license that was obtained for extraction on that property. These wetlands, and the amphibian monitoring program that they are the subject of, are referred to below as the "Project".

The anuran monitoring component of the Integrated Monitoring Program was designed to collect annual breeding anuran data for the selected wetland sites based on Birds Canada's Marsh

Monitoring Program (MMP) amphibian monitoring protocol. This monitoring protocol was chosen because it represents a standardized and repeatable method of assessing anuran species presence and relative abundance over long-term periods in order to identify trends that may suggest the occurrence of negative impacts to the retained wetlands. Based on the historical hydrogeological information collected to date, Strada's hydrogeologists (Tatham) have interpreted the North and South Ponds, and the Bonnefield wetlands (SW1 and SW2) to be perched above the underlying aquifer. Meaning the North and South Ponds, and the Bonnefield wetlands do not receive groundwater contributions and are rather fed by surface water contributions. Operational pit extraction activities occur at a deeper geological layer than the shallow perched zones that contribute to the wetland hydrology, and are therefore not expected to negatively affect wetland water balance. Rather, wetland hydrology may be affected by surface operational activities within the surface runoff catchments of the wetlands. Integration of the anuran monitoring data with surface water and groundwater monitoring concurrently being undertaken by Tatham Engineering (previously by Whitewater Hydrogeology) on site allows for an informed assessment of whether any observed trends in anuran breeding activity may be caused by localized pit operations on the hydrological inputs that sustain these wetlands.

The Integrated Monitoring Program has and continues to represent a valuable means of assessing whether negative effects on the retained wetlands are occurring over long-term periods and to assess whether measures that were implemented as conditions of the ARA license and associated municipal approvals (e.g., through implementation of ecological buffers and extraction limit setbacks; sediment and erosion control measures) are effectively protecting the ecological form and function of these wetlands. However, it is acknowledged that enhancements to the monitoring program's methodology and design can be made that would improve the effectiveness of the program in achieving its objectives. NRSI has reviewed and considered the recommendations provided in the NSE peer review letter with respect to potential future revisions to the anuran monitoring component of the Integrated Monitoring Program. We have summarized certain revisions to the monitoring program below.

Assessment of Wetland Impact Based on Long-Term Trend Data

The anuran monitoring component of the Integrated Monitoring Program was designed to interpret and identify negative impacts to wetlands through the identification of long-term trends in anuran species presence and relative abundance, as measured according to data collected using the MMP protocol, in conjunction with concurrent analyses undertaken on multi-year surface hydrological and hydrogeological monitoring data. The hydrological/hydrogeological monitoring data furthermore included annual measures of surface water levels and groundwater elevations across weekly and monthly periods, as well as water quality assessment. Assessment of negative impact to wetlands has been undertaken through biologist expertise in reviewing the annual results and long-term trend data to discern evidence of adverse effects (e.g., based on multi-year downward trends). These results are compared against multi-year hydrological/hydrogeological data sets and the expert opinion of Tatham Engineering hydrogeologists in assessing whether changes in surface or groundwater balance to wetlands are occurring that could negatively affect the hydrology of these features.

Throughout the 13 years of anuran monitoring conducted at the Project, anuran species richness and abundance has fluctuated regularly (NRSI 2026). Turnover of anuran species (i.e. fluctuations in presence and absence from year-to-year) at wetlands in Ontario is a common

and natural phenomenon that reflects year-to-year variations in precipitation, hydrological conditions, population dynamics, and other biotic and abiotic factors (Mash and Trenham 2001; Trenham et al. 2003; Pomezanski 2021). Wetland water measurements and meteorological data throughout the monitoring period have also revealed year-to-year variations which are likely to have a significant impact on the composition and abundance of anuran species (Rubbo and Kiesecker 2004; Burne and Griffin 2005; Chandler et al. 2015). The seven anuran species that have been detected by the monitoring program to-date also have varying degrees of response to hydrological variations and wetland conditions (e.g. hydroperiod) (Porej et al. 2004; Hermann et al. 2005; Collins and Fahrig 2017). The well-established links between surface water hydrology and anuran species composition and abundance have been thoroughly considered in relation to the results of the monitoring reports, which have concluded that the results do not indicate any concerning anuran population trends or evidence of any negative effects.

Although Western Chorus Frog has not been detected at the Melancthon Pit #2 site since pre-construction surveys in 2009, or at the Bonnefield property wetland since 2018, this is likely not indicative of any pit operation impacts. Western Chorus Frog is strongly associated with breeding habitats that comprise shallow or temporary wetlands, including seasonal pools and flooded fields (COSEWIC 2008), and during the early spring period when this species breeds, suitable breeding habitats are likely widespread on the local landscape. The suitability of a particular wetland for Western Chorus Frog may therefore vary from year to year based on its hydrological conditions, such as influenced by rainfall or snowmelt volumes. Individuals from a local population may colonize certain wetlands or other temporary wet habitats that differ from one year to the next, based on their local movement range. The monitoring program's detection of this species in only two years within two different wetlands suggests that these wetlands do not represent important breeding habitat for the species, and is not considered an unusual observation given the species' biology and habitat preferences. The absence of this species during most other monitoring years therefore does not indicate evidence of negative impact to Western Chorus Frog or to the wetlands in general as a result of pit activities.

Enhancements to the Integrated Monitoring Program

Several enhancements, refinements, and amendments to the Integrated Monitoring Program are proposed to address comments and concerns raised in response to the 2025 biological monitoring report. These proposed changes will include refinements to the existing anuran and hydrological monitoring methods, enhancements to the analytical approaches used to assess impacts to anuran populations, and expansions to the resulting discussions related to pit extraction activities and anuran population responses.

Hydrological and Anuran Monitoring

Existing hydrogeological investigations and analyses have confirmed that the retained wetlands are fed primarily by surface water runoff considering the underlying geology and groundwater conditions in the vicinity of the wetlands. Recognizing that surface water dynamics and fluctuations play a fundamental role in determining the composition and abundance of anuran species in Ontario (Rubbo and Kiesecker 2004; Burne and Griffin 2005; Chandler et al. 2015), additional surface water monitoring will be implemented across the wetlands of study. Additional hydrological monitoring will include increasing the frequency and extent of

measurements for hydroperiod, water depth, and water quality at a defined subset of wetland locations that are representative of the associated wetland complex.

Anuran monitoring will continue according to the methodology detailed in the MMP amphibian monitoring protocol (BSC 2009). No changes to anuran monitoring are being proposed. The presently monitored suite of wetlands is representative of general site conditions and is well-positioned to capture any potential impacts to anuran populations as a result of pit operations.

No new anuran monitoring stations, including “control” stations, will be added to the program. Using anuran acoustic data from control sites is not necessary to achieve the objectives of the proposed statistical approach detailed in the following section. Furthermore, identifying suitable off-site control sites that are appropriate analogs to the on-site wetlands and free from any confounding stressors would be difficult to find, labour-intensive and prone to misrepresentation.

Analytical Approaches

To-date, the biological monitoring reports have taken a qualitative approach to analyzing anuran monitoring results as they relate to hydrological conditions, utilizing NRSI biological expertise to identify any trends of concern. To supplement this approach, quantitative statistical regression approaches will be implemented which will integrate anuran presence and abundance data with hydrological measurements (e.g. hydroperiod, water quality) and meteorological data (e.g. precipitation) to identify which variables (if any) are contributing to the observed variations in anuran species composition over time. These determinations will be based on regression outputs that quantify each variable’s contribution to predicting anuran species presence, richness, or abundance. These approaches will be applied to both historical and future monitoring data, contributing further context to the population dynamics that have been recorded at the Project and aimed at addressing several comments related to analytical uncertainty.

Discussion and Interpretation of Analytical Results

Future reporting of the annual biological monitoring results will incorporate a detailed summary of the analyses described above, recognizing the complexity and variability of anuran responses to local and landscape variables. Specific areas in which expanded discussion will be provided include: 1) interactions between anuran species populations, hydrological dynamics, and adjacent extraction activities; and 2) potential confounding factors that may contribute to anuran species variability (e.g. vegetation, canopy cover, detection, mitigation).

In addition, a detailed interpretation and discussion of the analytical statistic results will be incorporated, which will include commentary on model assumptions, limitations, and uncertainties. If the statistical results suggest that hydrological or meteorological variables do not sufficiently explain variation in anuran species presence, richness, or abundance, this will trigger additional investigations by Strada’s consulting team into potential impacts on surface water and local hydrology as a result of pit operations. If these investigations confirm that operational impacts to the retained wetlands are occurring, appropriate mitigation measures will be implemented.

Characterization of Wetland Habitat Condition and Description of Pit Operational Activities

To date, the biological monitoring component of the Integrated Monitoring Program has incorporated an informal and qualitative approach to describing wetland conditions in conjunction with anuran monitoring visits. This information has been used to supplement data provided by the hydrological/hydrogeological monitoring assessment (e.g., with respect to surface water levels and hydroperiod) in describing the wetland conditions specifically in relation to the North Pond and South Pond monitored features.

Moving forward, the biological monitoring plan will be amended to incorporate a more standardized and systematic approach to characterizing all of the monitored wetlands. This will include biennial (i.e., once every two years) standardized surveys and descriptions of the following:

- Vegetation species composition including:
 - Species relative abundance (e.g., dominant vs occasional species occurrence);
 - Estimates of proportional cover of species within the wetland;
- Observations of wildlife habitat features;
- Incidental wildlife observations;
- Observations of ecological disturbance within the wetland and/or buffer;
- Observations of pit operational activity adjacent to the wetland.

This information will be combined with enhanced and expanded surface water/hydroperiod and water quality monitoring undertaken among the monitored wetlands as part of the hydrological/hydrogeological monitoring component, as described above, to provide a more comprehensive characterization of wetland condition and potential change over multi-year periods.

A more generalized characterization of each of the monitored wetlands will be completed on an annual basis, including description and detailed documentation of ecological disturbances (e.g., sedimentation and erosion) or other notable observations. Disturbance observations will be immediately reported to Strada Aggregates, and will be documented in the annual monitoring report.

Recognizing the importance of surface water inputs in maintaining the hydrology and quality of the wetlands and their breeding amphibian populations, the annual characterizations will include visual observations and photographs of the lands adjacent to the wetlands that fall within their surface catchment areas. Mapping of the runoff catchments for the wetlands will be provided by Tatham Engineering. This information will be used to identify and describe any past or ongoing pit operational activities within the wetland catchment areas and/or whether the adjacent catchment lands exist with natural land cover. These observations will form part of a broader summary of pit operational activities that will be included in the annual monitoring reports and may be used to inform interpretation of any identified negative effects as discerned from the biological or hydrological/hydrogeological monitoring results.

Integrated Monitoring Plan Amendment and Future Annual Reporting

An amendment to the Integrated Monitoring Plan document, which describes the objectives and methods of the monitoring program, will be prepared that provides further detail on the monitoring program changes and enhancements that are summarized above. The

amended/updated Integrated Monitoring Plan document will be circulated to the Ontario Ministry of Natural Resources, Township of Melancthon and Nottawasaga Valley Conservation Authority for review and comment.

Annual biological monitoring reports prepared by NRSI will also be amended to incorporate the revised field and analytical methodologies summarized above. Additional or modified components of the monitoring report will include, but may not be limited to, the following:

- Methodology and results of wetland habitat characteristics including vegetative composition and cover;
- Summary of enhanced hydrological monitoring results at Project wetlands (e.g., surface water levels, hydroperiod, water quality);
- Summary of annual pit operational activities, including within mapped wetland surface catchments;
- Summary and interpretation of statistical regression analyses of collected anuran data in comparison to hydrological/hydrogeological data and meteorological measurements provided by Tatham Engineering;
- Statements and conclusions on whether negative effects may be occurring as a result of pit activities, based on the above analyses;
- Conclusions and recommendations with respect to additional actions that should be taken as a result of the above analyses and interpretations (e.g., whether further detailed investigation of negative hydrological effects or whether pit operational mitigation measures should be considered);
- Summary of the effectiveness on any previously implemented mitigation measures with respect to monitored breeding amphibian populations.

We trust that this letter satisfactorily addresses the comments raised in the NSE review letter. Please contact the undersigned with any questions or for further discussion.

Sincerely,
Natural Resource Solutions Inc.



Ryan Archer, M.Sc.
Senior Terrestrial and Wetland Biologist

Natural Resource Solutions Inc.



Dorian Pomezanski, PhD.
Terrestrial and Wetland Biologist

References

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Denise Holmes

From: Eowyn Spencer <espencer@grandriver.ca>
Sent: Friday, August 28, 2026 12:26 PM
To: Denise Holmes
Cc: Guy Gardhouse
Subject: Member Appointments Grand River Conservation Authority

Township of Melancthon
Office of the Clerk

Dear Township of Melancthon

Re: Grand River Conservation Authority Member Appointments

Please note that our records indicate that the appointment(s) of Guy Guardhouse as the representative(s) of the Townships of Amaranth, East Garafraxa, Southgate and Melancthon and the Town of Grand Valley to the Grand River Conservation Authority (GRCA) Board of Directors was/were made to remain until a replacement is appointed.

As it is an election year, it is understood that some challenges with the timing of appointments may occur and that some of your currently appointed members may not be seeking an elected position. Our November meeting is scheduled for November 27, 2026. To ensure representation from your municipality at each meeting, members should be appointed as soon as possible.

When making new appointments, under *Section 14(4.1) of the Conservation Authorities Act (the Act)*, a member may be appointed for a term of up to four years, as determined by the appointing council. *Section 14(4.2) of the Act* states that the appointment begins at the first meeting of the Authority following their appointment and expires immediately before the first meeting of the Authority after the appointment of their replacement. So, a municipality may make appointments with an end date; however, membership on the GRCA Board continues until a replacement is appointed, subject to the maximum term permitted by the Act. A municipality may choose to reappoint the same member for another term.

Additionally, *the Act* requires that the municipality ensure that at least 70 per cent of its appointees are selected from among the members of council. Any exception to this requirement must be submitted directly to the Minister by the participating municipality and is subject to the Minister's approval. Details and exceptions can be found in *Section 14(1.1) and 14(1.2) of the Act*.

With the 2026 municipal election, please also note that a currently appointed member who is not re-elected to council will no longer count as an elected official for the 70 per cent requirement above. We recommend confirming the post-election status of any member your council intends to reappoint before finalizing your municipality's appointments.

In addition to the requirements set out in *the Act*, the GRCA Board of Directors has identified some specific qualifications for Councils to consider when appointing members to the GRCA Board to ensure effective governance. These qualifications include:

- Knowledge of local and watershed issues;
- Relevant skills and experience in leadership, municipal governance, financial management, risk management, human resources and/or law; and
- Interest and experience in issues pertinent to conservation authorities, including planning, agriculture, natural hazards, building and development, and water resources.

We would also like to highlight that the Ministry has posted a proposal on the Environmental Registry of Ontario (ERO # 026-0740) inviting public and municipal input on the proposed board membership structure for the new Regional Conservation Authorities. Your municipality may wish to review this posting and submit

comments by September 12, 2026. The GRCA Board has submitted comments as outlined in Report [GM-08-26-84](#).

An additional consideration for municipal appointments to the GRCA Board is the upcoming conservation authority amalgamation process, particularly as it relates to the term of the appointment. The amalgamation date has been identified as February 1, 2027; however, it has not yet been enacted through legislation or regulation. Once amalgamation takes effect, the new regional conservation authority is expected to have a different board composition, including changes to participating municipalities, and new appointments will be required.

Please provide us with your council's resolutions regarding your new appointments to the GRCA Board as soon as possible so that municipal representation can be maintained during this transition period. We will provide further information about the new regional conservation authority and related board appointment information when it becomes available. Should you have any questions or concerns, please contact Karen Armstrong, Deputy CAO & Secretary-Treasurer, at karmstrong@grandriver.ca.

Kind regards,

Eowyn Spencer
Supervisor of Administrative Services

cc Guy Guardhouse

How did we do? Please complete our customer satisfaction survey: [Click here to complete the survey](#)

Denise Holmes

From: Denise Holmes
Sent: Wednesday, September 9, 2026 3:16 PM
To: Denise Holmes
Subject: Member Appointments Grand River Conservation Authority

From: Meghan Townsend <mtownsend@townofgrandvalley.ca>
Sent: Wednesday, September 9, 2026 3:11 PM
To: Denise Holmes <dholmes@melancthontownship.ca>; nmartin@amaranth.ca; Peter Avgoustis, CAO <pavgoustis@eastgarafraxa.ca>; Lindsey Green <lgreen@southgate.ca>
Subject: RE: Member Appointments Grand River Conservation Authority

Good afternoon everyone,

At yesterday's meeting, Grand Valley Council passed the following, upon receipt of the letter from the GRCA:

2026-09-27

Moved by Dart, Seconded by Rentsch

BE IT RESOLVED THAT Council do hereby put forward Township of East Garafraxa Mayor Guy Gardhouse's name as the Grand River Conservation Authority joint representative for the Townships of East Garafraxa, Amaranth, Southgate, Melancthon, and the Town of Grand Valley, for consideration by the participating municipalities, for the term of Council being 2026-2030, or until such appointment is superseded by legislation or regulation;

AND THAT if all municipalities concur, Mayor Gardhouse's name shall be forwarded to Grand River Conservation Authority before November 13, 2026.

CARRIED

Assuming all of us pass a motion similar to this, reflecting Mayor Gardhouse as the representative, I think it's likely easiest if we each forward our resolutions to Eowyn and then she can manage it from there.

If there isn't consensus with all 5 municipalities, though, I guess the five of us will have to meet to discuss to sort out what we'll do.

Hoping to hear from you either way.

Regards,

Meghan Townsend, MPS, BSc, Dipl.M.A.
CAO/Clerk | Town of Grand Valley

GB 17.2.2.1
SEPT 17 2026



TOWN OF SHELburne
COUNCIL RESOLUTION

No. 2026-151

Date: August 24, 2026

Moved by: Councillor Sample

Seconded by: Deputy Mayor Hall

BE IT RESOLVED THAT Council receives Report CAO2026-04 for information;
AND THAT Option 2 whereby residents of the municipalities receiving and financially supporting services from the Shelburne Public Library by agreement or contract be eligible to be appointed to the Shelburne Public Library Board be approved;

AND THAT all representatives serving on the Shelburne Public Library for the next term of Shelburne Public Library Board commencing around January 1, 2027 be directly appointed by the Town of Shelburne Council under the Town of Shelburne's committee and board appointment process.

AND THAT an Establishing By-Law for the Shelburne Public Library Board of the Shelburne Public Library be prepared by Town staff for the consideration and approval of Council by the end of September 2026.

CARRIED, W. Mills

Requested Vote to be recorded [] Yes [X] No



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

Meeting Date: Monday, August 24, 2026

To: Members of Council

From: Denyse Morrissey, CAO and
Jennifer Willoughby, Director of Legislative
Services/Clerk

Report: CAO 2026-04

Subject: Shelburne Library Board Structure and
Governance

Recommendation

BE IT RESOLVED THAT Council receives Report CAO2026-04 for information;

AND THAT Option 2 whereby residents of the municipalities receiving and financially supporting services from the Shelburne Public Library by agreement or contract be eligible to be appointed to the Shelburne Public Library Board be approved;

AND THAT all representatives serving on the Shelburne Public Library for the next term of Shelburne Public Library Board commencing around January 1, 2027 be directly appointed by the Town of Shelburne Council under the Town of Shelburne's committee and board appointment process.

AND THAT an Establishing By-Law for the Shelburne Public Library Board of the Shelburne Public Library be prepared by Town staff for the consideration and approval of Council by the end of September 2026.

Background

The purpose of this report is to provide follow-up to the April 13, 2026, direction of Council related to staff report [CAO 2026-02 Library Board Structure and Governance](#).

That Staff be directed to provide recommendations to Council, by the end of June 2026, regarding and not limited to a Library Board Establishing By-law by the Town of Shelburne to formally constitute the Shelburne Public Library as a Public Library Board, board representation and structure, and the appointing authority of the Town of Shelburne Council for all representatives on the Board.

Under the *Public Libraries Act*, a municipal public library board is established as a corporation once it is formally created by municipal council through an establishing by-law. This by-law provides the legal foundation for the board's existence, including its governance structure and authority to manage and control the library.

Based on the review completed by staff in 2025 and 2026 the Town was not able to locate or confirm the existence of a formal establishing Town of Shelburne by-law or governance agreement constituting the current Library Board structure in accordance with the *Public Libraries Act*. It is the opinion of staff that one does not exist.

From a governance and legislative compliance perspective, the lack of a formalized structure may present several risks, including:

- Administrative continuity risk, particularly during Council transitions, if board composition and appointment processes are not formally constituted
- Legal and legislative risk, where the municipality may not be able to demonstrate full compliance with the requirements of the *Public Libraries Act*
- Governance risk, as the roles and responsibilities between Council and the Library Board may not be clearly defined
- Financial accountability risk, where oversight of public funds and budget approval processes may lack clearly documented authority

Shelburne Public Library Board Composition

The Shelburne Public Library Board* representation, with each having one vote, is comprised of:

Municipality	Number of Representatives	Board Representation Details
Shelburne	5**	One representative is a member of council
Amaranth	1	Member of Council
Melancthon	1	Member of Council
Mono	1	Member of Council
Mulmur	1	Member of Council

*The representatives appointed by other municipalities are chosen directly by that municipality. Town of Shelburne Council is not involved in that process or approves those appointments.

** currently one vacancy

Links to past staff reports are:

Staff report CAO 2026-01: <https://pub-shelburne.escribemeetings.com/filestream.ashx?DocumentId=6154>

Staff report CAO 2025-03 : <https://pub-shelburne.escribemeetings.com/filestream.ashx?DocumentId=5808>

Shelburne Public Library 2026 Operating Budget - Funding Percentages

The Shelburne Public Library 2026 contribution to the operating budget by municipality:

Municipality	Contribution (\$)	Percentage of Budget
Shelburne	\$264,349	56%
Amaranth	\$43,673	9%
Melancthon	\$66,571	14%
Mono	\$32,152	7%
Mulmur	\$65,391	14%
Total	\$472,136	100%

Analysis

In the absence of a formal Town of Shelburne establishing by-law or documented governance agreement, the current board structure would not be properly formalized.

While the library continues to operate and provide services, formalizing the board structure through a Town of Shelburne establishing by-law and governance agreement is needed. It would ensure clarity of authority, legislative compliance, and transparency in the relationship between Town of Shelburne Council and the Library Board. It is staff's opinion, that based on the review completed, that while the Shelburne Public Library due to the board structure has some of the governance elements of a Union Public Library, it is not, nor was it intended to be a Union Public Library.

The Library Act says Council shall appoint at least 5 members of the board and Council shall not appoint more of its own members to a board than one less than a majority of the board.

Many municipalities do not have a library in their municipality. Their residents then need to access the library services of another municipality, and this is generally based on a cost via contract or agreement. For example, the Town of Orangeville provides library services via agreement to a number of municipalities. Their Library Board representation is limited to residents and elected officials with the Town of Orangeville. In the Town of New Tecumseth their library board structure provides eligibility for a resident of a municipality that has an agreement or contract with the Library to be appointed to the Library Board.

Shelburne Public Library Board Composition – Three Options

1. Option 1 – No change

The Shelburne Public Library Board* representation, with each having one vote, is comprised of:

Municipality	Number of Representatives	Board Representation Details
Shelburne	5	One representative is a member of council
Amaranth	1	Member of Council
Melancthon	1	Member of Council
Mono	1	Member of Council
Mulmur	1	Member of Council

*The representatives appointed by other municipalities are chosen directly by that municipality. Town of Shelburne Council is not involved in that process or approves those appointments.

2. Option 2 – Representation Eligibility and Appointing Authority Revised

The Shelburne Public Library Board eligible* representation as of January 1, 2027 with representative appointed by the Town of Shelburne Council base on each representative having one vote, is comprised of:

Municipality	Eligible Representation
Shelburne	3 Resident Representatives 2 Members of Council
Amaranth	1 Resident representative
Melancthon	1 Resident representative
Mono	1 Resident representative
Mulmur	1 Resident representative

*all applicants must apply through the Town of Shelburne’s appointment to boards process. Where no application from another municipality that is allocated representation is received or where an applicant is not approved by Town of Shelburne that representation may be allocated by Council to a Shelburne resident.

Option 2 is recommended.

3. Option 3 – Representation limited to Shelburne Residents and Elected Officials

The Shelburne Public Library Board representation as of January 1, 2027 is limited to Town of Shelburne residents and up to two members of Town Council:

Municipality	Representation
Shelburne	Up to 5 resident representatives; Up to 2 members of Council

Financial Impact

The Town of Shelburne owns the library building and lands. In 2026 most capital costs for the Shelburne Public Library, under a new Memorandum of Understanding, became the exclusive costs of only the Town of Shelburne. The Town of Shelburne also established a new capital library reserve, and is making annual contributions to this reserve, starting in 2026.

The recommendation and Option 2 regarding Library Board structure and representation is based on a municipality which is receiving Library services continuing to financially support the operating costs for library services from the Shelburne Public Library to be eligible to be appointed to the Shelburne Public Library Board by Town of Shelburne Council.

Should a municipality not continue to contribute proportionally to the annual operating budget for library services or provide operating funding via a new agreement or contract with the Shelburne Public Library, that municipality would default, as of around January 1, 2027, to having the non-resident fees apply to all users from that municipality.

Based on the 2026 Library operating budget the combined funding from the other four municipalities is \$207,7876 or 44%. Where and if applicable, non-resident fees would be expected to offset the increased operating costs being absorbed by the Town.

The 2026 Shelburne Public Library non-resident fees are listed:

Membership	Limitations	Rate
Resident	N/A	No fee
Non-resident	Per household (annually) Not eligible to borrow parks passes, museum passes, or the Mansfield Outdoor Centre passes.	\$120
Temporary resident	Up to 3 months. Not eligible to borrow parks passes, museum passes, or the Mansfield Outdoor Centre passes.	\$40
Short term	Situation specific (i.e. no fixed address, shelter, or group home). Limited to five items checked out at a time. Not eligible to borrow parks passes, museum passes, or the Mansfield Outdoor Centre passes.	No fee
Institutional	For community organizations within the library's jurisdiction.	No fee
Replacement card	For lost or damaged library cards.	\$2

Included in the Shelburne Public Library Policy number OP-12, last revised May 2026 under item 3. is "Individuals who reside outside the library's jurisdiction, but who own property, operate a business, work, or attend school in these areas shall be considered residents and therefore eligible for library membership at no cost".

Examples of annual non-resident fees in other municipalities:

Municipality	Non-Resident Fee	Fee Basis
Barrie	\$75	Per person
Caledon	\$50	Per person
Clearview	\$45	Per family
Collingwood	\$120	Per household
Essa	\$50	Per person
New Tecumseth	\$30	Per person
Orangeville	\$210	Per household
Owen Sound	\$500	Per household
Southgate	\$75	Per person
Springwater	\$80	Per person
Wasaga Beach	\$150	Per household

Policies & Implications (if any) Affecting Proposal

N/A

Consultation and Communications

Other Ontario municipalities library board structure and non-resident fees

Council Priorities

Council's Priorities has three Pillars - Sustainable, Engaged and Livable. There are a total of 14 Priorities with the three Pillars.

This report aligns with the Engaged and Sustainable Pillars within the Priorities of:

EP1 Promote effective partnership

SP5 Build responsive organizational capacity

Supporting Documentation

Respectfully Submitted:

Denyse Morrissey, CAO

Jennifer Willoughby, Director of Legislative Services/Clerk



TOWNSHIP OF MELANCTHON - DELEGATION REQUEST FORM

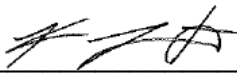
Request for Delegation, any written submissions and background information for consideration by Council must be submitted to the Clerk's Office by 12:00 noon on the Wednesday of the week **prior to the requested meeting.**

REQUEST DATE: __September 17 2026__ at 5pm VIRTUALLY_____

NAME: __Kim Delahunt__ PHONE: __519-941-2410__
ADDRESS: __100 Rolling Hills Drive, Orangeville, ON L9W 4X9__

EMAIL ADDRESS: pbrown@headwatershealthcarecentre.ca__Communications Contact:

Paula Brown

SIGNATURE: __________ Kim Delahunt_____

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

____Headwaters Health Care Centre President & CEO, Kim Delahunt would like to provide an update about the hospital and major initiatives underway

DELEGATIONS ARE ALLOWED 10 MINUTES TO SPEAK AND MUST BE IN PERSON UNLESS AN EXCEPTION HAS BEEN GRANTED (REFER TO PAGE 2).

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

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. **Information Update to Council** – If the Delegation is solely for the purpose of providing an informational update to Council and does not include a request for action or decision by Council.
3. **Planning Consultants** – Planning Consultants or Agents attending Statutory Public Meetings related to planning applications, where virtual attendance may be appropriate due to travel distance or timing of the meeting.
4. **Council Invitation** – Where Council has specifically invited a Delegation and authorized virtual attendance.
5. **Council Approval** – Where Council, by resolution, approves a request for a virtual Delegation.

In the event that a virtual Delegation is disrupted due to internet connectivity issues on multiple occurrences during the Delegation, the Delegation shall be terminated and rescheduled as an in-person meeting at a later date.

Township of Melancthon Delegation

Kim Delahunt, President & CEO, Headwaters Health Care Centre

September 17, 2026

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

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



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

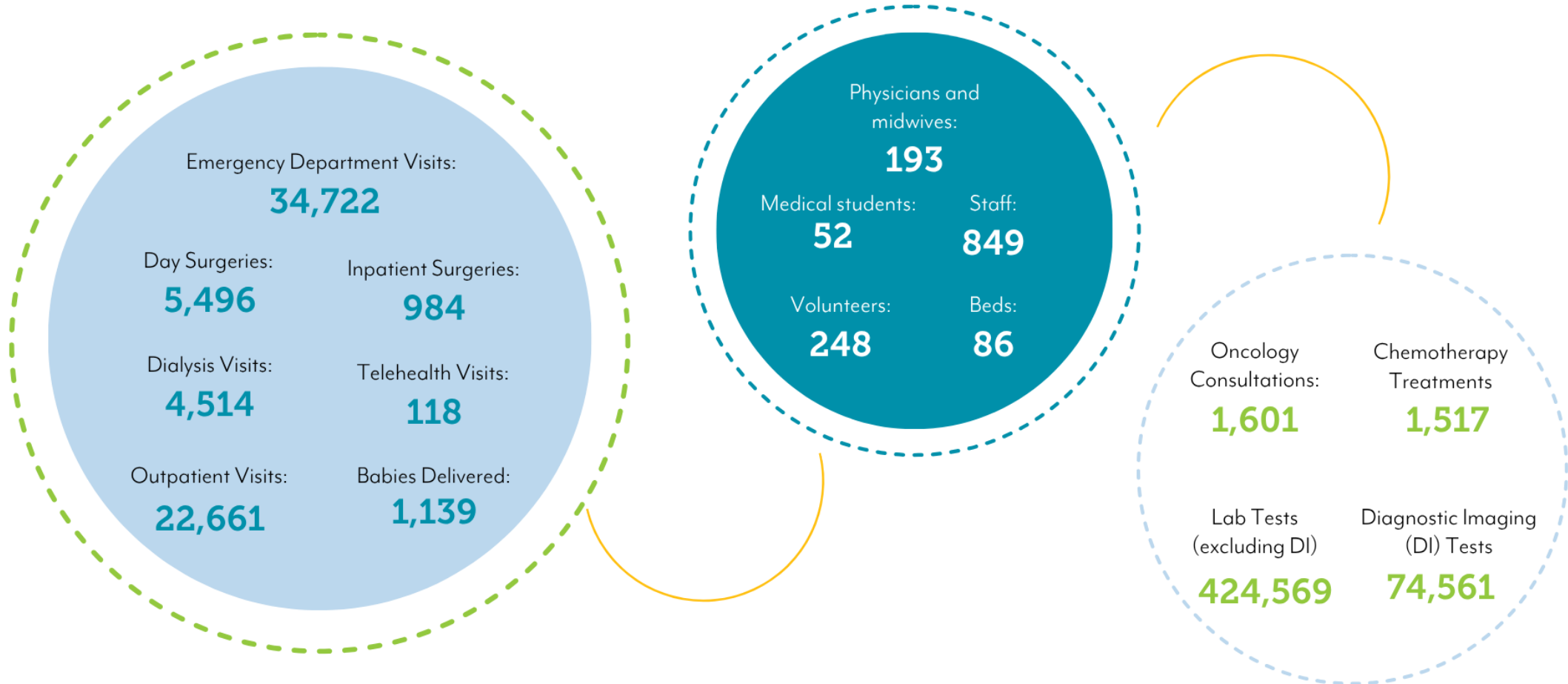
Connect Through Partnerships

- 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

BY THE NUMBERS

Statistical data about Headwaters for the year ending March 31, 2026.

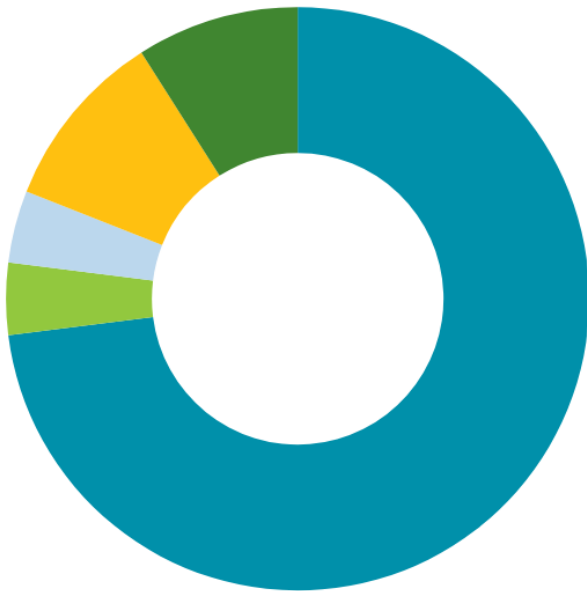
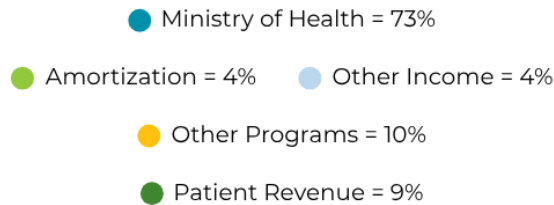


By The Numbers –Year Over Year

	2023-2024	2024-2025	2025-2026
Emergency Department Visits	36,503	34,652	34,722
Babies Delivered	933	976	1,139
Oncology Consultations	2,537	1,373	1,601
Chemotherapy Treatments	1,327	1,389	1,517
Diagnostic Imaging	66,268	76,046	74,561
Lab Tests	231,784	368,981	424,569
Outpatient Visits	15,838	21,741	22,661
Day Surgeries	5,658	5,826	5,496
Inpatient Surgeries	825	934	984

FINANCIALS

REVENUE

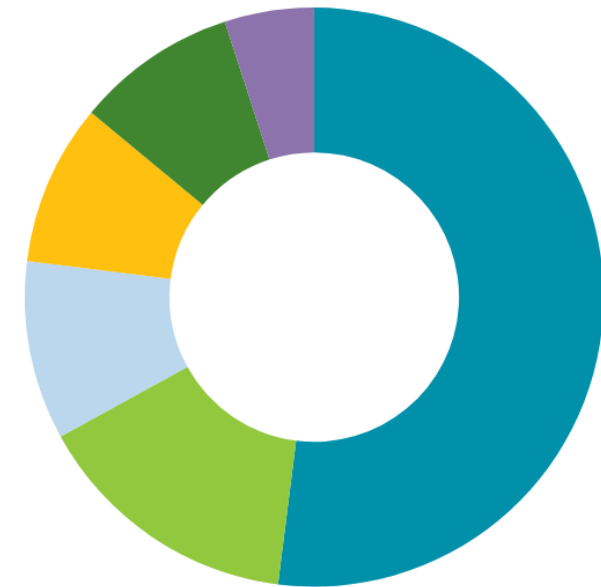
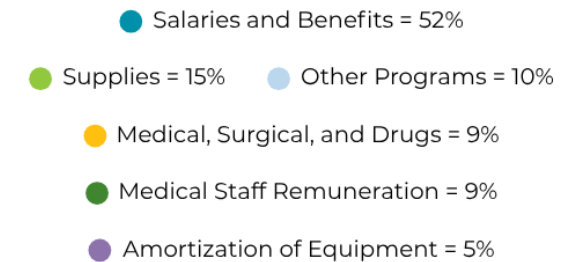


As part of our commitment to maximizing every dollar for our patients and community, the following summarizes Headwaters' financial results for the fiscal year ending March 31, 2026. Headwaters ended the fiscal year in a strong financial position, with a surplus of \$1.6 million. This positive result reflects careful financial management and a continued focus on using resources wisely to support patient care and meet the needs of our growing community.

Revenue increased by \$7.2 million to \$120.3 million, mainly due to increased funding and higher inpatient revenue. Expenses rose by \$5.4 million to \$118.7 million, largely because of compensation costs, inflation, and growing demand for care.

This year-end result helps ensure Headwaters can continue delivering essential care today while investing in the services, people, and priorities that will support our patients and community into the future.

EXPENSES



Our Proudest Accomplishments



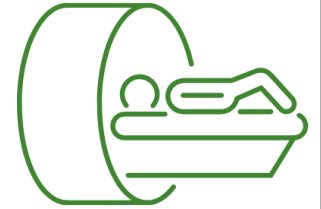
Unveiling the First MRI in Dufferin-Caledon!

Headwaters began providing MRI scans in Fall 2025.

This milestone was made possible through the generosity of our community donors, the incredible support of the Morningview Foundation and our Headwaters Foundation's, Smart Headwaters campaign.

Annual operational funding for the MRI has been provided by the Ministry of Health.

First MRI in Dufferin-Caledon



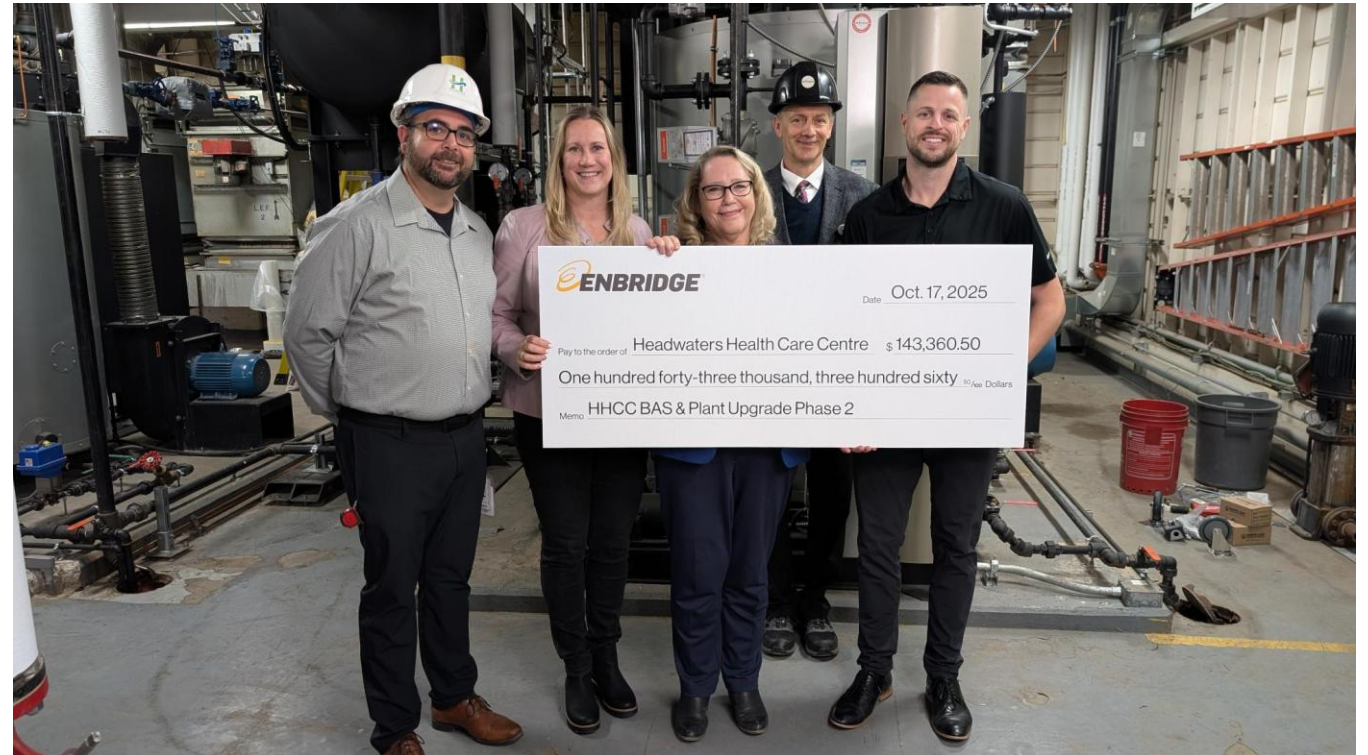
Morningview Foundation MRI Suite:

At full capacity, the MRI supports up to **8,000+** scans annually, reducing wait times and helping patients begin treatment sooner.

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

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

Our Proudest Accomplishments



Major Plant Upgrades, Improving Energy Efficiency!

In 2025, Headwaters underwent major plant upgrades to modernize key systems and improve energy efficiency for day-to-day hospital operations.

As a result, natural gas use has been reduced, operating costs lowered, and greenhouse gas emissions decreased.

Major Plant Upgrades



HHCC qualified for Enbridge Gas Energy Conservation's highest-value custom incentives and received nearly **\$278,000**.

The plant project focused on upgrading:

- **Boiler & Steam systems; converting a large steam system to hot water and implementing efficiency improvements**

More Proud Accomplishments

- Emergency Department wait time performance improved across all key metrics monitored provincially
- New staff parking lot nearly complete
- Mental health training completed for most targeted staff
- Four Choosing Wisely initiatives implemented to enhance patient safety and experience
- Expanded support for TMU School of Medicine post-graduate learners
- Community Paramedicine program relocated to the Community Health Hub and service model reviewed
- New medical dispatch priority system implemented by Paramedic Services
- Clinical program expansions, including many new clinics such as a wound care and bilirubin clinic
- Second successful year of benchmarking completed (\$5M in savings achieved)



2026 Annual Award Recipients



2026 Annual Award Recipients

Our Annual Awards recognized excellence and innovation across our hospital, celebrating staff, physicians, volunteers and teams whose contributions advanced quality, safety, patient care, engagement, and operational excellence.

This year, we presented seven awards to 10 outstanding recipients.

Annual Award Winners



- **Chair's Award of Recognition:** Headwaters Engagement and Action Team (HEART) and the Facilities & Project Team
- **Dr. David Scott Award:** Palliative Care Central Intake Team
- **Above and Beyond Leadership Award:** Colleen Hillier, Manager, Laboratory Services
- **Quality and Safety Improvement Award:** – Alessandra Centofanti, Clinical Educator, Professional Practice
- **Rising Headwaters Hero Award:** Linda Singh, Registered Nurse, Obstetrics, and Stavros Kiossis, Maintenance Mechanic, Facilities
- **Outstanding Physician Award:** Dr. Victoria Li, Department of Anesthesia
- **Volunteer Hero Award:** In memory of Christine Robinson, Pulse Cafe, and Connie Matts, TeleCheck.

Our Foundation

We're incredibly grateful for the generosity of our community and the dedication of our teams. Our Foundation partners successfully completed *SMART Headwaters*, the largest fundraising campaign (\$18M) in our hospital's history, transforming care at Headwaters.

Their ongoing fundraising efforts continue to support advancements in medical equipment, technology and major hospital projects that enhance care close to home.



Visit: <https://www.hhcfoundation.com/>

Looking Ahead for FY2026-27

- Advance work on our Emergency Department Expansion
- Improve access to care by reducing wait times and enhancing care pathways across key clinical programs
- Strengthen and increase patient care closer to home through investments in Emergency, Surgical, Obstetrical, Ambulatory Care, Geriatric services and Respiratory Services
- Leverage digital innovation and AI to improve clinical decision-making, patient flow, and team communication
- Increase use of data to drive quality, safety, and patient experience improvements
- Act on staff and physician feedback received to enhance engagement, well-being, and workplace culture
- Foster a supportive, inclusive workplace where people feel valued and empowered to succeed
- Advance regional partnerships to improve care integration and access across the continuum of care



Key Takeaways

- 1. Fiscal Responsibility:** Through disciplined benchmarking and planning, nearly \$5 million in budget reductions will be achieved over the last and current fiscal year. Our vision is to support long term sustainability while maintaining a strong focus on quality and safety.
- 2. Improvements to Infrastructure and Access to Care:** We continue to invest in infrastructure, technology and innovative models of care to improve patient outcomes and to strengthen systems that enhance local care delivery today and ensure a solid foundation for the future at HHCC.
- 3. Dedicated focus on Staff, Physicians, Volunteers and Learners:** We continue to focus on recruitment, development, recognition, well-being, and psychological health and safety to help foster our culture grounded in our values of Kindness, Accountability, Respect, and Teamwork.







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**

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

hillsofheadwaterscollaborative.ca