TOWNSHIP OF MELANCTHON
INAUGURAL HYBRID COUNCIL MEETING
THURSDAY, NOVEMBER 19, 2026 - 9:00 A.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/82033067022?pwd=vDOKyVgQbKrbTUQo3CGvdSqGX1jk1t.1

Meeting ID: 820 3306 7022
Passcode: 842571

One tap mobile
+16473744685,,82033067022#,,,,*842571# Canada
+16475580588,,82033067022#,,,,*842571# Canada

AGENDA

1. **Call to Order by Township Clerk, Denise Holmes**

2. **Oath of Office – Declaration of Office and Presentation of the Chain of Office to the Mayor**

   Declaration of Office in the order of:

   Mayor Elect Darren White
   Deputy Mayor Elect James McLean
   Councillor Elect Bashir Ahmmed
   Councillor Elect Bryan Lemcke
   Councillor Elect Bill Neilson

3. **Mayor Assumes the Chair and Calls the Council Meeting to Order**

4. **Sharing of 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.

5. **Mayor's Inaugural Address**

6. Special Remarks from the Deputy Mayor and Councillors

7. Recess for Refreshments

8. Reconvene Council Meeting

9. Announcements

10. Additions/Deletions/Approval of Agenda

11. Declaration of Pecuniary Interest and the General Nature Thereof

12. Approval of Draft Minutes – November 5, 2026

13. Business Arising from Minutes

14. Point of Privilege or Personal Privilege

15. Public Question Period (Please visit our website under Agendas and Minutes for information on Public Question Period)

16. Public Works

1. Other

17. Planning

1. Other

18. Correspondence

Items for Information Purposes

1. ROMA Conference 2027
2. Consultation on Regulatory Amendments and Proposals Under the Conservation Authorities Act, Clean Water Act and Lake Simcoe Protection Act
3. 2027 OPP Annual Billing Statement
4. Grand River Conservation Authority Municipal Apportionment and Budget 2027
5. Lake Huron Regional Conservation Authority Municipal Information Letter
6. Composition of County Council and Weighted Vote
7. Township of Amaranth Notice of Adoption of New Official Plan
8. Ministry of the Environment, Conservation and Parks – Regulatory amendments to streamline requirements for waste disposal site service area and fill rate changes
9. AMO – Board of Directors Vacancies
10. Intelivote Systems Inc. – 2026 Election Statistics

19. General Business

1. Report from Denise Holmes, CAO & Clerk regarding Council Members Appointments to Boards and Committees
2. **Notice of Intent to Pass By-laws**
    1. By-law to Appoint Municipal Officials to Local Boards
    2. By-law to Constitute and Appoint a Committee of Adjustment
    3. By-law to Appoint a Tile Drainage Inspector
    4. By-law to Appoint a Municipal Auditor for the 2026-2030 Fiscal Years
    5. By-law to Authorize the Appointment of a Municipal Investigator
    6. Report from Denise Holmes, CAO & Clerk regarding the Non-Application of the Line Fences Act & By-law to Remove the Application of the *Line Fences Act*

3. **New/Other Business/Additions**
    1. Report from Denise Holmes, CAO & Clerk regarding Integrity Commissioner Services for 2026-2030
    2. Report from Denise Holmes, CAO & Clerk regarding the 2027 Meeting Dates
    3. Report from Denise Holmes, CAO & Clerk regarding the Dufferin County Council Alternate Member Attendance
    4. Report from Sarah Culshaw, Treasurer regarding the creation of a Customer Service/Administrative Support Staff Person
    5. Appointment of Council Members to the Human Resources Committee by Resolution
    6. Appointment of Council Members to the Infrastructure & Emergency Management Committee by Resolution
    7. Appointment of a Council Member to the My Honeywood Committee by Resolution
    8. Appointment of the Chair to the Committee of the Whole by Resolution
    9. Appointment of the Chair to the Property Standards Appeal Committee by Resolution
4. **Unfinished Business**
    1. ROMA Conference Delegations
    2. Invitation to Marit Stiles, Leader of the Official Opposition, to visit Melancthon/Dufferin County – Update
5. **Reports/Updates from Members of Council & Administrative Staff**

20. Delegations

1. 11:00 a.m. – Chris Johnston, By-law Enforcement Officer – Council Orientation Presentation on By-law Enforcement

21. Closed Session

1. Items for Discussion
    1. Section 239(2)(e) – Litigation or Potential Litigation, including matters before Administrative tribunal, affecting the local board – Township of Amaranth & Town of Mono and the Town of Shelburne, the Township of Melancthon & the Township of Mulmur in the matter of the Shelburne and District Fire Board
2. Approval of Draft Minutes – November 5, 2026
3. Business Arising from Minutes
4. Rise With or Without Report from Closed Session

22. Third Reading of By-laws

23. Notice of Motion

24. Confirmation By-law

25. Adjournment and Date of Next Meeting – Thursday, December 10, 2026 – 9:00 a.m.

DECLARATION OF OFFICE

(Section 232 of the *Municipal Act, 2001*)

I_____, having been elected or appointed to the office

(name of person)

of _____

(name of office)

in the municipality of _____

(name of municipality)

do solemnly promise and declare that:

1. I will truly, faithfully and impartially exercise this office to the best of my knowledge and ability.
2. I have not received and will not receive any payment or reward, or promise thereof, for the exercise of this office in a biased, corrupt or any improper manner.
3. I will disclose any pecuniary interest, direct or indirect, in accordance with the *Municipal Conflict of Interest Act*.
4. I will be faithful and bear true allegiance to His Majesty King Charles the Third.

And I make this solemn promise and declaration conscientiously believing it to be true and knowing that it is of the same force and effect as if made under oath.

Declared before me at the)

at the…….)

……..)

……..)

on …….)

_____)

Commissioner for taking Affidavits

_____

signature of declarant

Denise Holmes

From: ROMA Communications <roma@roma.on.ca>
Sent: Tuesday, October 20, 2026 2:00 PM
To: Denise Holmes
Subject: ROMA Board Elections: Information for Municipal Clerks

Rural Ontario Municipal Association



ROMA Conference 2027

Dear Clerks,

While municipal elections are still underway across Ontario, ROMA is preparing for its 2027–2031 Board elections. We anticipate interest in the weeks ahead as returning and newly elected members of council begin considering opportunities to participate in ROMA's work and represent the interests of rural and small-town municipalities across the province.

We are sharing this information now to help ensure the upcoming elections are brought to council's attention and included on upcoming council agendas. Giving members of council early notice will allow interested candidates time to review the requirements, discuss their interest with council and secure the necessary municipal support before the nomination deadline.

One representative will be elected from each of ROMA's 10 zones to serve a four-year term on the ROMA Board. Candidates reflecting Ontario's diversity are encouraged to seek election.

Key dates

- **Nomination period:** October 20 to December 23, 2026, at 12:00 p.m. ET. Late submissions will not be accepted.
- **Election day:** Monday, January 25, 2027, during the ROMA Conference.

To be nominated, candidates must submit a completed Nomination Form, including an original signature, and a resolution from their municipal council supporting the nomination. The resolution must be signed, dated, on municipal letterhead and identify the ROMA zone in which the candidate is nominated. As council approval is required, we encourage clerks to consider the timing of upcoming council meetings when planning for any nomination requests.

The ROMA Board plays an important role in advancing the priorities of rural and small-town Ontario. Serving on the Board offers municipal leaders an opportunity to contribute to ROMA's advocacy, help shape its priorities and bring the perspectives of their communities to provincial discussions.

We encourage you to share this opportunity with your council and ensure it is on the agenda for consideration in the coming weeks.

For complete information on eligibility, Board responsibilities, time commitments and nomination requirements, please consult the ROMA Board Election Guide and Nomination Form.

If you have questions about the election process, please contact Adam Garcia, Manager, Executive Office, at 416-971-9856, ext. 356, or agarcia@amo.on.ca.

Thank you for helping ensure municipal leaders have the information and time they need to consider this opportunity.

Sincerely,

Rural Ontario Municipal Association (ROMA)

CONTACT
events@roma.on.ca
T 416.971.9856

Keep up to date with the rural municipal voice

of the province, on social media.

Wish to Opt Out of ROMA Communications | Opt Out

155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

This email was sent to dholmes@melancthontownship.ca.
To continue receiving our emails, add us to your address book.

Denise Holmes

From: ca.office (MECP) <ca.office@ontario.ca>
Sent: Thursday, October 22, 2026 3:16 PM
Cc: ca.office (MECP)
Subject: Consultation on Regulatory Amendments and Proposals Under the Conservation Authorities Act, Clean Water Act and Lake Simcoe Protection Act

Greetings,

We are writing to notify you that as part of the government's commitment to the successful consolidation of Ontario's conservation authorities (CAs) to create nine regional CAs on February 1, 2027, the government plans to introduce amendments to the *Conservation Authorities Act* (CAA), the *Clean Water Act*, *2006* (CWA), and the *Lake Simcoe Protection Act, 2008* (LSPA) to align with the new regional CA framework and ensure continuity of the vital programs and services they deliver under these Acts. More information about the planned legislative amendments is provided at RR# 26-MECP017.

We are also writing to notify you that the ministry is now consulting on proposed regulatory changes under the CAA, CWA, and LSPA that are needed to ensure alignment with the new regional CA framework.

The planned legislative and regulatory changes would maintain protections from natural hazards such as flooding, protections for sources of drinking water, and the protection and restoration of the ecological health of the Lake Simcoe watershed under the regional CA framework. The government is committed to ensuring the continuity of these programs and services following the consolidation of CAs.

For information on the planned legislative amendments and the regulatory proposals, please visit our Environmental Registry of Ontario (ERO) page. We invite you to provide comments on these proposals through the following Environmental Registry notices:

- Regulatory proposals under the Conservation Authorities Act
- Regulatory proposals under the Clean Water Act, 2006
- Regulatory proposal under the Lake Simcoe Protection Act, 2008

Consultation on the regulatory proposals under the three Acts will be open for 45 days, closing December 6, 2026.

The ministry is also seeking early input related to **watershed councils** that regional CAs will be required to establish to ensure that local interests are considered as part of their decision-making process. The planned amendments to the CWA would maintain the current 19 Source Protection Committees (SPC) until watershed councils are established by the regional CAs, at which point certain SPC responsibilities under the CWA would be fulfilled by watershed councils, supporting continued local collaboration in the protection of drinking water sources. The ministry is seeking early input to inform the development of a future regulatory proposal governing the functions, powers, composition, duties, activities and procedures of watershed councils. To review and provide responses to the discussion questions, please visit this ERO page.

For more information on the legislative changes and regulatory proposals, **the ministry will be holding a virtual Information Session on Wednesday, November 4 at 2:30 p.m. to 4:00 p.m. Please click here to register.**

We look forward to receiving any feedback you may have on the regulatory proposals and watershed council discussion questions. Please provide your feedback by submitting comments on the respective ERO posting, or by email to ca.office@ontario.ca no later than December 6, 2026.

Best regards,

Kirsten Service
Director, Conservation Branch, Conservation and Parks Division
Ministry of the Environment, Conservation and Parks

Leo Luong
Director, Great Lakes and Inland Waters Branch, Program Delivery Division
Ministry of the Environment, Conservation and Parks

CA.OFFICE@ONTARIO.CA

Ontario

Ontario Provincial Police
Police provinciale de l'Ontario

Crime Prevention and Community Support Bureau
Bureau de la prévention du crime et du soutien communautaire

777 Memorial Ave.
Orillia ON L3V 7V3

777, av. Memorial
Orillia ON L3V 7V3

Tel: 705 329-7680
Fax: 705 329-7593

Tél. : 705 329-7680
Téléc. : 705 329-7593

File Reference:

October 23, 2026

Dear Mayor/Reeve/CAO/Treasurer:

Re: 2027 Annual Billing Statements

Please find attached your Ontario Provincial Police (OPP) Annual Billing Statement package including 2027 estimated costs and a statement for the 2025 year-end reconciliation. The final cost adjustment resulting from the 2025 reconciliation process, including the discount applied to 2025 estimated costs, has been applied to the calculated billing amount for the 2027 calendar year.

As noted in the letter sent to you by the Solicitor General dated August 14, 2026, any increase in total policing costs for calendar year 2027, including the 2025 year-end adjustment, has been capped at 11% over the final amount billed in 2026 (lesser of calculated billing or capped payable).

To provide clarity and transparency, your statement includes:

- The actual calculated billing amount for 2027.
- A capped amount, based on the final 2026 payable amount plus 11%.

The municipality will be billed the lower of these two amounts during the 2027 calendar year.

The final reconciliation of your 2027 annual costs will appear in your 2029 Annual Billing Statement. The reconciled 2027 costs will reflect the 11% cap over 2026 payable.

For more detailed information on the 2027 Annual Billing Statement package, please refer to the resource material available on the internet, www.opp.ca/billingmodel. Further, OPP Municipal Policing will host webinar information sessions to review 2027 cost recovery. An email invitation, including the webinar dates and additional details, will be forwarded to municipalities once the session dates have been finalized.

If you have questions about the Annual Billing Statement, please e-mail OPP.MunicipalPolicing@opp.ca.

Yours truly,

Brad McCallum
Chief Superintendent
Commander
Crime Prevention & Community Support Bureau

OPP 2027 Annual Billing Statement

Melancthon Tp

Estimated costs for the period January 1 to December 31, 2027

Please refer to www.opp.ca for 2027 Municipal Policing Billing General Information summary for further details.

			Cost per Property $	Total Cost $
Base Service	**Property Counts**			
	Household	1,202		
	Commercial and Industrial	94		
	Total Properties	1,296	219.04	283,875
Calls for Service	(see summaries)			
	Total all municipalities	227,806,961		
	Municipal portion	0.1240%	217.90	282,395
Overtime	(see notes)		29.61	38,379
Prisoner Transportation	(per property cost)		1.63	2,112
Accommodation/Cleaning Services	(per property cost)		6.61	8,567
Total 2027 Estimated Cost			**474.79**	**615,328**
2025 Year-End Adjustment	(see summary)			9,638
Calculated Billing for 2027				**624,966**
Capped Payable for 2027				**613,676**
Total Billing for 2027 (Lesser of Calculated Billing or Capped payable)				**613,676**
2027 Monthly Billing Amount				**51,140**

Notes

Cost increases for the Total 2027 Billing amount have been capped at 11% over the Total 2026 Billing amount.

2026 Grand Total Billing Amount	552,862
11% of 2026 Grand Total Billing	60,815
Capped Payable for 2027	613,676

The capped payable for 2027 is lower than the calculated billing amount by $11,290.

Eligibility for the Regulatory Discount requires a minimum standard deviation of 3.0. Your Municipality's standard deviation value is 0.4.

OPP 2027 Annual Billing Statement

Melancthon Tp

Estimated costs for the period January 1 to December 31, 2027

Notes to Annual Billing Statement

1) Municipal Base Services and Calls for Service Costs - The costs allocated to municipalities are determined based on the costs assigned to detachment staff performing municipal policing activities across the province. A statistical analysis of activity in detachments is used to determine the municipal policing workload allocation of all detachment-based staff as well as the allocation of the municipal workload between base services and calls for service activity. For 2027 billing purposes the allocation of the municipal workload in detachments has been calculated to be 52.9 % Base Services and 47.1 % Calls for Service. The total 2027 Base Services and Calls for Service cost calculation is detailed on the Base Services and Calls for Service Cost Summary included in the municipal billing package.

2) Base Services - The cost to each municipality is determined by the number of properties in the municipality and the standard province-wide average cost per property of $219.04 estimated for 2027. The number of municipal properties is determined based on MPAC data. The calculation of the standard province-wide base cost per property is detailed on Base Services and Calls for Service Cost Summary included in the municipal billing package.

3) Calls for Service - The municipality's Calls for Service cost is a proportionate share of the total cost of municipal calls for service costs calculated for the province. A municipality's proportionate share of the costs is based on weighted time standards applied to the historical billable calls for service. The municipality's total weighted time is calculated as a percentage of the total of all municipalities.

4) Overtime - Municipalities are billed for overtime resulting from occurrences in their geographic area and a portion of overtime that is not linked specifically to a municipality, such as training. Municipalities are not charged for overtime identified as a provincial responsibility. The overtime activity for the calendar years 2022, 2023, 2024 and 2025 has been analyzed and averaged to estimate the 2027 costs. The costs incorporate the 2027 salary rates and a discount to reflect overtime paid as time in lieu. The overtime costs incurred in servicing detachments for shift shortages have been allocated on a per property basis based on straight time. Please be advised that these costs will be reconciled to actual 2027 hours and salary rates and included in the 2029 Annual Billing Statement.

5) Court Security and Prisoner Transportation (CSPT) - Municipalities with court security responsibilities in local courthouses are billed court security costs based on the cost of the staff required to provide designated court security activities. Prisoner transportation costs are charged to all municipalities based on the standard province-wide per property cost. The 2027 costs have been estimated based on the 2025 activity levels. These costs will be reconciled to the actual cost of service required in 2027.

   There was no information available about the status of 2027 Court Security Prisoner Transportation Grant Program at the time of the Annual Billing Statement preparation.

6) Year-end Adjustment - The 2025 adjustment accounts for the difference between the amount billed based on the estimated cost in the Annual Billing Statement and the reconciled cost in the Year-end Summary. The original 10% Discount amount applied to the 2025 Estimated Costs has also been applied to the 2025 Reconciled Costs. The most significant year-end adjustments are resulting from the cost of actual versus estimated municipal requirements for overtime, additional service agreements and court security.

7) Regulatory Discount - The discounts table provides relief to municipalities with unusually high policing demands and costs. The model uses calls for service activity per property to identify municipalities whose service demands are significantly above the provincial average. Municipalities whose ratio is three standard deviations or more above the provincial average are considered outliers and are eligible for a discount on their Calls for Service and Overtime costs.

OPP 2027 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1 to December 31, 2027

Salaries and Benefits	Positions FTE	Base %	$/FTE	Total Base Services and Calls for Service $	Base Services $	Calls for Service $
Uniform Members Note 1						
Superintendent	0.18	100.0	*223,923*	40,306	40,306	-
Inspector	28.03	100.0	*198,916*	5,575,623	5,575,623	-
Staff Sergeant-Detachment Commander	7.88	100.0	*181,915*	1,433,489	1,433,489	-
Staff Sergeant	42.54	100.0	*166,045*	7,063,573	7,063,573	-
Sergeant	245.82	52.9	*152,351*	37,451,016	19,817,867	17,633,149
Constable	1,682.31	52.9	*127,617*	214,692,126	113,605,061	101,087,065
Part-Time Constable	16.88	52.9	*101,516*	1,713,583	906,534	807,049
Total Uniform Salaries	2,023.64		-	267,969,717	148,442,455	119,527,262
Contractual Payouts			*6,669*	13,382,116	7,326,901	6,055,215
Shift Premiums & Second-In-Command Premiums			*1,200*	2,334,490.87	1,235,305	1,099,185
Uniform Benefits - Inspector			*29.48%*	1,655,576	1,655,576	-
Uniform Benefits - Full-Time Salaries			*38.56%*	100,502,863	54,724,349	45,778,514
Uniform Benefits - Part-Time Salaries			*19.35%*	331,578	175,414	156,164
Total Uniform Salaries & Benefits			-	**386,176,341**	**213,560,000**	**172,616,341**
Detachment Civilian Members						
Detachment Administrative Clerk	154.46	52.9	*79,741*	12,316,736	6,517,201	5,799,535
Detachment Operations Clerk	12.68	52.9	*71,757*	909,876	481,488	428,388
Detachment Clerk - Typist	3.72	52.9	*69,076*	256,962	136,080	120,883
Court Officer - Administration	49.38	52.9	*96,870*	4,783,432	2,531,208	2,252,223
Crimestoppers Co-ordinator	1.07	52.9	*77,849*	83,298	44,374	38,924
Cadet	12.23	52.9	*54,206*	662,944	350,715	312,229
Total Detachment Civilian Salaries	233.54			19,013,248	10,061,066	8,952,183
Civilian Benefits - Full-Time Salaries			*37.29%*	7,090,040	3,751,771	3,338,269
Total Detachment Civilian Salaries & Benefits				**26,103,289**	**13,812,837**	**12,290,451**
Support Costs - Salaries and Benefits						
Communication Operators			*7,893*	15,972,591	8,742,760	7,229,830
Prisoner Guards			*2,696*	5,455,733	2,986,251	2,469,482
Operational Support			*7,575*	15,329,073	8,390,525	6,938,549
RHQ Municipal Support			*3,159*	6,392,679	3,499,098	2,893,581
Telephone Support			*174*	352,113	192,733	159,381
Office Automation Support			*951*	1,924,482	1,053,385	871,097
Mobile and Portable Radio Support			*372*	759,073.44	415,371	343,702
Total Support Staff Salaries and Benefits Costs				**46,185,744**	**25,280,123**	**20,905,621**
Total Salaries & Benefits				**458,465,374**	**252,652,961**	**205,812,413**
Other Direct Operating Expenses Note 2						
Communication Centre			*161*	325,806	178,333	147,473
Operational Support			*1,499*	3,033,436	1,660,382	1,373,054
RHQ Municipal Support			*310*	627,328	343,375	283,954
Telephone			*1,005*	2,033,758	1,113,198	920,560
Mobile Radio Equipment Repairs & Maintenance			*195*	397,901	217,735	180,166
Office Automation - Uniform			*4,895*	9,905,718	5,421,996	4,483,722
Office Automation - Civilian			*1,199*	280,014	148,172	131,842
Vehicle Usage			*11,640*	23,555,170	12,893,162	10,662,007
Detachment Supplies & Equipment			*780*	1,578,439	863,975	714,464
Uniform & Equipment			*3,323*	6,780,648	3,710,429	3,070,219
Uniform & Equipment - Court Officer			*1,165*	57,528	30,441	27,086
Total Other Direct Operating Expenses				**48,575,747**	**26,581,199**	**21,994,548**
Total 2027 Municipal Base Services and Calls for Service Cost				**$ 507,041,121**	**$ 279,234,159**	**$ 227,806,961**
Total OPP-Policed Municipal Properties					**1,274,814**	
Base Services Cost per Property					**$ 219.04**	

OPP 2027 Estimated Base Services and Calls for Service Cost Summary

Estimated Costs for the period January 1 to December 31, 2027

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2022 through 2025. Additional service agreements, court security, prisoner transportation and cleaning staff are excluded.

   The equivalent of 84.29 FTEs with a cost of $18,740,635 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

   Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2027 salaries were estimated based on the 2026 rates set in the 2023 to 2026 OPPA Uniform and Civilian Collective Agreements with an estimated overall general salary rate increase of 3.0% for 2027 applied. The 2027 salaries also incorporate a 3% Frontline Patrol Premium.

   The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2026-27). Contractual Payouts, Shift Premiums & Second-in-Command Premiums, and Benefit costs are subject to reconciliation.

   FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 52.9% Base Services : 47.1% Calls for Service.

2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2026 Municipal Policing Cost-Recovery Formula.

OPP 2027 Calls for Service Billing Summary

Melancthon Tp

Estimated costs for the period January 1 to December 31, 2027

Calls for Service Billing Workgroups	Calls for Service Count					2027 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2027 Estimated Calls for Service Cost
	2022	2023	2024	2025	Four Year Average				
					A	B	C = A * B		
					Note 1			Note 2	Note 3
Drug Possession	4	4	1	2	3	4.3	12	0.0006%	1,423
Drugs	3	2	0	0	1	105.9	132	0.0070%	15,932
Operational	205	217	203	230	214	4.0	855	0.0452%	102,905
Operational 2	49	45	47	44	46	1.8	83	0.0044%	10,020
Other Criminal Code Violations	5	11	9	11	9	6.6	59	0.0031%	7,149
Property Crime Violations	51	70	47	69	59	5.8	344	0.0182%	41,360
Statutes & Acts	67	47	45	58	54	3.6	195	0.0103%	23,506
Traffic	115	85	68	117	96	3.7	356	0.0188%	42,862
Violent Criminal Code	22	24	19	26	23	13.6	309	0.0163%	37,238
Municipal Totals	**521**	**505**	**439**	**557**	**506**		**2,346**	**0.1240%**	**$282,395**

Provincial Totals **(Note 4)**

Calls for Service Billing Workgroups	Calls for Service Count					2027 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2027 Estimated Calls for Service Cost
	2022	2023	2024	2025	Four Year Average				
					A	B	C = A * B		
					Note 1			Note 2	Note 3
Drug Possession	2,525	2,404	2,569	2,169	2,417	4.3	10,392	0.5490%	1,250,700
Drugs	820	940	944	877	895	105.9	94,798	5.0084%	11,409,528
Operational	178,423	182,555	198,566	188,472	187,004	4.0	748,016	39.5195%	90,028,184
Operational 2	46,759	47,507	47,196	46,311	46,943	1.8	84,498	4.4642%	10,169,824
Other Criminal Code Violations	12,435	13,135	14,776	15,013	13,840	6.6	91,343	4.8259%	10,993,667
Property Crime Violations	49,195	49,802	48,800	44,486	48,071	5.8	278,811	14.7303%	33,556,561
Statutes & Acts	33,229	34,566	37,180	37,654	35,657	3.6	128,366	6.7819%	15,449,668
Traffic	38,981	32,888	34,394	38,348	36,153	3.7	133,765	7.0672%	16,099,480
Violent Criminal Code	21,780	22,924	24,689	25,544	23,734	13.6	322,787	17.0536%	38,849,349
Provincial Totals	**384,148**	**386,721**	**409,114**	**398,874**	**394,714**		**1,892,776**	**100%**	**$227,806,961**

Notes to Calls for Service Billing Summary

1) Displayed without decimal places, exact numbers used in calculations
2) Displayed to four decimal places, nine decimal places used in calculations
3) Total costs rounded to zero decimals
4) Provincial Totals exclude data for dissolutions and post-2023 municipal police force amalgamations.

This page intentionally left blank

OPP 2027 Calls for Service Details

Melancthon Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Grand Total	**521**	**505**	**439**	**557**	**505.50**
Drug Possession	4	4	1	2	2.75
DRUG related occurrence	3	4	1	1	2.25
Possession - Cocaine	1	0	0	0	0.25
Possession - Other Controlled Drugs and Substances Act	0	0	0	1	0.25
Drugs	3	2	0	0	1.25
Possession of cannabis for purpose of distributing	1	1	0	0	0.50
Trafficking - Cocaine	0	1	0	0	0.25
Trafficking - Other Controlled Drugs and Substances Act	2	0	0	0	0.50
Operational	205	217	203	230	213.75
ACCIDENT - NON-MVC - CONSTRUCTION SITE	0	0	0	1	0.25
ACCIDENT - NON-MVC - Master Code	0	0	0	2	0.50
ACCIDENT - NON-MVC - RESIDENTIAL	1	0	0	0	0.25
Animal - Dog Owners Liability Act	1	2	1	1	1.25
Animal - Master Code	1	0	2	2	1.25
Animal - Other	0	5	1	1	1.75
Animal Bite	1	1	1	0	0.75
Animal Injured	5	0	3	5	3.25
Animal Stray	11	9	9	9	9.50
Assist Fire Department	4	1	3	2	2.50
Assist Public	51	59	24	53	46.75
By-Law-Master code	1	1	0	3	1.25
Distressed / Overdue Motorist	0	0	0	2	0.50
FAMILY DISPUTE	13	13	20	18	16.00
Fire - Building	7	5	2	2	4.00
Fire - Other	1	2	0	2	1.25
Fire - Vehicle	1	1	5	5	3.00
Firearms (Discharge) By-Law	0	0	0	1	0.25
Found - Others	0	0	3	1	1.00
Found - Vehicle Accessories	0	0	1	0	0.25
Found Property - Master Code	2	1	6	2	2.75
Hate or Bias Motivated Incident - Non Criminal	0	0	1	0	0.25
Insecure Condition - Master Code	0	1	0	0	0.25
Intimate Partner Violence	33	26	17	24	25.00
Lost - Others	0	0	1	0	0.25
Lost - Personal Accessories	0	0	4	0	1.00
Lost Property - Master Code	3	3	5	2	3.25
Missing Person 12 & older	0	1	0	0	0.25
Missing Person Located 12 & older	3	1	2	2	2.00
Missing Person-Master code	0	0	1	0	0.25
Neighbour Dispute	9	12	18	16	13.75
Noise By-Law	1	1	1	0	0.75
Noise Complaint - Animal	0	1	0	1	0.50
Noise Complaint - Master Code	2	3	5	5	3.75
Noise Complaint - Others	0	2	1	1	1.00

OPP 2027 Calls for Service Details

Melancthon Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Noise Complaint - Residence	0	2	1	0	0.75
Noise Complaint - Vehicle	0	2	0	0	0.50
Other Municipal By-Laws	3	1	6	4	3.50
Overdose/Suspected Overdose - Opioid Related	0	1	0	0	0.25
Phone - Master Code	0	0	0	1	0.25
Phone - Nuisance - No Charges Laid	1	1	3	1	1.50
Sudden Death - Apparent Overdose/Overdose	1	0	1	1	0.75
Sudden Death - master code	0	0	1	0	0.25
Sudden Death - Natural Causes	0	4	1	5	2.50
Sudden Death - Others	1	1	0	1	0.75
Sudden Death - Suicide	4	0	1	2	1.75
Suspicious Person	11	19	29	23	20.50
Suspicious vehicle	20	18	11	18	16.75
Traffic By-Law	0	0	0	1	0.25
Trouble with Youth	4	3	1	3	2.75
Unwanted Persons	8	6	7	6	6.75
Vehicle Recovered - All Terrain Veh	0	1	0	0	0.25
Vehicle Recovered - Automobile	1	4	0	1	1.50
Vehicle Recovered - Farm Vehicles	0	0	1	0	0.25
Vehicle Recovered - Master Code	0	1	1	0	0.50
Vehicle Recovered - Motorcycles	0	1	0	0	0.25
Vehicle Recovered - Other	0	1	1	0	0.50
Vehicle Recovered - Trucks	0	0	1	0	0.25
Operational 2	49	45	47	44	46.25
911 call - Dropped Cell	4	11	12	12	9.75
911 call / 911 hang up	2	11	12	13	9.50
False Alarm - Others	13	7	9	7	9.00
False Holdup Alarm - Accidental Trip	1	0	0	0	0.25
Keep the Peace	29	16	14	12	17.75
Other Criminal Code Violations	5	11	9	11	9.00
Bail Violations - Fail To Comply	1	7	1	6	3.75
Breach of Probation	0	1	3	1	1.25
Causing unnecessary suffering to Animals	0	0	1	0	0.25
Disturb the Peace	1	0	2	2	1.25
Offensive Weapons - Careless use of firearms	1	0	0	1	0.50
Offensive Weapons - Possession of Weapons	1	0	0	0	0.25
Offensive Weapons-Other Offensive Weapons	1	1	2	0	1.00
Public Mischief - mislead peace officer	0	1	0	0	0.25
Trespass at Night	0	1	0	0	0.25
Utter Threats to Property / Animals	0	0	0	1	0.25
Property Crime Violations	51	70	47	69	59.25
Arson - Auto	0	1	1	1	0.75
Arson - Building	0	0	1	0	0.25
Break & Enter	9	11	2	11	8.25
Fraud - Account closed	0	1	0	0	0.25

OPP 2027 Calls for Service Details

Melancthon Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Fraud - False Pretence Over $5,000	0	0	0	1	0.25
Fraud - False Pretence Under $5,000	0	0	0	2	0.50
Fraud - Forgery & Uttering	0	1	0	0	0.25
Fraud - Master Code	1	3	0	1	1.25
Fraud - Money/property/security Over $5,000	2	1	3	0	1.50
Fraud - Money/property/security Under $5,000	3	5	8	2	4.50
Fraud - Other	1	3	2	2	2.00
Fraud - Steal/Forge/Poss./Use Credit Card	1	0	0	1	0.50
Mischief	11	5	6	7	7.25
Mischief - Interfere with lawful use, enjoyment of property	1	2	1	0	1.00
Mischief Graffiti - Non-Gang Related	0	1	0	0	0.25
Personation with Intent (fraud)	0	0	0	1	0.25
Possession of Stolen Goods over $5,000	0	2	2	0	1.00
Possession of Stolen Goods under $5,000	0	0	2	0	0.50
Property Damage	0	2	0	5	1.75
Theft Over - Master Code	1	0	0	2	0.75
Theft FROM Motor Vehicles Under $5,000	3	4	2	1	2.50
Theft of - All Terrain Vehicles	1	0	0	1	0.50
Theft of - Automobile	1	3	0	2	1.50
Theft of - Construction Vehicles	0	2	0	0	0.50
Theft of - Mail	0	1	1	0	0.50
Theft of - Motorcycles	0	1	0	0	0.25
Theft of - Snow Vehicles	0	0	1	0	0.25
Theft of - Trucks	0	2	0	1	0.75
Theft of Motor Vehicle	5	3	1	6	3.75
Theft Over $,5000 - Construction Site	0	0	0	3	0.75
Theft Over $5,000 - Farm Equipment	1	0	2	3	1.50
Theft Over $5,000 - Mine Equipment/Property	0	0	1	0	0.25
Theft Over $5,000 - Other Theft	0	1	0	2	0.75
Theft Over $5,000 - Trailers	0	2	1	2	1.25
Theft Under $5,000 - Building	2	0	0	0	0.50
Theft Under $5,000 - Construction Site	0	1	1	1	0.75
Theft Under $5,000 - Farm Equipment	0	0	2	1	0.75
Theft Under $5,000 - Gasoline Drive-off	0	1	0	1	0.50
Theft Under $5,000 - Master Code	1	3	3	1	2.00
Theft Under $5,000 - Other Theft	7	5	2	5	4.75
Theft Under $5,000 - Trailers	0	2	1	1	1.00
Theft Under $5,000 SHOPLIFTING	0	0	1	0	0.25
Trafficking in Stolen Goods over $5,000 (incl. possession with intent to traffic)	0	1	0	1	0.50
Willful act/omission likely to cause mischief	0	0	0	1	0.25
Statutes & Acts	67	47	45	58	54.25
Landlord / Tenant	18	7	18	13	14.00
Mental Health Act	14	18	7	15	13.50

OPP 2027 Calls for Service Details

Melancthon Tp

For the calendar years 2022 to 2025

Calls for Service Billing Workgroups	Calls for Service Count				Four Year Average
	2022	2023	2024	2025	
Mental Health Act - Apprehension	6	1	3	2	3.00
Mental Health Act - Attempt Suicide	2	1	0	2	1.25
Mental Health Act - No Contact with Police	0	2	1	1	1.00
Mental Health Act - Placed on Form	1	2	2	2	1.75
Mental Health Act - Threat of Suicide	7	3	1	1	3.00
Mental Health Act - Voluntary Transport	2	3	2	0	1.75
Trespass To Property Act	17	10	11	22	15.00
Traffic	115	85	68	117	96.25
MVC - FATAL (MOTOR VEHICLE COLLISION)	0	1	1	0	0.50
MVC - OTHERS (MOTOR VEHICLE COLLISION)	0	1	0	3	1.00
MVC - PERSONAL INJURY (MOTOR VEHICLE COLLISION]	8	3	8	13	8.00
MVC - PROP. DAM. FAILED TO REM (MOTOR VEHICLE COLLISION)	2	4	2	5	3.25
MVC - PROP. DAM. NON REPORTABLE (MOTOR VEHICLE COLLISION]	32	20	14	32	24.50
MVC - PROP. DAM. REPORTABLE (MOTOR VEHICLE COLLISION]	70	49	41	59	54.75
MVC (MOTOR VEHICLE COLLISION) - Master Code	3	7	2	5	4.25
Violent Criminal Code	22	24	19	26	22.75
Assault - Level 1	3	7	7	10	6.75
Assault With Weapon or Causing Bodily Harm - Level 2	2	6	0	3	2.75
Attempted Murder	1	0	0	0	0.25
Criminal Harassment	2	3	2	2	2.25
Extortion	0	2	0	0	0.50
Forcible confinement	0	0	0	1	0.25
Indecent/Harassing Communications	1	1	1	1	1.00
MISCHIEF - CAUSE DANGER TO LIFE	0	1	0	1	0.50
Murder 1st Degree	0	0	1	0	0.25
Murder 2nd Degree	0	0	0	1	0.25
Non-Consensual Distribution of Intimate Images	0	1	1	0	0.50
Other Criminal Code * against public order"	0	0	1	0	0.25
Sexual Assault	5	1	1	2	2.25
Sexual Assault With a Weapon	0	0	1	0	0.25
Utter Threats to Person	8	2	4	4	4.50
Utter Threats to Person - Government Employee (non-police)	0	0	0	1	0.25

OPP 2025 Reconciled Year-End Summary

Melancthon Tp

Reconciled cost for the period January 1 to December 31, 2025

			Cost per Property $	Reconciled Cost $	Estimated Cost $	Reconciliation Variance $
Base Service	**Property Counts**					
	Household	1,191				
	Commercial and Industrial	87				
	Total Properties	1,278	191.15	244,284	242,099	2,185
Calls for Service						
	Total all municipalities	211,865,714				
	Municipal portion	0.1268%	210.27	268,730	265,717	3,013
Overtime			26.43	33,772	29,474	4,298
Prisoner Transportation	(per property cost)		1.55	1,981	2,134	(153)
Accommodation/Cleaning Services	(per property cost)		5.93	7,579	7,285	294
Total 2025 Costs			**435.32**	**556,345**	**546,709**	
10% Discount on 2025 Estimated Costs				(54,671)	(54,671)	
Total 2025 Costs After Discount				**501,674**	**492,038**	
2025 Billed Amount				**492,037**		
2025 Year-End-Adjustment				**9,638**		

Notes

The Year-End Adjustment above is included as an adjustment on the 2027 Billing Statement.

This amount is incorporated into the monthly invoice amount for 2027.

The difference between the estimated and billed amount is due to rounding the bills to the nearest dollar throughout the year.

This page intentionally left blank

OPP 2025 Reconciled Base Services and Calls for Service Cost Summary
For the period January 1 to December 31, 2025

Salaries and Benefits	Positions FTE	Base %	$/FTE	Total Base Services and Calls for Service $	Base Services $	Calls for Service $
Uniform Members Note 1						
Inspector	26.56	100.0	*187,318*	4,975,177	4,975,177	-
Staff Sergeant-Detachment Commander	8.60	100.0	*168,905*	1,452,587	1,452,587	-
Staff Sergeant	38.53	100.0	*156,979*	6,048,392	6,048,392	-
Sergeant	226.23	50.7	*143,004*	32,351,895	16,405,469	15,946,425
Constable	1,618.15	50.7	*120,760*	195,407,228	99,085,708	96,321,520
Part-Time Constable	11.97	50.7	*91,572*	1,096,112	555,839	540,272
Total Uniform Salaries	1,930.04			241,331,390	128,523,173	112,808,217
Statutory Holiday Payout			*6,127*	11,751,182	6,181,276	5,569,906
Shift Premiums			*1,197*	2,221,358.97	1,126,397	1,094,962
Uniform Benefits - Inspector			*29.48%*	1,466,682	1,466,682	-
Uniform Benefits - Full-Time Salaries			*38.56%*	90,716,295	47,425,776	43,290,520
Uniform Benefits - Part-Time Salaries			*19.35%*	212,098	107,555	104,543
Total Uniform Salaries & Benefits				**347,699,006**	**184,830,859**	**162,868,147**
Detachment Civilian Members Note 1						
Detachment Administrative Clerk	164.29	50.7	*75,342*	12,377,949	6,276,748	6,101,201
Detachment Operations Clerk	3.41	50.7	*69,798*	238,011	120,750	117,260
Detachment Clerk - Typist	1.74	50.7	*62,349*	108,488	54,867	53,620
Court Officer - Administration	28.73	50.7	*92,124*	2,646,719	1,342,245	1,304,474
Crimestoppers Co-ordinator	0.89	50.7	*73,240*	65,184	32,958	32,226
Cadet	1.62	50.7	*51,219*	82,974	41,999	40,975
Total Detachment Civilian Salaries	200.68			15,519,324	7,869,568	7,649,757
Civilian Benefits - Full-Time Salaries			*37.29%*	5,787,156	2,934,562	2,852,594
Total Detachment Civilian Salaries & Benefits			-	**21,306,481**	**10,804,130**	**10,502,351**
Support Costs - Salaries and Benefits Note 2						
Communication Operators			*6,682*	12,896,527	6,782,230	6,114,297
Prisoner Guards			*2,061*	3,977,812	2,091,915	1,885,897
Operational Support			*7,119*	13,739,955	7,225,785	6,514,170
RHQ Municipal Support			*3,208*	6,191,568	3,256,120	2,935,448
Telephone Support			*157*	303,016	159,355	143,661
Office Automation Support			*938*	1,810,378	952,070	858,308
Mobile and Portable Radio Support			*357*	693,297.57	364,522	328,776
Total Support Staff Salaries and Benefits Costs				**39,612,554**	**20,831,997**	**18,780,557**
Total Salaries & Benefits				**408,618,041**	**216,466,986**	**192,151,055**
Other Direct Operating Expenses Note 2						
Communication Centre			*150*	289,506	152,250	137,256
Operational Support			*1,112*	2,146,204	1,128,680	1,017,524
RHQ Municipal Support			*360*	694,814	365,400	329,414
Telephone			*1,458*	2,813,998	1,479,870	1,334,128
Mobile Radio Equipment Repairs & Maintenance			*168*	326,258	171,540	154,718
Office Automation - Uniform			*4,487*	8,660,089	4,554,305	4,105,784
Office Automation - Civilian			*1,154*	231,585	116,485	115,100
Vehicle Usage			*10,219*	19,723,079	10,372,285	9,350,794
Detachment Supplies & Equipment			*1,073*	2,070,933	1,089,095	981,838
Uniform & Equipment			*2,360*	4,583,144	2,409,725	2,173,418
Uniform & Equipment - Court Officer			*1,037*	29,793	15,109	14,684
Total Other Direct Operating Expenses				**41,569,403**	**21,854,744**	**19,714,660**
Total 2025 Municipal Base Services and Calls for Service Cost				**$ 450,187,444**	**$ 238,321,730**	**$ 211,865,714**
Total OPP-Policed Municipal Properties					**1,246,809**	
Base Services Cost per Property					**$ 191.15**	

OPP 2025 Reconciled Base Services and Calls for Service Cost Summary

For the period January 1 to December 31, 2025

Notes:

Total Base Services and Calls for Service Costs are based on the cost of salary, benefit, support and other direct operating expenses for staff providing policing services to municipalities. Staff is measured in full-time equivalent (FTE) units and the costs per FTE are described in the notes below.

1) Full-time equivalents (FTEs) are based on average municipal detachment staffing levels for the years 2020 through 2023. Additional service agreements, court security, prisoner transportation and cleaning staff are excluded.

   The equivalent of 85.71 FTEs with a cost of $17,966,693 has been excluded from municipal costs to reflect the average municipal detachment FTEs required for provincially-mandated responsibilities eligible for Provincial Service Usage credit.

   Salary rates are based on weighted average rates for municipal detachment staff by rank, level, and classification. The 2025 salaries incorporate the 2025 general salary rate increase set in the 2023 to 2026 OPPA Uniform and Civilian Agreements (uniform and civilian staff - 4.75% in 2023, 4.50% in 2024 and 2.75% in 2025). The 2027 salaries also incorporate a 3% Frontline Patrol Premium. The benefit rates are estimated based on the most recent rates set by the Treasury Board Secretariat, (2025-26). Statutory Holiday Payouts, Shift Premiums, and Benefit costs are subject to reconciliation.

   FTEs have been apportioned between Base Services and Calls for Service costs based on the current ratio, 50.7% Base Services : 49.3% Calls for Service.

2) Support Staff Costs and Other Direct Operating Expenses for uniform FTEs are calculated on a per FTE basis as per rates set in the 2024 Municipal Policing Cost-Recovery Formula.

Denise Holmes

From: Eowyn Spencer <espencer@grandriver.ca>
Sent: Friday, October 23, 2026 2:56 PM
To: admin@puslinch.ca; aknight@get.on.ca; acarter@pertheast.ca; clerk; clerks@halton.ca; clerks@norfolkcounty.ca; County of Brant Clerk's Office; Denise Holmes; Dylan McMahon (clerks@guelph.ca); Kerri O'Kane; kwallace@wellington-north.com; Larry Wheeler; lgreen@southgate.ca; Lindsay Cline (lcline@northperth.ca); Matthew Trennum (clerk@hamilton.ca); Meghan Townsend; Nicole Martin; Office of the Clerk (clerks@brantford.ca); Oxford County Clerk's Office; Peter Avgoustis; Regional Clerk; Town Clerk, Town of Erin
Subject: Municipal Apportionment & Budget 2027 - Grand River Conservation Authority

Greetings Grand River watershed participating municipalities:

By letter dated August 24, 2026, you were advised that the GRCA General Membership would consider approval of the 2027 Municipal Apportionment at the scheduled meeting on September 25, 2026 and that the 2027 Budget would be considered at the scheduled meeting held on October 23, 2026.

At those meetings, the following resolutions were passed by weighted vote:

1:
THAT the 2027 Municipal Apportionment for the Grand River Conservation Authority of $14,736,000 be approved;
AND THAT the participating municipalities be assessed for payment of:
General operating expenses of $3,760,188
Category 1 operating expenses of $9,848,812
Category 2 operating expenses of $1,127,000;
AND THAT each participating municipality's share of the 2027 Municipal Apportionment is calculated using "Modified Current Value Assessment" for General operating expenses and Category 1 operating expenses, and as per the signed Memoranda of Understanding for Category 2 operating expenses.

2:
THAT the Grand River Conservation Authority 2027 Budget of $42,384,764 be approved.

Attached is the complete 2027 GRCA budget package that includes a summary of the 2027 municipal apportionment amounts on page 13. A hard copy of the budget package is available upon request.

Should you have any questions or require further information, please contact Karen Armstrong, Deputy CAO & Secretary Treasurer, or Kayleigh Keighan, Director of Finance.

The attached Budget package should be received by Municipal Clerks of participating municipalities within the Grand River watershed; please forward if you have received this notification in error, and advise me of the correct contact.

Eowyn Spencer on behalf of,

Karen Armstrong
Deputy CAO & Secretary-Treasurer
Grand River Conservation Authority

400 Clyde Road, PO Box 729
Cambridge, ON N1R 5W6
Office: 519-621-2763 ext. 2240
Toll-free: 1-866-900-4722
www.grandriver.ca | Connect with us on social

How did we do? Please complete our customer satisfaction survey: Click here to complete the survey



Budget 2027

Grand River Conservation Authority



Contents

Message from the Chair 1
1) Summary Information 2
GRCA 2027 Budget Highlights 2
Budget 2027 Summary 7
Operating Budget Summary 8
Major Maintenance & Equipment Budget Summary 9
Special Projects Budget Summary 10
Overview – 2027 Revenue by Source 11
Programs and Services (P&S) Inventory 12
Summary of Municipal Apportionment 13
Category Two – Watershed Services Program Breakdown 14
2) Programs and Services (P&S) Reports 16
Statement of Operations – Revenue 16
Statement of Operations - Expenses 17
P&S #1 - Watershed Management 18
P&S #2 - Flood Forecasting and Warning 19
P&S #3 - Water Control Structures 21
P&S #4 - Planning & Regulations Services 23
P&S #5 - Conservation Lands Management 25
P&S #6 - Source Protection Program 27
P&S #7 - General Operating Expenses 28
P&S #8 - Watershed Services 30
P&S #9 - Burford Tree Nursery & Planting Services 33
P&S #10 - Conservation Services 34
P&S #11 - Environmental Education 35
P&S #12 - Property Rentals 37
P&S #13 - Hydro Production 38
P&S #14 - Conservation Areas 39
P&S #15 - Administrative Support 41
Supplementary Information (Digital Information & Innovation and Motor Pool) 41
3) Grand River Conservation Authority Members (2026) 44

Message from the Chair

The Grand River Conservation Authority (GRCA) is governed through a partnership of 38 watershed municipalities, working together to reduce flood risk, maintain and support a healthy watershed, and connect people to nature.

As we look ahead to 2027, the GRCA continues to adapt to a changing regulatory environment while remaining focused on delivering effective, efficient, and fiscally responsible programs and services. This budget reflects our commitment to working with our municipal partners, protecting communities from natural hazards, conserving vital natural resources, and ensuring that residents across the watershed continue to benefit from the programs and services they rely on. With a population of more than one million people, the Grand River watershed continues to grow and evolve. Faced with rapid population growth, the escalating impacts of climate change, and increasing pressure on natural systems, sustaining the human, ecological, and economic health of the watershed requires strong collaboration, coordinated planning, and a watershed-wide approach to natural resource management.

By working together, we can continue to meet these challenges with confidence and create lasting environmental, social, and economic benefits for the communities we serve.



John Challinor II, Chair

1) Summary Information

GRCA 2027 Budget Highlights

Conservation Authority (CA) Act – Programs and Services Inventory

As required under O.Reg.687/21 Transition Plans and Agreements for Programs and Services under Section 21.2.2 of the CA Act, the GRCA has developed an Inventory of Programs and Services based on the categories identified in the Regulation. These categories include: (1) Mandatory, (2) Municipally requested, (3) Other (Authority determines are advisable), and General Operating Expenses. In accordance with regulatory reporting requirements, the budget package includes a "Programs and Services Inventory" chart which outlines the expenditures and funding sources applicable to each category, along with the reallocation of program surplus between programs and services. These reporting requirements became effective January 1, 2024.

The 2027 budget framework corresponds with the GRCA's Program and Services Inventory which was prepared in accordance with provincial regulations. The GRCA business areas are divided into the following categories and programs and services (P&S) groups:

Category 1 – Mandatory Programs & Services

- P&S #1 - Watershed Management
- P&S #2 - Flood Forecasting and Warning
- P&S #3 - Water Control Structures
- P&S #4 - Planning & Regulations Services
- P&S #5 - Conservation Lands Management
- P&S #6 - Source Protection Program

General Operating Expenses

- P&S #7 - General Operating Expenses

Category 2 – Programs & Services delivered in accordance with funding agreements with Participating Municipalities

- P&S #8 - Watershed Services

Category 3 – Other Programs & Services the Authority deems Advisable (non-mandatory)

- P&S #9 - Burford Tree Nursery and Planting Services
- P&S #10 - Conservation Services
- P&S #11 - Environmental Education
- P&S #12 - Property Rentals
- P&S #13 - Hydro Production
- P&S #14 - Conservation Areas
- P&S #15 - Administrative Support

To carry out these programs and services, the GRCA draws revenues from a variety of sources:

- User fees, such as conservation area admissions, environmental education programs, tree planting, planning and permitting fees and others
- Revenues from property rentals and hydro generation at some GRCA dams
- Municipal apportionment (previously referred to as levy), which are applied to category 1 mandatory programs and the general operating expense category
- Municipal funding granted via agreements with participating municipalities, which are applied to category 2 watershed services such as private land stewardship and outreach, subwatershed planning, and water quality programs
- Provincial transfer payments for flood forecasting and water control structure expenses
- Provincial grants for specific purposes, such as the provincial drinking water Source Protection Program and capital projects related to water management
- Donations from the Grand River Conservation Foundation for programs such as environmental education, tree planting activities, and various special projects
- Federal grants and other miscellaneous sources of revenue

Overall, the 2027 budget reflects the continued delivery of prior year programs and services with the use of self-generated revenue (46%), government funding (46%) and the use of reserves (8%).

Category 1 – Mandatory Programs

Mandatory programs and services include watershed management, flood forecasting and warning to help protect residents from flooding, the operation of water control structures such as dams and dikes, permits and planning, conservation lands management, and the drinking water source protection program.

Watershed management and monitoring programs help protect watershed residents from flooding and provide the information required to develop appropriate resource management strategies and to identify priority actions to maintain a healthy watershed.

Planning and Regulations Services includes managing: (a) Natural Hazard Regulation (Permitting and Compliance) - the administration of conservation authority regulations related to development activity in regulated areas (i.e., floodplains, wetlands, slopes, shorelines and watercourses), and (b) Plan Input and Review – planning and technical review of municipal planning documents and recommending policies related to natural hazards; providing advice and information to municipalities on development proposals and applications; review of environmental assessments and proposals under other legislation (i.e., Aggregate Act and Drainage Act).

Conservation Lands management includes expenses associated with managing GRCA-owned lands. Land management examples include managing trails, infrastructure (i.e., fences, roads, bridges, other structures), passive land holdings and natural areas including wetlands, grasslands and forests.

Drinking water source protection includes programs and services to carry out the GRCA's duties as a Source Protection Authority under the *Clean Water Act, 2006*. The program includes updating and amending technical work and policies in Source Protection Plans for each of the four watersheds in the

Lake Erie Source Protection Region, maintaining a multi-stakeholder Source Protection Committee, and reporting annually on implementation of the Source Protection Plans.

Expenditures:

• P&S #1 - Watershed Management	$	1,021,700
• P&S #2 - Flood Forecasting and Warning	$	2,545,600
• P&S #3 - Water Control Structures	$	5,540,700
• P&S #4 - Planning & Regulations Services	$	3,111,800
• P&S #5 - Conservation Lands Management	$	3,064,200
• P&S #6 - Source Protection Program	$	838,000
Total Expenditures:	***$***	***16,122,000***

Revenue sources:

Municipal Apportionment, permit fees, enquiry fees, plan review fees, provincial and federal grants, and reserves.

General Operating Expenses

Administrative expenses related to the Office of the CAO, Communications, Finance, Payroll, Human Resources (HR), health and safety, head office facility, insurance, Digital Information and Innovation (DI&I) and other administrative expenses that support the provision of programs and services.

Expenditures:

• P&S #7 - General Operating Expenses	$	4,460,765
• DI&I and Vehicle & Equipment	$	333,000
Total Expenditures	***$***	***4,793,765***

Revenue sources:

Municipal Apportionment, interest income, and reserves.

Category 2 – Watershed Services (non-mandatory)

The programs included under watershed services are: subwatershed planning, conservation services, water quality, and watershed sciences and collaborative planning.

Subwatershed planning includes recommending where subwatershed or watershed studies are needed, reviewing and providing input to subwatershed studies, monitoring support, and collaborative work.

Conservation services includes delivering municipal and partnership cost-share programs to support private land stewardship, facilitating private and public land tree planting, and coordinating education and outreach activities for watershed health.

Water quality programs include the operation of continuous water quality stations, analysis and reporting on surface water and groundwater quality, and delivery of the Watershed-Wide Wastewater Optimization Program.

Watershed sciences and collaborative planning includes watershed and landscape-scale science and reporting, cross-disciplinary integration, and collaborative water planning with municipalities and provincial and federal agencies.

Total Expenditures:

- P&S #8 – Watershed Services **$ 2,845,000**

Revenue sources:

Municipal funding agreements, provincial and federal grants.

Category 3 – Other Programs & Services (non-mandatory)

The programs and services included in Category 3 are: Burford tree nursery and planting services, special conservation projects, environmental education program, property rentals, hydro production, conservation areas, and administrative support.

Burford Tree Nursery and planting services includes the operation of the Burford Tree Nursery and facilitating tree planting contracts.

Special projects under the conservation services program include special studies and evaluations, and events such as children's water festivals and the Mill Creek Rangers program.

The Environmental Education Program provides curriculum-based programs to about 30,000 students annually, as well as some community groups throughout the watershed at five GRCA environmental education centres, as well as at schools, Conservation Areas and virtually.

Property Rental activities include residential leases, cottage lot leases, agricultural leases, and other miscellaneous leases and licences.

Hydro production includes hydro generation at Belwood (Shand), Conestogo, Guelph, and Elora dam locations.

Conservation areas include the operation of 11 active conservation areas and one Wildlife Management Area. The GRCA offers camping, hiking, fishing, swimming, skiing, tubing, and other activities at its conservation areas. It provides over 2,000 campsites, making it the second-largest provider of camping accommodation in Ontario. Over 1.7 million people visit Grand River Conservation Areas each year.

Administrative Support includes administrative expenses related to finance, communications, capital support, and other administrative expenses that support category 3 programs and services.

Expenditures:

• P&S #9 - Burford Tree Nursery & Planting Services	$	975,900
• P&S #10 - Conservation Services	$	121,400
• P&S #11 - Environmental Education	$	1,051,000
• P&S #12 - Property Rentals	$	1,264,076
• P&S #13 - Hydro Production	$	171,500
• P&S #14 - Conservation Areas	$	13,828,600
• P&S #15 - Administrative Support	$	1,314,523
Total Expenditures:	***$***	***18,726,999***

Revenue sources:

Burford Nursery/Planting Services: Trees sales, landowner contributions and donations.

Conservation Services (Special Projects): Special local and government grants and Grand River Conservation Foundation funding**.**

Environmental Education: School boards, other user fees (i.e., individual schools, community program fees, donations from the Grand River Conservation Foundation and reserves).

Property Rentals: Lease and licence agreement income.

Hydro Production: Sale of hydroelectricity.

Conservation Areas: Conservation Area user fees, government grants, donations, and reserves.



Budget 2027 Summary

	Budget 2026	Budget 2027	Incr/(decr)
Operating Budget*	33,007,388	34,163,764	1,156,376
			3.5%
Major Maintenance & Equipment Budget	6,316,000	6,316,000	-
			0.0%
Special Projects Budget	2,083,000	2,008,000	(75,000)
			-3.6%
TOTAL*	41,406,388	42,487,764	1,081,376
			2.6%

** Operating Budget includes $103,000 funding to reserve compared to Statement of Operations which shows reserve transfers separately.*

Operating Budget Summary

	Budget 2026	Budget 2027	Incr/(Decr)	% change
EXPENDITURES				
OPERATING EXPENSES	32,957,388	34,060,764	1,103,376	3.3%
FUNDING TO RESERVES-Hydro Revenue, Property Rentals	50,000	103,000	53,000	106.0%
Total Expenses & Reserve Movements	**33,007,388**	**34,163,764**	**1,156,376**	**3.50%**
SOURCES OF FUNDING				
MUNICIPAL APPORTIONMENT - CATEGORY 1 & General Operating	12,199,000	12,776,000	577,000	4.7%
MUNICIPAL APPORTIONMENT - CATEGORY 2	1,089,000	1,127,000	38,000	3.5%
OTHER GOVERNMENT FUNDING	1,365,388	1,375,188	9,800	0.7%
SELF-GENERATED	16,948,000	17,773,000	825,000	4.9%
FUNDING FROM RESERVES	906,000	962,576	56,576	6.2%
SURPLUS CARRYFORWARD	500,000	150,000	(350,000)	-70.0%
Total Funding	**33,007,388**	**34,163,764**	**1,156,376**	**3.50%**

Major Maintenance & Equipment Budget Summary

Budget 2027	Watershed Management	Flood Forecasting & Warning	Water Control Structures	Conservation Areas	General Operating	BUDGET TOTAL
Expenses:						
Instrumentation Equipment	60,000					**60,000**
Flood Forecasting Warning Hardware and Gauges		923,000				**923,000**
Flood Control Structures-Major Maintenance			3,000,000			**3,000,000**
Conservation Areas Capital Projects				2,000,000		**2,000,000**
Net DI&I/MP Capital Spending not allocated to Departments					333,000	**333,000**
TOTAL EXPENSE	**60,000**	**923,000**	**3,000,000**	**2,000,000**	**333,000**	**6,316,000**
Funding						
Municipal Apportionment	35,000	98,000	700,000			**833,000**
Provincial & Federal Government			1,450,000			**1,450,000**
Self Generated				1,500,000		**1,500,000**
Funding from Reserves	25,000	825,000	850,000	500,000	333,000	**2,533,000**
TOTAL FUNDING	**60,000**	**923,000**	**3,000,000**	**2,000,000**	**333,000**	**6,316,000**

Budget 2026	Watershed Management	Flood Forecasting & Warning	Water Control Structures	Conservation Areas	General Operating	BUDGET TOTAL
Expenses:						
Instrumentation Equipment	60,000					**60,000**
Flood Forecasting Warning Hardware and Gauges		1,138,000				**1,138,000**
Flood Control Structures-Major Maintenance			3,000,000			**3,000,000**
Conservation Areas Capital Projects				2,000,000		**2,000,000**
Net DI&I/MP Capital Spending not allocated to Departments					498,100	**498,100**
TOTAL EXPENSE	**60,000**	**1,138,000**	**3,000,000**	**2,000,000**	**498,100**	**6,696,100**
Funding						
Municipal Apportionment	35,000	165,000	750,000			**950,000**
Provincial & Federal Government			1,450,000			**1,450,000**
Self Generated				1,500,000		**1,500,000**
Funding from Reserves	25,000	973,000	800,000	500,000	498,100	**2,796,100**
TOTAL FUNDING	**60,000**	**1,138,000**	**3,000,000**	**2,000,000**	**498,100**	**6,696,100**

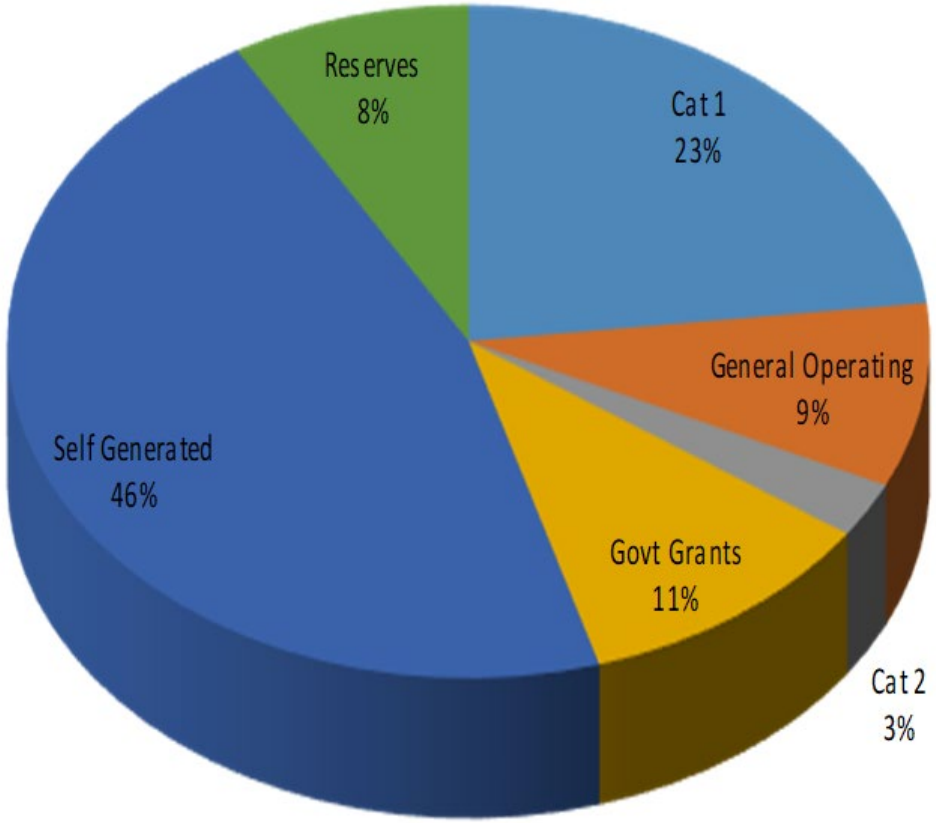
Special Projects Budget Summary

Schedule	EXPENDITURES	Budget 2026	Budget 2027
2	Floodplain Mapping	475,000	76,000
5	Apps Mills Trail Improvements	-	49,000
5	Ecological Restoration	100,000	100,000
7	OPCA Expenditures	-	75,000
8	Subwatershed Plans - City of Kitchener	85,000	85,000
8	Waste Water Optimization Program	20,000	123,000
8	Upper Grand Restoration	10,000	10,000
8	Conservation Services Grants (RWQP)	800,000	800,000
8	Species at Risk	70,000	70,000
8	Fresh Water Ecosystem Project	-	175,000
8	Water Management Plan (WQ)	80,000	50,000
8	Great Lakes Renewal Project	35,000	10,000
8	Resilient Agriculture Landscape Program	167,000	275,000
8	Grand River Simulation Model	50,000	-
8	Clean Water Project	-	20,000
10	Brant/Brantford Children's Water Festival	45,000	45,000
10	Wateloo Wellington Children's Water Festival	6,000	5,000
10	Mill Creek Rangers	40,000	40,000
11	Guelph Lake Nature Centre	100,000	-
	Total SPECIAL Project Expenditures	**2,083,000**	**2,008,000**
	SOURCES OF FUNDING		
	OTHER GOVERNMENT FUNDING	1,417,000	1,736,000
	SELF-GENERATED	185,000	217,000
	FUNDING FROM/(TO) RESERVES	481,000	55,000
	Total Funding	**2,083,000**	**2,008,000**

Overview – 2027 Revenue by Source

2027 Budget: $42.4 million

(2026: $41.7 million)



Programs and Services (P&S) Inventory

	Programs & Services Inventory	TOTAL EXPENDITURES (includes transfers to reserves)	MUNICIPAL APPORTIONMENT/ Cat 2-MOU FUNDING	MUNICIPAL-0THER	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	**1,021,700**	934,200			37,500	50,000		**1,021,700**	-
	Flood Forecasting & Warning	**2,545,600**	1,295,262			240,338	1,010,000		**2,545,600**	-
	Water Control Structures	**5,540,700**	2,905,350			1,735,350	900,000		**5,540,700**	-
	Planning & Regulation Services	**3,111,800**	2,008,800		1,049,000		54,000		**3,111,800**	-
	Conservation Lands Management	**3,064,200**	2,705,200		259,000		100,000		**3,064,200**	-
	Source Protection Program	**838,000**	-			838,000			**838,000**	-
	Total Category 1	**16,122,000**	**9,848,812**		**1,308,000**	**2,851,188**	**2,114,000**	**-**	**16,122,000**	**-**
			61%	*0%*	*8%*	*18%*	*13%*	*0%*	*100%*	
General Operating	**General Operating Expenses (note 5)**	**4,793,765**	**3,760,188**		**300,000**	**75,000**	**398,000**	**260,577**	**4,793,765**	**-**
			78%	*0%*	*6%*	*2%*	*8%*	*5%*	*100%*	
CATEGORY 2	**Category 2 Watershed Services**	**2,845,000**	**1,127,000**	**965,000**	**-**	**653,000**	**100,000**		**2,845,000**	**-**
			40%	*34%*	*0%*	*23%*	*4%*	*0%*	*100%*	
CATEGORY 3	Burford Tree Nursery & Planting Services	**975,900**			745,000			230,900	**975,900**	-
	Conservation Services	**121,400**		17,000	68,000	-	5,000	31,400	**121,400**	-
	Environmental Education	**1,051,000**			740,000		311,000	-	**1,051,000**	-
	Property Rentals	**1,264,076**			3,283,000		122,576	(2,141,500)	**1,264,076**	-
	Hydro Production	**171,500**			525,000			(353,500)	**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	**18,726,999**	**-**	**17,000**	**18,032,000**	**-**	**938,576**	**(260,577)**	**18,726,999**	**-**
			0%	*0%*	*96%*	*0%*	*5%*	*-1%*	*100%*	
	TOTAL Programs & Services	**42,487,764**	**14,736,000**	**982,000**	**19,640,000**	**3,579,188**	**3,550,576**	**-**	**42,487,764**	**-**
			35%	*2%*	*46%*	*8%*	*8%*	*0%*	*100%*	
			NOTE 1, NOTE 4		**NOTE 2**			**NOTE 3**		

COMMENTARY:

NOTE 1 Total Programs & Services expenditures (includes transfers to reserves) is funded 35% by the combined total of mandatory municipal apportionment and Category 2 MOU municipal funding.

NOTE 2 46% 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 suport 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.

Summary of Municipal Apportionment

	% 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.*

Category Two – Watershed Services Program Breakdown

Programs & Services	Cost	Offsetting Funding	Apportionment	Description of Offsetting Funding
Sub-watershed Services	$ 375,000	$ (135,000)	$ 240,000	Municipal Funding
Conservation Services	$ 1,725,000	$ (1,155,000)	$ 570,000	Municipal, Provincial, Federal Funding
Water Quality	$ 745,000	$ (428,000)	$ 317,000	Municipal, Provincial, Federal Funding, Reserves
Watershed Sciences & Collaborative Planning *				
TOTAL	**$2,845,000**	**$ (1,718,000)**	**$1,127,000**	

** Costs related to this activity integrated in the above listed programs and services.*



2) Programs and Services (P&S) Reports



Statement of Operations – Revenue

	O.Reg. 402/22 Category	Schedule Reference	Budget 2026	Budget 2027
REVENUE				
Municipal				
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	982,000
Total Municipal			**15,198,000**	**15,718,000**
Government Grants				
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	1,638,500
Other Provincial	Category 2	8	217,000	398,000
Other Provincial	Category 3	10	-	-
Federal	Category 1 & 2	various	118,200	255,000
Total Government Grants			**3,272,388**	**3,579,188**
Self Generated				
User Fees and Sales				
Planning & Regulations Services	Category 1	4	1,049,000	1,049,000
Burford Operations & Planting Services	Category 3	9	725,000	745,000
Conservation Lands Management	Category 3	14	71,000	71,000
Timber Revenue	Category 1	5	95,000	100,000
Conservation Areas User Fees	Category 3	14	12,000,000	12,600,000
Environmental Education	Category 3	11	610,000	740,000
Property Rentals	Category 3	12	3,208,000	3,283,000
Hydro Generation	Category 3	13	545,000	525,000
Grand River Conservation Foundation	Category 1,2,3	various	180,000	227,000
Investment Income	General Operating	7	2,050,000	2,050,000
Total Self-Generated Revenue			**20,533,000**	**21,390,000**
TOTAL REVENUE			**39,003,388**	**40,687,188**

Statement of Operations - Expenses

	O.Reg. 402/22 Category	Schedule Reference	Budget 2026	Budget 2027
EXPENSES				
OPERATING				
Watershed Management	Category 1	1	915,700	961,700
Flood Forecasting and Warning	Category 1	2	1,243,600	1,546,600
Water Control Structures	Category 1	3	2,413,700	2,540,700
Planning & Regulations Services	Category 1	4	2,877,500	3,111,800
Conservation Lands Management	Category 1	5	3,000,200	2,915,200
Source Protection Program	Category 1	6	800,000	838,000
General Operating Expenses	General Operating	7	4,765,065	4,385,765
Watershed Services	Category 2	8	1,202,200	1,227,000
Burford Operations & Planting Services	Category 3	9	963,900	975,900
Conservation Services	Category 3	10	41,400	31,400
Environmental Education	Category 3	11	999,000	1,051,000
Property Rentals	Category 3	12	1,128,500	1,211,076
Hydro Production	Category 3	13	168,500	121,500
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**	**34,060,764**
MAJOR MAINTEANCE & EQUIPMENT				
Watershed Management	Category 1	1	60,000	60,000
Flood Forecasting and Warning	Category 1	2	1,138,000	923,000
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
Digital Information & Innovation	General Operating	16	355,000	173,900
Motor Pool	General Operating	16	143,100	159,100
Total Major Maintenance & Equipment Expenses			**6,696,100**	**6,316,000**
SPECIAL PROJECTS				
Flood Forecasting and Warning	Category 1	2	475,000	76,000
Conservation Lands	Category 1	5	100,000	149,000
General Operating Expenses	Category 1	7	-	75,000
Watershed Services	Category 2	8	1,317,000	1,618,000
Conservation Services	Category 3	10	91,000	90,000
Environmental Education Program	Category 3	11	100,000	-
Total Special Projects Expenses			**2,083,000**	**2,008,000**
Total EXPENSES			**41,736,488**	**42,384,764**
Gross Surplus/(Defecit)			**(2,733,100)**	**(1,697,576)**
Prior Year Surplus Carryforward			**500,000**	**150,000**
Net Funding FROM/(TO) Reserves			**2,233,100**	**1,547,576**
NET SURPLUS			**-**	**-**

P&S #1 - Watershed Management

This category includes the collection and analysis of environmental data and the development of management plans for protection and management of water resources.

Specific Activities:

- Implementation of a Watershed-based Resource Management Strategy per Ontario Regulation 686/21 (Mandatory Programs and Services).
- Monitoring at 16 stream flow monitoring stations.
- Monitoring at 27 groundwater wells under the Provincial Groundwater Monitoring Network and other wells that inform groundwater-surface water interactions.
- Monitoring at 37 water quality monitoring stations under the Provincial Water Quality Monitoring Network.
- Maintain a water budget to support sustainable water use in the watershed and maintain a drought response program.
- Provide advice to Provincial Ministries regarding water taking permits to ensure that drinking water source protection and natural hazard concerns are identified so that potential impacts can be addressed.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	750,000	780,000
Administration Expenses	126,600	142,600
Other Operating Expenses	39,100	39,100
Total OPERATING Expenditures	**915,700**	**961,700**
Instrumentation	60,000	60,000
Total CAPITAL Expenditures	**60,000**	**60,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**975,700**	**1,021,700**
Funding		
Municipal		
Municipal Apportionment	913,200	934,200
Government Grants		
Other Provincial	37,500	37,500
Funding From Reserves		
Gauges	25,000	50,000
TOTAL FUNDING	**975,700**	**1,021,700**
Net Surplus/(Deficit)	**-**	**-**

P&S #2 - Flood Forecasting and Warning

The flood warning system includes the direct costs associated with monitoring the streams and rivers to effectively provide warnings and guidance to municipalities and watershed residents during flood emergencies.

Overall, flood protection services provide watershed residents with an effective and efficient system that will reduce their exposure to the threat of flood damage and loss of life.

Specific Activities:

- Maintain a ‘state of the art’ computerized flood forecasting and warning system.
- Operate a 24-hour, year-round, on-call duty officer system to respond to flooding matters.
- Collect and manage data on precipitation, water quantity, reservoir conditions, water levels from 56 stream flow gauges, 24 rainfall gauges, and 12 snow courses and conduct analysis on hydrometric data in support of water quantity programs such as the low water response program for the watershed.
- Use Ignition system to continuously, monitor reservoir levels, river conditions and detect warning levels, assist municipalities with emergency planning, and respond to thousands of inquiries each year.
- Assist municipalities with municipal emergency planning and participate in municipal emergency planning exercises when requested.
- Hold annual municipal flood coordinator meetings to confirm responsibilities of agencies involved in the flood warning system. Test the system. Update and publish a flood warning system guide containing up-to-date emergency contact information. Maintain up-to-date emergency contact information throughout the year.
- Complete floodplain mapping projects as funding is made available.

P&S #2 Flood Forecasting and Warning

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	834,000	1,186,000
Administration Expenses	286,600	237,600
Other Operating Expenses	123,000	123,000
Total OPERATING Expenditures	**1,243,600**	**1,546,600**
Hardware	88,000	173,000
Stream Gauges	1,050,000	750,000
Total CAPITAL Expenditures	**1,138,000**	**923,000**
Floodplain Mapping Projects	475,000	76,000
Total SPECIAL PROJECT Expenditures	**475,000**	**76,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,856,600**	**2,545,600**
Funding		
Municipal		
Municipal Apportionment	1,244,262	1,295,262
Government Grants		
MNRF Transfer Payments	164,338	164,338
Other Provincial	200,000	76,000
Funding From Reserves		
Floodplain Mapping Projects & Gauges	75,000	25,000
Water Management Operating	-	185,000
Land Sale Proceeds Reserve	1,173,000	800,000
TOTAL REVENUE	**2,856,600**	**2,545,600**
Net Surplus/(Deficit)	**-**	**-**

P&S #3 - Water Control Structures

This category includes costs associated with the capital and maintenance of structures, the primary purpose of which is to provide protection to life and property. These structures include dams, dikes, berms and channels, etc. Also included in this category are non-flood control dams and weirs, which maintain upstream water levels.

Overall, flood protection services provide watershed residents with an effective and efficient system that reduces exposure to the threat of flood damage and loss of life.

Multi-purpose reservoirs provide flow augmentation benefits to watercourses downstream of the reservoirs, improving water quality.

Specific Activities:

- Operate and maintain seven major multi-purpose reservoirs, which provide flood protection and flow augmentation, and 25 kilometers of dikes in five major dike systems (Kitchener-Bridgeport, Cambridge-Galt, Brantford, Drayton and New Hamburg).
- Ensure structural integrity of flood protection infrastructure through dam safety reviews, inspections and monitoring, reconstruction of deteriorating sections of floodwalls and refurbishing of major components of dams and dikes.
- Carry out capital upgrades to the flood control structures to meet Provincial standards, including , gate repairs at Guelph Dam, gate control improvements at Woolwich Dam, concrete repairs to Cambridge floodwalls and dam safety assessments at Shand Dam and Laurel Dam. Carry out studies for improvements to flood control dike systems in Bridgeport and Brantford.
- Implement the Water Control Structures Asset Management Plan for GRCA flood control and flow augmentation dams.
- Operate and maintain 20 non-flood control dams, which are primarily for aesthetic, recreational, municipal fire suppression water supply, or municipal drinking water supply intake purposes.
- Develop and implement plans to decommission failing or obsolete dams.
- Ice management activities to help mitigate the impacts or respond to flooding resulting from ice jams.
- Develop and implement public safety plans for structures.

P&S #3 - Water Control Structures

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	1,699,000	1,767,000
Administration Expenses	49,200	19,200
Insurance	145,000	154,000
Other Operating Expenses	520,500	600,500
Total OPERATING Expenditures	**2,413,700**	**2,540,700**
Total CAPITAL Expenditures	**3,000,000**	**3,000,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**5,413,700**	**5,540,700**
Funding		
Municipal		
Municipal Apportionment	2,828,350	2,905,350
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	900,000
TOTAL REVENUE AND FUNDING FROM RESERVES	**5,413,700**	**5,540,700**
Net Surplus/(Deficit)	**-**	**-**



P&S #4 - Planning & Regulations Services

(a) PLANNING - Regulation

This category includes costs and revenues associated with administering the Prohibited Activities, Exemptions and Permits Regulation made under the CA Act. This includes permit review, permit issuance, inspections, enforcement and follow-up, which may include defending appeals.

Specific Activities:

- Process about 800 permits each year related to development, alteration or activities that may interfere with the following types of regulated features:
    - hazardous lands;
    - valley lands, steep slopes;
    - wetlands including swamps, marshes, bogs, and fens;
    - watercourses including rivers and creeks;
    - floodplain;
    - the Lake Erie shoreline.
- The regulation applies to development activities listed below in the areas listed above:
    - the construction, reconstruction, erection or placing of a building or structure of any kind;
    - any change to a building or structure that would have the effect of altering the use or potential use of the building or structure, increasing the size of the building or structure, or increasing the number of dwelling units in the building or structure;
    - site grading;
    - the temporary or permanent placing, dumping or removal of any material originating on the site or elsewhere.
- Maintain policies and guidelines to assist in the protection of people and property (i.e., Policies for the Administration of the Prohibited Activities, Exemptions and Permits Regulation).
- Enforcement of the Prohibited Activities, Exemptions and Permits Regulation and maintain compliance policies and procedures.
- Maintain natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems.

(b) PLANNING - Municipal Plan Input and Review

This program includes costs and revenues associated with reviewing Official Plans, Secondary and Community Plans, Zoning By-laws, Environmental Assessments, development applications and other proposals.

Specific Activities:

- Review municipal planning and master plan documents and recommend policies and designations for natural hazard lands including watercourses, floodplains, wetlands, slopes, shorelines, and hazard sites.
- Provide advice to municipalities regarding environmental assessments, and other proposals such as aggregate and municipal drain applications to ensure that all natural hazard concerns are adequately identified and that any adverse impacts are minimized or mitigated.
- Provide information and technical advice to municipalities regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazards.

P&S #4 – Planning and Regulations Services

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	2,417,000	2,694,000
Administration Expenses	305,800	361,800
Other Operating Expenses	154,700	56,000
Total OPERATING Expenditures	**2,877,500**	**3,111,800**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,877,500**	**3,111,800**
Funding		
Municipal		
Municipal Apportionment	1,828,500	2,008,800
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
TOTAL REVENUE	**2,877,500**	**3,111,800**
Net Surplus/(Deficit)	**-**	**-**

P&S #5 - Conservation Lands Management

Conservation Lands Management includes expenses associated with managing GRCA-owned lands.

Specific Activities:

- Acquire and manage significant wetlands and floodplain lands, e.g., the Luther Marsh Wildlife Management Area, the Keldon Source Area, the Bannister-Wrigley Complex, and the Dunnville Marsh.
- Manage “passive” conservation lands in order to conserve forests and wildlife habitat (e.g., Arkell Springs Smith in Puslinch, Snyder’s Flats in Bloomingdale, etc.). Some are managed through maintenance agreements with municipalities or private organizations (Chicopee Ski Club in Kitchener, Scott Park in New Hamburg, etc.)
- Develop and maintain extensive trail network on former rail lines owned by GRCA and municipalities (much of this is part of the Trans-Canada Trail network). The Grand River Conservation Foundation is one source of funding for the trails.
- Carry out forestry disease control, woodlot thinning and selective harvesting on GRCA lands in accordance with the Forest Management Plan while generating income from sale of timber. Income generated helps pay for future forest management activities.
- Carry out tree planting and other forest management programs on over 7,000 hectares of managed forests on GRCA-owned lands.
- Hazard tree management on GRCA-owned lands to protect people and property.
- Natural heritage management: carry out restoration and rehabilitation projects for aquatic and terrestrial ecosystems, e.g., species at risk and ecological monitoring on GRCA lands, and prescribed burn activities.
- Where appropriate, dispose of lands that have been declared surplus and continue to identify and plan for disposition of other surplus lands. Proceeds from future dispositions will be used for acquisition of “Environmentally Significant Conservation Lands” and for other core programs.



P&S #5 Conservation Lands Management

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	1,907,000	1,798,000
Administration Expenses	177,400	181,400
Insurance	66,000	66,000
Other Operating Expenses	849,800	869,800
Total OPERATING Expenditures	**3,000,200**	**2,915,200**
Land Purchases/Land Sale Expenses	-	-
Apps Mills Trail Improvements	-	49,000
Ecological Restoration	100,000	100,000
Total SPECIAL PROJECT Expenditures	**100,000**	**149,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**3,100,200**	**3,064,200**
Funding		
Municipal		
Municipal Apportionment	2,695,200	2,705,200
Self Generated		
Forest Management	95,000	100,000
Donations - Foundation	110,000	159,000
Funding From Reserves		
Land Reserve (Demolitions/Land Sale Expenses)	100,000	100,000
Transition Reserve (Staffing)	100,000	-
TOTAL REVENUE	**3,100,200**	**3,064,200**
Net Surplus/ (Deficit)	**-**	**-**

P&S #6 - Source Protection Program

Drinking water Source Protection includes programs and services to carry out the GRCA's duties as a Source Protection Authority under the Clean Water Act, 2006. The program includes updating and amending technical work and policies in Source Protection Plans for each of the four watersheds in the Lake Erie Source Protection Region, maintaining a multi-stakeholder Source Protection Committee, and reporting annually on implementation of the Source Protection Plans.

	Budget 2026	Budget 2027
Expenditures		
Compensation and Benefits	615,000	639,000
Administration Expenses	45,000	59,000
Other Operating Expenses	50,000	50,000
Water Budget - Technical Studies	90,000	90,000
TOTAL EXPENDITURES	**800,000**	**838,000**
Funding		
Government Grants		
Provincial	800,000	838,000
TOTAL FUNDING	**800,000**	**838,000**
Net Surplus/(Deficit)	**-**	**-**



P&S #7 - General Operating Expenses

General operating expenses related to Office of the Chief Administrative Officer (CAO), communications, capital support, finance, payroll, human resources, health and safety, head office facility, insurance, and other administrative expenses that support the provision of programs and services and included in this group.

Specific Activities:

This category includes the following departments:

- Office of the CAO
- Capital Support
- Finance
- Human Resources
- Payroll
- Health & Safety
- Strategic Communications
- Information Management and Innovation
- Office Services

In addition, this category includes expenses relating to:

- The General Membership
- Head office building
- Office supplies, postage, bank fees
- Head office communication systems
- Insurance
- Audit fees
- Consulting, legal, labour relations fees
- Health and safety equipment, inspections, training
- Conservation Ontario fees
- Corporate professional development
- General expenses

P&S #7 General Operating Expenses

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	2,725,000	2,833,000
Administration Expenses	543,300	518,300
Insurance	268,300	242,300
Other Operating Expenses	1,298,465	862,165
LESS: Recovery of Corporate Services Expenses	(70,000)	(70,000)
Total OPERATING Expenditures	**4,765,065**	**4,385,765**
OPCA Expenditures	-	75,000
Total SPECIAL PROJECT Expenditures	**-**	**75,000**
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**	**6,360,765**
Funding		
Municipal		
Municipal Apportionment (levy)	3,639,488	3,760,188
Government Grants		
Provincial	-	75,000
Self Generated		
Investment Income	2,050,000	2,050,000
Funding From Reserves		
Personnel	65,000	65,000
Building & Mechanical	150,000	-
TOTAL REVENUE	**5,904,488**	**5,950,188**
Net Surplus/(Deficit)	**(760,577)**	**(410,577)**

P&S #8 - Watershed Services

The programs included under watershed services are subwatershed planning, conservation services, water quality, and watershed sciences and collaborative planning.

Specific Activities:

Subwatershed planning services

- Identify and recommend where subwatershed or watershed studies are needed.
- Review and provide input to subwatershed studies.
- Undertake subwatershed monitoring to support municipal studies under agreement.
- Networking with conservation and environmental management agencies and organizations, and advocating on a watershed basis.
- In 2027, subwatershed studies/monitoring are ongoing or planned in the Region of Waterloo (City of Kitchener, City of Cambridge, Township of Woolwich), and City of Guelph.

Conservation Services

- Deliver municipal and partnership cost-share programs to support private land stewardship action.
- Facilitate private land, municipal and community partner tree planting.
- Coordinate education and outreach activities to promote actions to improve water quality and watershed health.

Water Quality Programs

- Support optimization of wastewater treatment plant operations through:
    - Knowledge sharing workshops;
    - Hands-on training;
    - Technical advice;
    - Delivering a recognition program.
- Provide technical support for municipal assimilative capacity studies, master plans for water and wastewater services.
- Engage the provincial and federal governments to develop programs to reduce nutrient loads in rivers and streams, and ultimately Lake Erie.
- Surface water quality monitoring, modelling, analysis, and reporting.
- Operate and maintain continuous water quality stations.
- Maintain a water quality database.
- Develop and maintain a water quality model.
- Analyze and report on groundwater and surface water quality and river health.

Watershed Sciences & Collaborative Planning

- Watershed and landscape scale science and reporting.
- Support cross-disciplinary integration and inform municipal watershed planning and water, wastewater, and stormwater master planning.
- Foster cross-municipal resource management:
    - Grand River Water Management Plan;
    - Water Managers Working Group.
- Liaise with provincial, federal agencies, non-governmental organizations.

P&S #8 Watershed Services

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	887,000	925,000
Administration Expenses	131,200	118,000
Other Operating Expenses	184,000	184,000
Total OPERATING Expenditures	**1,202,200**	**1,227,000**
Total CAPITAL Expenditures		
RWQP Grants	800,000	800,000
Upper Grand Restoration	10,000	10,000
Waste Water Optimization Project	20,000	123,000
Species at Risk	70,000	70,000
Water Management Plan (WQ)	80,000	50,000
Great Lakes Renewal	35,000	10,000
ECCC Freshwater Ecosystem Project	-	175,000
Resilient Agriculture Landscape Program	167,000	275,000
Clean Water Project	-	20,000
Grand River Simulation Model	50,000	-
Upper Blair Subwatershed Study	85,000	85,000
Total SPECIAL PROJECT Expenditures	**1,317,000**	**1,618,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**2,519,200**	**2,845,000**
Funding		
Municipal		
Memorandums of Understanding Apportionment	1,089,000	1,127,000
Municipal Other	945,000	965,000
Government Grants		
Other Provincial	217,000	398,000
Federal	118,200	255,000
Funding From Reserves		
Water Management Plan	80,000	50,000
Gauge Reserve	50,000	50,000
Land Sale Proceeds Reserve	20,000	-
TOTAL REVENUE	**2,519,200**	**2,845,000**
Net Surplus/ (Deficit)	**-**	**-**

P&S #9 - Burford Tree Nursery & Planting Services

The Nursery and Planting operations program includes the operation of the Burford Tree Nursery, as well as the sourcing, supply and planting of tree stock for the public and other GRCA programs (i.e., Category 1 and 2 programs).

Specific Activities:

- Plant trees on private lands (cost recovery from landowner) and on GRCA lands.
- Operate Burford Tree Nursery to grow and supply native and threatened species.
- Source trees from external commercial nurseries.



	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	321,000	333,000
Administration Expenses	16,900	16,900
Other Operating Expenses	626,000	626,000
Total OPERATING Expenditures	**963,900**	**975,900**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**963,900**	**975,900**
Funding		
Self Generated		
Burford Nursery	475,000	485,000
Landowner Contributions (Tree Planting)	250,000	260,000
Donations - Foundation		
TOTAL REVENUE	**725,000**	**745,000**
Net Surplus/(Deficit)	**(238,900)**	**(230,900)**

P&S #10 - Conservation Services

Special projects under the conservation services program include special studies and evaluations, and events such as children's water festivals.

Specific Activities:

In 2027, efforts will focus on:

- Co-ordination of the Brantford-Brant Children's Water Festival.
- Mill Creek Rangers Program.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	12,200	12,200
Administration Expenses	26,200	18,200
Other Operating Expenses	3,000	1,000
Total OPERATING Expenditures	**41,400**	**31,400**
Total CAPITAL Expenditures		
Mill Creek Rangers Program	40,000	40,000
Waterloo Wellington Children's Water Festival	6,000	5,000
Brant/Brantford Water Festival	45,000	45,000
Total SPECIAL PROJECT Expenditures	**91,000**	**90,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**132,400**	**121,400**
Funding		
Municipal		
Municipal-Other	15,000	17,000
Self Generated		
Donations - Foundation	70,000	68,000
Funding from Reserves		
Cambridge Desiltation	2,000	-
Transition Reserve	6,000	5,000
TOTAL REVENUE	**93,000**	**90,000**
Net Surplus/(Deficit)	**(39,400)**	**(31,400)**

P&S #11 - Environmental Education

This category includes costs and revenues associated with the environmental education program. The environmental education program provides curriculum-based programs to about 30,000 students annually, as well as some community groups throughout the watershed.

Specific Activities:

- Provide hands-on, curriculum-based, environmental education school programs under agreements with four school boards in the watershed, as well as individual schools. Programs are delivered at five environmental education centres (Apps' Mill near Brantford, Taquanyah near Cayuga, Guelph Lake, Laurel Creek in Waterloo, Shade's Mills in Cambridge), as well as at schools, GRCA Conservation Areas and virtually.
- Provide community programs under agreements with third parties (i.e., watershed municipalities, etc.)



P&S #11 - Environmental Education

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation & Benefits	706,000	734,000
Administration Expenses	74,000	74,000
Other Operating Expenses	219,000	243,000
Total OPERATING Expenditures	**999,000**	**1,051,000**
Major Repairs & Maintenance Projects	-	-
Total CAPITAL Expenditures	**-**	**-**
Guelph Lake Nature Centre	100,000	-
Total SPECIAL PROJECT Expenditures	**100,000**	**-**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,099,000**	**1,051,000**
Funding		
Self Generated		
Environmental Education - School Program	610,000	740,000
Funding from Reserves		
Transition Reserve	389,000	311,000
Land Sale Proceeds Reserve (GLNC)	100,000	-
TOTAL REVENUE	**1,099,000**	**1,051,000**
Net Surplus/(Deficit)	**-**	**-**

P&S #12 - Property Rentals

Property Leasing activities include residential, cottage lots, agricultural and other miscellaneous lease or licence agreements.

Specific Activities:

Leasing portfolio includes:

- 733 cottage lots at Belwood Lake and Conestogo Lake.
- 1,200 hectares of agricultural land.
- 8 residential units.
- Over 50 other lease/licence agreements for use of GRCA lands.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	497,000	537,000
Administration Expenses	36,800	38,800
Other Operating Expenses	594,700	635,276
Total OPERATING Expenditures	**1,128,500**	**1,211,076**
Property Rentals	50,000	53,000
Land Sale Proceeds	-	-
Total FUNDING to RESERVES	**50,000**	**53,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,178,500**	**1,264,076**
Funding		
Self Generated		
Belwood	1,110,000	1,133,000
Conestogo	1,329,000	1,357,000
Agricultural	280,000	296,000
Residential	86,000	86,000
Miscellaneous	403,000	411,000
Funding FROM Reserves		
Cottage Lot Operations	-	122,000
Property Rental Reserve	-	-
Cambridge Desiltation	-	576
TOTAL REVENUE	**3,208,000**	**3,405,576**
Net Surplus/(Deficit)	**2,029,500**	**2,141,500**

P&S #13 - Hydro Production

This program generates revenue from ‘hydro production’.

Specific Activities:

- Generate hydro from turbines in 4 dams, Shand, Conestogo, Guelph and Drimmie.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	73,000	76,000
Other Operating Expenses	95,500	45,500
Total OPERATING Expenditures	**168,500**	**121,500**
General Capital	-	50,000
Total FUNDING to RESERVES	**-**	**50,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**168,500**	**171,500**
Revenue		
Self Generated		
Hydro Production-Belwood	285,000	285,000
Hydro Production-Conestogo	205,000	185,000
Hydro Production-Guelph	40,000	40,000
Hydro Production-Elora	15,000	15,000
TOTAL REVENUE	**545,000**	**525,000**
Net Surplus/(Deficit)	**376,500**	**353,500**

P&S #14 - Conservation Areas

These programs include costs and revenues associated with delivering recreational programs on GRCA lands and include the costs and revenues associated with day-use, camping, concessions, and other activities at GRCA active Conservation Areas.

Specific Activities:

- Operate 11 “active” Conservation Areas (8 camping and 3 exclusively day-use) and Luther Marsh Wildlife Management Area which are enjoyed by over 1.7 million visitors annually. These visitors also help generate significant spin-off revenues for the local economies.
- Offer camping, hiking, fishing, swimming, boating, picnicking, skiing and related facilities.
- Provide over 2,000 campsites – second only to the provincial park system as a provider of camping accommodation in Ontario.
- Provide 500 seasonal camping sites at 7 different locations.
- Operate 2 large pools [1.85 acres (Canada’s largest outdoor pool) and 1.5 acres in size]
- Manage hunting programs at various sites.
- Employ over 230 students seasonally within the conservation areas.
- Capital projects include the Rockwood Conservation Area washroom renovation, Rockwood Conservation Area bridge repairs, and the Guelph Lake Conservation Area septic system replacement. Ongoing asset management activities include general repairs and maintenance of Conservation Area facilities and infrastructure, including buildings, roads, bridges, pools, electrical systems, water systems, and septic systems.



P&S #14 Conservation Areas

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	6,423,000	6,772,000
Administration Expenses	303,800	345,600
Other Operating Expenses	4,471,800	4,711,000
Total OPERATING Expenditures	**11,198,600**	**11,828,600**
Total CAPITAL Expenditures	**2,000,000**	**2,000,000**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**13,198,600**	**13,828,600**
Funding		
Self Generated		
Brant	1,370,000	1,470,000
Byng Island	1,110,000	1,160,000
Belwood Lake	375,000	385,000
Conestogo Lake	600,000	600,000
Elora Gorge	2,650,000	2,840,000
Elora Quarry	450,000	470,000
Guelph Lake	1,750,000	1,820,000
Laurel Creek	700,000	730,000
Pinehurst Lake	975,000	1,015,000
Rockwood	1,475,000	1,535,000
Shade's Mills	545,000	575,000
Total Fee Revenue	12,000,000	12,600,000
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**
Net Surplus/(Deficit)	**(627,600)**	**(657,600)**

P&S #15 - Administrative Support

Administrative Support includes expenses related to finance, communications, capital support and other administrative expenses that support Category 3 programs and services.

	Budget 2026	Budget 2027
Expenditures and Funding to Reserves		
Compensation and Benefits	691,000	740,000
Administration Expenses	145,800	178,800
Insurance	190,000	183,000
Other Operating Expenses	212,723	212,723
Total OPERATING Expenditures	**1,239,523**	**1,314,523**
Stabilization Reserve-Category 3	-	-
Total FUNDING to RESERVES	**-**	**-**
TOTAL EXPENDITURES AND FUNDING TO RESERVES	**1,239,523**	**1,314,523**
Funding		
Self Generated		
Miscellaneous	-	-
TOTAL REVENUE	**-**	**-**
Net Surplus/(Deficit)	**(1,239,523)**	**(1,314,523)**

Supplementary Information (Digital Information & Innovation and Motor Pool)

1) DIGITAL INFORMATION & INNOVATION - COMPUTER CHARGES

The work of the DI&I Group includes wages, capital purchases and ongoing maintenance, and operation is funded through the Information Systems and Technology Reserve. The Information Systems & Technology Reserve is sustained through a chargeback framework. A “Computer Charge” is allocated to the individual programs based on the number of users and the nature of system usage or degree of reliance on DI&I activities and services.

The Digital Information and Innovation (DI&I) group leads GRCA's information management activities; develops and acquires business solutions; and oversees investment in information and communications technology as detailed below:

Specific Activities:

- Develop and implement GRCA's long-term information management, information technology and communications plans.
- Assess business needs and develop tools to address requirements, constraints and opportunities. Acquire and implement business and scientific applications for use at GRCA. Manage information technology and business solutions implementation projects on behalf of GRCA, GRCF and the Lake Erie Source Protection Region.
- Develop and implement GRCA's Geographic Information Systems (GIS) technology and spatial data infrastructure. Manage GRCA's water-related data. Create and maintain standards for the development, use and sharing of corporate data. Develop policies and implement tools to secure GRCA's data and IT and communications infrastructure.
- Acquire, manage and support GRCA's server, storage, network and personal computer infrastructure to support geographic information systems (GIS); flood forecasting and warning, including real-time data collection; database and applications development; website hosting; electronic mail; internet access; personal computing applications; and administration systems, including finance, property and human resources.
- Develop and operate a wide area network connecting 14 sites and campus style wireless point-to-multipoint networks at Head Office, Conservation Areas, Environmental Education Centres and Flood Control Structures. Develop and operate an integrated Voice over IP Telephone network covering nine sites and 220 handsets. Support and manage mobile phones, smart phones and pagers. Develop, implement and maintain GRCA's DI&I disaster recovery plan.
- Operate on-line campsite reservation and day-use systems with computers in 10 Conservation Areas. Provide computers and phone systems for use at environmental education centres.
- Build and maintain working relationships with all other departments within GRCA. Develop and maintain partnerships and business relationships with all levels of government, Conservation Ontario, private industry and watershed communities with respect to information technology, information management, business solutions and data sharing.

2) VEHICLES AND EQUIPMENT – MOTOR POOL CHARGES

Motor Pool charges are allocated to the individual sections based on usage of motor pool equipment. Effectively, motor pool charges are included under administrative costs or other operating expenses, as applicable, on P&S #1 to #15.

Specific Activities:

- Maintain a fleet of vehicles and equipment to support all GRCA programs.
- Purchases of new vehicles and/or equipment.
- Disposal of used equipment.
- Lease certain equipment.

Digital Information & Innovation & Motor Pool

	Budget 2026	Budget 2027
Expenditures		
Digital Information & Innovation		
Compensation and Benefits	1,464,000	1,388,000
Administrative Expenses	36,900	36,900
Software and Hardware Maintenance	187,500	230,000
Supplies and Services	54,000	54,000
Total OPERATING Expenditures	**1,742,400**	**1,708,900**
Capital Expenses	**400,000**	**300,000**
LESS Internal Charges	**(1,787,400)**	**(1,835,000)**
NET Unallocated Expenses	**355,000**	**173,900**
Motor Pool		
Compensation and Benefits	346,000	360,000
Administrative Expenses	27,600	29,600
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**
Capital Expenses	**675,000**	**675,000**
LESS Internal Charges	**(1,600,000)**	**(1,600,000)**
NET Unallocated Expenses	**143,100**	**159,100**
TOTAL EXPENDITURES	**498,100**	**333,000**

3) Grand River Conservation Authority Members (2026)

Region of Waterloo (including Cities of Kitchener, Waterloo, Cambridge and Townships of North Dumfries, Wellesley, Wilmot and Woolwich
Doug Craig (Cambridge), Mike Devine (Citizen), Jim Erb (Waterloo), Sue Foxton (North Dumfries), Joe Gowing (Kitchener), Gord Greavette (Citizen), Colleen James (Kitchener), Matt Rodrigues (Kitchener), Sandy Shantz (Woolwich), and Pam Wolf (Cambridge)

Regional Municipality of Halton
John Challinor II

Haldimand and Norfolk Counties
Dan Lawrence and Rob Shirton

City of Hamilton
Alex Wilson

County of Oxford
Bruce Banbury

City of Brantford
Gino Caputo and Kevin Davis

City of Guelph
Christine Billings and Ken Yee Chew

Townships of Amaranth, East Garafraxa, Southgate and Melancthon and Town of Grand Valley
Guy Gardhouse

Townships of Mapleton and Wellington North
Lisa Hern

Municipality of North Perth and Township of Perth East
Jerry Smith

Township of Centre Wellington
Shawn Watters

Town of Erin, Townships of Guelph-Eramosa and Puslinch
James Seeley

County of Brant
Brian Coleman and David Miller

Denise Holmes

From: Kerry Jenkins <kjenkins@nvca.on.ca>
Sent: Monday, October 26, 2026 8:32 AM
To: Denise Holmes
Cc: Darren White; Sheryl Flannagan
Subject: Lake Huron Regional Conservation Authority - Municipal Information Letter
Attachments: Lake Huron Regional Conservation Authority - Information Letter.pdf; Lake Huron Regional Conservation Authority - Key Information.pdf

Good morning,

Please see attached letter and key information sheet regarding the upcoming conservation authority amalgamation. You may receive this information more than once if you are a municipality that is a member of more than one conservation authority.

Thank you,
Kerry

Kerry Jenkins (she/her/hers)
Corporate Services Clerk

Nottawasaga Valley Conservation Authority
8195 8th Line, Utopia, ON L0M 1T0
T 705-424-1479 ext. 272
kjenkins@nvca.on.ca | **nvca.on.ca**

This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender and destroy all copies of the original message.

Conservation Authority Consolidation Information
Lake Huron Regional Conservation Authority

October 23, 2026

Watershed Municipalities
Attention: Clerks and Chief Administrative Officers

Dear Watershed Municipality,

Re: Municipal Partnership, Governance and Transition Actions

On February 1, 2027, Ontario's 36 conservation authorities will be consolidated into nine regional conservation authorities, and your municipality is located within the regional jurisdiction of the future Lake Huron Regional Conservation Authority (LHRCA).

This consolidation will bring together the experience, local knowledge and established partnerships of our founding conservation authorities, with a shared priority to support a well-coordinated transition and to build a regional conservation authority that serves local municipalities and communities effectively.

The following outlines the changes and actions needed to prepare for February 1, 2027.

Summary of Membership and Governance Changes
Historically, single, upper and lower-tier municipalities have been participating municipalities of a conservation authority, which meant that they:

- Appointed members to their conservation authority's Board of Directors;
- Received a draft of their conservation authority's budget for comment; and
- Were invoiced for their municipal apportionment.

Earlier this year, the *Conservation Authorities Act* was amended to recognize counties as upper-tier municipalities, and to make only single and upper-tier municipalities the participating municipalities of the new consolidated regional conservation authorities. This means that under the new regional structure the responsibilities outlined above will rest with single and upper-tier municipalities.

Appointment of Board Members
Following the upcoming municipal election, single and upper-tier municipalities will be responsible for appointing members to the Board of Directors to the Lake Huron Regional Conservation Authority (subject to final seat allocations by the province).

- These appointments must be made through a resolution of council, a copy of which should be forwarded to the LHRCA once passed. Contact information for resolution submission will be communicated to watershed municipalities in early January 2027.
- The LHRCA must receive council resolutions **no later than January 31, 2027,** as the new Board of Directors will meet in early February to operationalize the new regional authority.
- Normally, appointments are for the four-year term of council, but a municipality may appoint a member for a shorter term or replace them during the term.

- The province recently consulted on a draft proposal regarding how many seats single and upper-tier municipalities could receive on the new regional conservation authority Boards of Directors. Once the province finalizes a governance model, we will inform your municipality about:
  - How many seats each municipality will have on the new Board; and
  - Any eligibility criteria for who can be appointed (e.g. resident of a municipality in the conservation authority's jurisdiction, elected official).

Continuation of Current Board
As per section 14 (4.2) of the *Conservation Authorities Act*, current members continue to serve on the conservation authority's Board of Directors until a municipality appoints or reappoints a member for **the new term, which will take effect as of February 1, 2027**.

To support continuity through the final months of the transition, where possible, we encourage single, upper and lower-tier municipalities, where possible, to retain their current conservation authority board representatives through January 31, 2027. Their experience will support the completion of remaining governance, budget and transition responsibilities.

Budget and Invoicing
Conservation authorities were directed by the province to complete their 2027 budget and ensure apportionment invoices are issued to single, upper and lower-tier municipalities for a final time, before January 31, 2027.

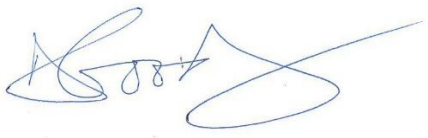
Starting with the 2028 budget, **only** single and upper-tier municipalities will receive draft conservation authority budgets for review and will be invoiced for their apportionment moving forward.

As Project Executive and CAO Designate for the Lake Huron Regional Conservation Authority, I look forward to working with our municipalities across the jurisdiction to build a strong partnership and shape the future of watershed management and conservation in our region.

Attached, please find additional information about conservation authority consolidation and the transition process. If you have questions, need more information, or would like to book a deputation or a council information session, please contact Trish Barnett 905-895-1281 ext. 223 or t.barnett@lsrca.on.ca

Thank you for your leadership and partnership. Your participation will be essential as we work together to build a regional authority that protects and strengthens the communities we serve.

Sincerely,



Don Goodyear
Project Executive
Lake Huron Regional Conservation Authority
905-895-1281 ext. 305 | d.goodyear@lsrca.on.ca

Conservation Authority Consolidation
Key Information
Lake Huron Regional Conservation Authority

Ontario is undertaking a significant transformation of its conservation authority network, bringing together 36 existing conservation authorities to establish nine regional conservation authorities effective February 1, 2027.

As part of this provincial initiative, six conservation authorities will come together to form the new Lake Huron Regional Conservation Authority: Ausable Bayfield Conservation Authority (ABCA), Maitland Valley Conservation Authority (MVCA), Saugeen Valley Conservation Authority (SVCA), Grey Sauble Conservation Authority (GSCA), Nottawasaga Valley Conservation Authority (NVCA) and Lake Simcoe Region Conservation Authority (LSRCA).

The transition will bring together the experience, expertise and resources of these six organizations under a new regional structure, with a continued focus on watershed management, conservation and the communities they serve.

Ontario Provincial Conservation Agency

To support this transformation, the Ministry of the Environment, Conservation and Parks established the Ontario Provincial Conservation Agency (OPCA) to provide provincial oversight of the regional consolidation of conservation authorities.

OPCA is guiding the consolidation process, providing direction, resources and support to Project Executives and Transition Committees as they prepare for the establishment of the new regional conservation authorities. This coordinated approach is intended to support an organized transition while maintaining continuity in conservation authority programs and services.

Project Executive

To lead consolidation efforts at the local level, the province has selected a Project Executive for each region, who will become the first Chief Administrative Officer (CAO) of the new regional conservation authority. Project Executives are responsible for leading local transition planning and ensuring their new regional conservation authority is operational on February 1, 2027.

OPCA has appointed Don Goodyear as Project Executive and CAO Designate for the new Lake Huron Regional Conservation Authority.

With 30 years of experience spanning the conservation authority and municipal government sectors, Don brings a strong record of leadership in watershed management, source water protection and environmental services. During his career, including 15 years with the Lake Simcoe Region Conservation Authority, he has also led significant organizational transformation initiatives, with a focus on risk management, strategic regional programs and change management.

As the transition progresses, Don will provide updates to municipal partners and other stakeholders at key milestones, supporting continued communication and engagement as the six conservation authorities prepare to become one regional organization on February 1, 2027.

Transition Committee

Each Project Executive is being supported by a Transition Committee that will meet monthly from September to January to support the development of a Transition Plan for their region.

Each conservation authority was requested to appoint two representatives – the General Manager/CAO and a Board member, to the Transition Committee.

The Transition Committee for the Lake Huron region has begun meeting. Members provide input on how to keep stakeholders and partners informed throughout the transition process and oversee progress and provide input on the development of the Transition Plan.

Members of the Transition Committee for the Lake Huron Regional Conservation Authority include:

Ausable Bayfield Conservation Authority:

- Ray Chartrand, Board Chair & Councillor, Municipality of Huron East
- Nathan Schoelier, Acting General Manager

Saugeen Valley Conservation Authority:

- Tom Hutchinson, Board Chair & Deputy Mayor, Municipality of West Grey
- Erik Downing, General Manager, Secretary-Treasurer

Grey Sauble Conservation Authority:

- Jennifer Shaw, Board Vice Chair & Deputy Mayor, Municipality of Arran-Elderslie
- Tim Lanthier, CAO

Nottawasaga Valley Conservation Authority:

- Jonathan Scott, Board Chair & Councillor, Township of Bradford West Gwillimbury
- Jennifer Vincent, CAO

Lake Simcoe Region Conservation Authority:

- Clare Riepma, Board Vice Chair & Councillor, City of Barrie
- Mark Critch, Acting CAO

Since formation of the Transition Committee, the General Manager and Board Chair for the Maitland Valley Conservation Authority have chosen not to participate. We respect their decision and thank them for their contributions.

Staff from Maitland Valley Conservation Authority continue to actively contribute through a number of transition working groups, providing subject matter expertise to support the ongoing planning process.

Watershed Councils
The province will require regional conservation authorities to establish one or more watershed councils with representation from local partners, sectors and stakeholders. The province will provide further details on the establishment, size, membership and role of these councils in 2027.

Board of Directors
The Board of Directors of the new regional conservation authority will be responsible for implementing the Transition Plan and governing the new organization to ensure business continuity.

The new Board of Directors will be appointed by single and upper tier municipalities in the region. The participating municipalities in the new Lake Huron region are:

Upper Tier

- Bruce County
- Dufferin County
- Durham Region
- Grey County
- Huron County
- Lambton County
- Middlesex County
- Perth County
- Simcoe County
- Wellington County
- York Region

Single Tier

- City of Barrie
- City of Kawartha Lakes

Recently the province consulted on a draft proposal outlining how many seats each single and upper tier municipality may have on the new regional conservation authority Boards of Directors.

Once the governance model has been finalized, municipalities will be informed of how many seats they have, to facilitate the appointment of board members **by January 31, 2027**.

To ensure conservation authorities remain operational and the transition is smooth:

- Municipalities are encouraged, where possible, to maintain their current board members on their local conservation authority board until January 31, 2027 (this is permitted under section 14 (4.2) of the *Conservation Authorities Act*.
- Conservation authority boards were also directed by the province to finalize their 2027 budgets and issue apportionment invoices before February 1, 2027. This will mark the final year that lower-tier municipalities receive apportionment invoices, as beginning in 2028, invoices will be issued exclusively to participating member upper-tier and single-tier municipalities.

Next Steps
Project Executives and Transition Committees play key roles in preparing for the establishment of the new regional conservation authorities on February 1, 2027.

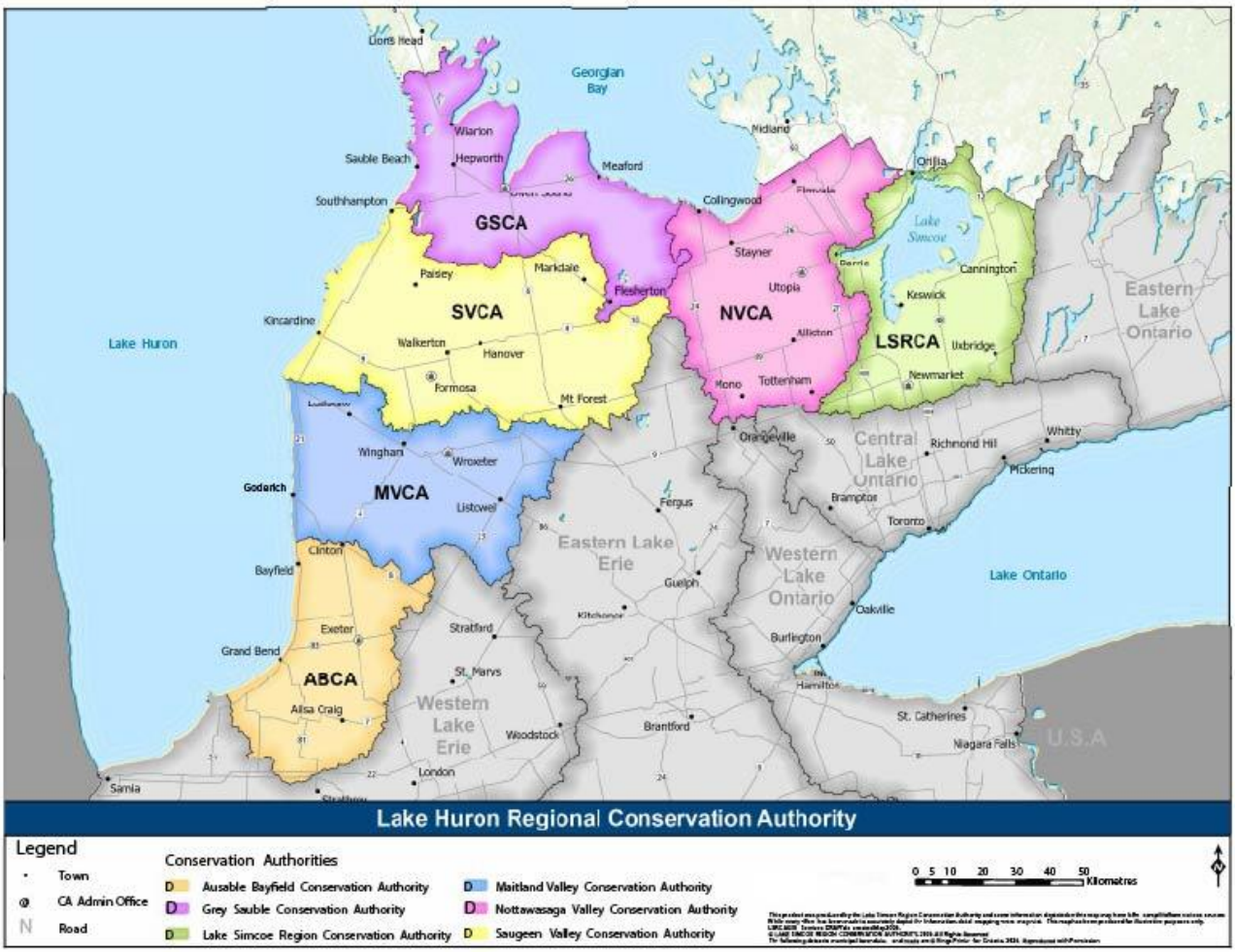
This work includes identifying and addressing immediate operational priorities to support continuity of programs and services, while also developing longer-term plans to guide organizational integration, governance and operations. Together, these efforts will support a coordinated transition and provide a foundation for the future success of the new regional conservation authorities.

Summary of Changes

Below is an at-a-glance list of what stays the same and what changes following the consolidation of conservation authorities:

Who is Affected	What Stays the Same	What Is Changing
Residents, businesses, community stakeholders	**Programs and services:** The programs and services provided by conservation authorities are not changing. **All offices will remain open:** Programs and services will continue to be delivered out of all existing offices. **Boundaries remain the same:** The consolidation will not expand existing conservation authority boundaries. Only lands currently within a conservation authority's jurisdiction will fall within the new regional conservation authority. Where a municipality is only partially within an existing conservation authority's jurisdiction, that same portion will remain within the jurisdiction of the new regional authority.	**Regional Organization**: Six conservation authorities will come together to form one organization - the Lake Huron Regional Conservation Authority. **Watershed Councils**: One or more watershed councils will be established with representation from local partners, sectors and stakeholders. Further provincial direction is expected in 2027.
Single-Tier Municipalities	**Participating Municipality Status:** Single-tier municipalities will continue to appoint Board members, review draft budgets and receive apportionment invoices. Conservation authority services will continue within their communities.	**Regional Governance:** Board appointments will be made to the new regional conservation authority. **Budgets and Apportionment:** Beginning with the 2028 budget, draft budgets and apportionment invoices will come from the regional authority.
Upper-Tier Municipalities (counties and regions)	**Programs and Services:** Conservation authority services will continue within their geographic areas, and existing jurisdictional boundaries will remain unchanged.	**Participating Municipality Status:** Upper-tier municipalities will become participating municipalities effective February 1, 2027.

Who is Affected	What Stays the Same	What Is Changing
		Board Appointments: They will assume responsibility for appointing members to the regional Board of Directors. **Budgets and Apportionment:** Beginning with the 2028 budget, they will receive draft budgets for review and comment and receive apportionment invoices.
Lower-Tier Municipalities (towns, townships, municipalities with upper tier counties)	**Continued Local Services:** Conservation authority programs and services will continue, with no changes to jurisdictional boundaries. Lower-tier municipalities will remain important local partners. **2027 Budget:** They will receive their 2027 budgets and apportionment invoices under the existing structure for a final time.	**Participating Municipality Status:** Lower-tier municipalities will no longer be participating municipalities effective February 1, 2027. **Watershed Councils**: To ensure local participation influences the work of the regional conservation authority, one or more watershed councils will be established with representation from local partners, sectors and stakeholders. **Board Appointments:** Responsibility will transfer to upper-tier municipalities. **Budgets and Apportionment:** Beginning with the 2028 budget, draft budgets and apportionment invoices will be directed to upper-tier municipalities.



For More Information, contact Don Goodyear, Project Executive, Lake Huron Regional Conservation Authority at d.goodyear@lsrca.on.ca

Denise Holmes

From: Michelle Dunne <mdunne@dufferincounty.ca>
Sent: Friday, November 6, 2026 8:25 AM
To: Raylene Martell; Jennifer Willoughby; Jessica Kennedy; Roseann Knechtel; Denise Holmes; Donna Tremblay; Peter Avgoustis; Nicole Martin
Cc: Jordyn Lavecchia-Smith; Alice Byl; Heidi Dorscht; Meghan Townsend; Holly Boardman; Kaitlin Dinnick
Subject: Composition of County Council and Weighted Vote

Good morning everyone,

Happy Friday!

In accordance with the County of Dufferin Act, County Council will be comprised of 16 members, the Mayor and Deputy Mayor for all member municipalities, and will have a weighted vote of 40.

The Township of Amaranth (1), Town of Mono (1), Town of Orangeville (2), and the Town of Shelburne (2) will each have additional votes.

Here is the breakdown of how the votes are calculated:

Municipality	**Number of Electors and Votes***	**Allocation of Votes Per Member**
Amaranth	4,177 ÷ 1,500 = 2.78 (3 votes)	Mayor – 2 Deputy Mayor – 1
East Garafraxa	2,649 ÷ 1,500 = 1.76 (2 votes)	Mayor – 1 Deputy Mayor - 1
Grand Valley	3,665 ÷ 1,500 = 2.44 (2 votes)	Mayor – 1 Deputy Mayor – 1
Melancthon	2,886 ÷ 1,500 = 1.92 (2 votes)	Mayor – 1 Deputy Mayor – 1
Mono	8,599 ÷ 1,500 = 5.73 (6 votes)	Mayor – 3 Deputy Mayor – 3
Mulmur	3,736 ÷1,500 = 2.49 (2 votes)	Mayor – 1 Deputy Mayor – 1
Orangeville	25,740 ÷ 1,500 = 17.16 (17 votes)	Mayor – 9 Deputy Mayor – 8
Shelburne	8,407 ÷ 1,500 = 5.60 (6 votes)	Mayor – 3 Deputy Mayor – 3
Total	-	**40**

Hope everyone has a great weekend.

Michelle

Michelle Dunne, Dipl.M.M.|Clerk| Office of the CAO
County of Dufferin|Phone: 519-941-2816 Ext. 2504

mdunne@dufferincounty.ca |55 Zina Street, Orangeville, ON L9W 1E5

A Community That Grows Together.
Collaboration | Accountability | Innovation | Compassion | Courage

Dufferin County administrative staff are moving to a new office space! As of September 2, 2025, Council and Clerk services can be accessed at 55 Zina Street on the second floor. Please note that building access is temporarily restricted to the doors at 10 Louisa Street (Orangeville Court House). For more details please visit www.dufferincounty.ca.

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

Township of Amaranth
374028 6th Line
Amaranth, ON, L9W 0M6
P: 519-941-1007 F: 519-941-1802
planner@amaranth.ca

Notice of Adoption

New Official Plan

Take Notice that the Council of The Corporation of the Township of Amaranth passed **By-law 2026-58** to adopt a new Official Plan for the Township of Amaranth on the **4th day of November 2026**, pursuant to Section 17(22) of the Planning Act, R.S.O. 1990, as amended. This Notice of Adoption is issued pursuant to Section 17(23) of the Planning Act.

Prior to the adoption of the Official Plan, statutory Public Meeting were held on **August 5, 2026**, and a statutory Public Open House was held on **April 22, 2026**, in accordance with the Planning Act.

Purpose and Effect

The new Official Plan is intended to manage and direct long-terms growth and development throughout the Township of Amaranth. The Official Plan achieves this by providing goals, objectives and policies related to managing growth, facilitating economic development, protecting natural heritage features and agricultural land. Further, the Official Plan contains policies that implement legislation, regulation and policies from the Provincial and County levels while reflecting the priorities of the Community.

The new Official Plan has been developed through the consideration of community and stakeholder input as well as the completion of background planning studies and reports.

Available for Review

A complete copy of the newly adopted Official Plan (By-law 2026-58) is available for inspection on the Township of Amaranth website https://www.amaranth.ca/municipal-government/planning-development/ and in person at the Township's office located at 374028 6th Line, Amaranth.

Written and Oral Submissions

All written and oral submission made regarding the Official Plan have been reviewed and dually considered. Public and agency comments have been incorporated, where appropriate.

Appeal Rights & Contact Information

Under the provision of Section 17(2) of the Planning Act, the County of Dufferin being the upper-tier municipality is the approval authority for a new lower-tier Official Plan adopted under Section 17(22) of the Planning Act. As such, the Adopted Official Plan has been forwarded to the County of Dufferin for review, as required by Section 17(31) of the Planning Act.

Any person or public body will be entitled to receive notice of decision of the approval authority with respect to the new Official Plan, if a written request (including the person's or public body's address, fax number or email address) to be notified of the decision is made to the approval authority is made to:

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

The decision of the Council of the Township of Amaranth to adopt the New Official Plan through the enaction of By-law 2026-58 is not subject to appeal. Appeals to the Ontario Land Tribunal may only be filed with the County of Dufferin, as the approval authority, once a decision on the adopted Official Plan has been made by the County of Dufferin.

Notice dated at the Township of Amaranth on November 6, 2026.

Township of Amaranth
374026 6th Line
Amaranth, ON L9W 0M6
P: 519-941-1007
F: 519-941-1802

e-mail: planner@amaranth.ca
Website: https://www.amaranth.ca/municipal-government/planning-development/

Ministry of the Environment, Conservation and Parks

Environmental Assessment and Permissions Modernization Branch

40 St. Clair Avenue West
11th Floor
Toronto ON M4V 1M2

Ministère de l'Environnement, de la Protection de la nature et des Parcs

Direction de la modernisation relative aux évaluations et aux permissions environnementales

40, avenue St. Clair Ouest
11e étage
Toronto ON M4V 1M2

Ontario

November 10, 2026

RE: Regulatory amendments to streamline requirements for waste disposal site service area and fil rate changes

To whom it may concern,

Today, I am writing to advise that the Ontario government has made changes to streamline requirements for certain service area changes at waste disposal sites (e.g., landfilling site, thermal treatment facility, waste transfer station) and fill rate changes at landfilling sites and dumps.

These regulatory amendments, which we consulted on between April 22, 2026, and June 8, 2026, have now been made and have come into effect.

As a result of these amendments, changes to the service area or fill rate of certain waste disposal sites no longer trigger requirements under the *Environmental Assessment Act*. Where an Environmental Compliance Approval (ECA) limits the service area and fill rate for a waste disposal site, changes to this limit will require an ECA amendment. Proposals for ECA amendments for these changes have been exempted from the posting requirements under the *Environmental Bill of Rights, 1993* (EBR) and third-party appeal provisions.

The ECA program is designed to protect Ontario's water, air and natural environment. A waste ECA sets conditions for the use, operation, establishment, alteration, enlargement or extension of waste disposal sites. ECAs also regulate operational changes including fill rates and service areas, through conditions, monitoring, reporting, and other controls to manage environmental risks.

General guidance on the ECA application process and requirements can be found in the Guide to applying for an environmental compliance approval.

Please visit the Environmental Registry of Ontario for further information, and please feel free to contact us at EAModernization.MECP@ontario.ca if you have any questions.

More information on our efforts to modernize the EA program can also be found here.

Sincerely,

A. Cross

Annamaria Cross
Director, Environmental Assessment and Permissions Modernization Branch
Ministry of the Environment, Conservation and Parks

Denise Holmes

From: Lindsay Jones <communicate@amo.on.ca>
Sent: Tuesday, November 10, 2026 11:28 AM
To: Denise Holmes
Subject: For Council Agendas: AMO Board of Directors Vacancies





Hello Denise,

Now that the 2026 municipal elections are behind us and new Councils are being established, we want to bring an important opportunity for municipal representation and leadership to your attention.

AMO is seeking applications from Council members to fill **10 vacancies on its Board of Directors** across five caucuses:

- **Large Urban Caucus:** 1 position
- **Northern Caucus:** 2 positions from Northeastern Ontario
- **Regional and Single Tier Caucus:** 2 positions
- **Rural Caucus:** 3 positions
- **Small Urban Caucus:** 2 positions

Serving on the AMO Board provides an opportunity to help shape AMO's strategic direction, advocacy priorities and governance on behalf of Ontario's 444 municipalities.

Board members participate in six Board meeting cycles annually, caucus meetings in advance of Board meetings, the annual AMO Conference and, where applicable, additional committees or task forces.

How to Apply

Applicants must submit:

- A completed application form.
- A cover letter outlining their interest, skills and relevant experience.
- A résumé or curriculum vitae.

A Council resolution is not required at the initial application stage. Successful candidates will subsequently be asked to provide a Council resolution supporting their appointment.

The Application Guide, which includes a template Council resolution, and Application Form are available through AMO's website here.

Application Deadline: Friday, December 11, 2026, at 12:00 p.m. ET

Applications must be submitted by email to amoelections@amo.on.ca. Late submissions will not be considered.

Please Bring This Opportunity Forward to Council

We encourage CAOs and Clerks to bring these vacancies forward to an upcoming Council agenda and share the information with interested members of Council.

Strong municipal representation on the AMO Board is essential to ensuring the diverse perspectives and priorities of Ontario's municipalities inform provincial advocacy, policy and decision-making.

With the application deadline approaching, early consideration will help ensure interested candidates have sufficient time to prepare and submit their applications.

Thank you for helping strengthen municipal leadership and representation across Ontario.



Lindsay Jones
Executive Director
AMO

*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.

Association of Municipalities of Ontario

To unsubscribe, please| Opt Out

155 University Ave Suite 800 | Toronto, ON M5H 3B7 CA

From: Jennifer Simms
To: Denise Holmes; Kaitlin Dinnick
Subject: Election Statistics
Date: Tuesday, November 10, 2026 4:02:15 PM
Attachments: Election Statistics - Melancthon 2026.pdf

Goof afternoon,
Please find attached the Election Statistic document that we have compiled for you.
These statistics include:

- Election Statistics - general stats for your election.
- Voting Time Breakdown - a breakdown of voting activity by date and time.
- Age - breakdown of electors by age and age participation rates.

I hope this information gives you some insight into your election and eVoting as a whole.

It was great working with you! Please let me know if you have any questions.

Jenn Simms | Senior eVoting Consultant
Intelivote Systems Inc.
40 Thornhill Dr., Suite 12
Dartmouth, NS, B3B 1S1
Office (902) 481-1158
Mobile (587) 227-5011
www.intelivote.com

intelivote systems inc

TOWNSHIP OF MELANCTHON
2026 MUNICIPAL & SCHOOL BOARD ELECTIONS

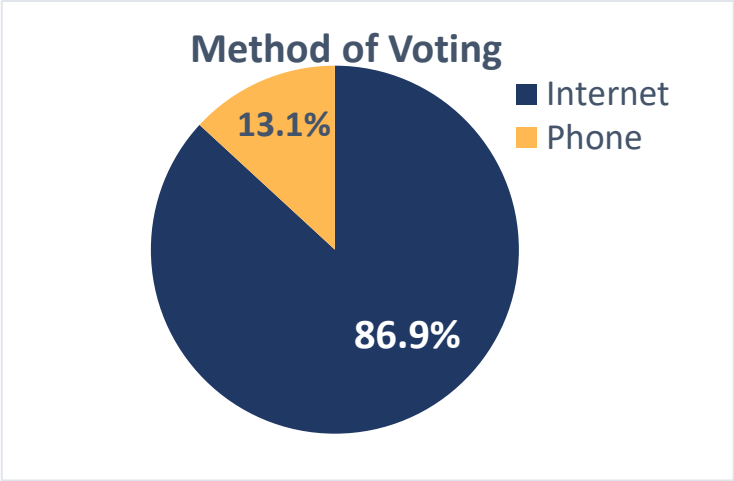
ELECTION STATISTICS

Prepared by: Intelivote Systems Inc.
Date: November 10, 2026

intelivote systems inc

2026 Melancthon Municipal School Board Elections
General Election Statistics

	Information Base	Number	%
1	Number of eligible electors in system.	2,886	
2	Number of electors who cast a ballot	1,028	
3	Participation rate.		**35.6%**
4	Internet Votes	893	86.9%
5	Telephone Votes	135	13.1%
6	*Kiosk Votes (included in Internet votes, above)	4	0.4%



Internet Voting Stats			
1	Desktop / PC	473	53.0%
2	Mobile Device	420	47.0%
3	TOTAL	893	

Municipal Breakdown				
		Eligible	Voted	%
1	English Public	2,750	992	36.1%
2	English Separate	106	25	23.6%
3	French Public	4	4	100.0%
4	French Separate	1	1	100.0%
5	No School Support	25	6	24.0%

intelivote systems inc

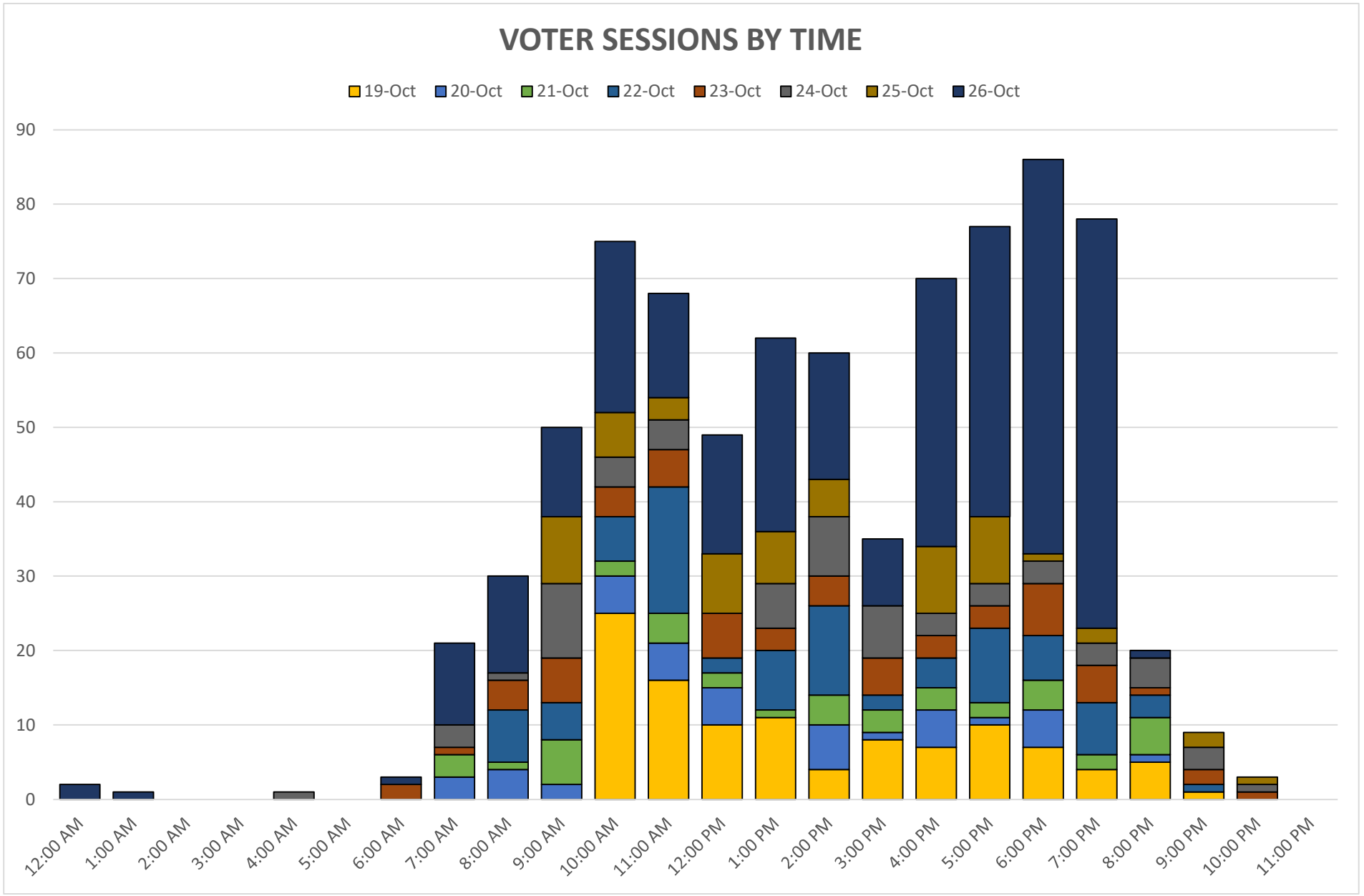
2026 Melancthon Municipal School Board Elections
Voting Time Breakdown

Date & Time	16-Oct	17-Oct	18-Oct	19-Oct	20-Oct	21-Oct	22-Oct	23-Oct	24-Oct	25-Oct	26-Oct	Grand Total	%/Hr.
12:00 AM											2	**2**	0.2%
1:00 AM											1	**1**	0.1%
2:00 AM												**0**	0.0%
3:00 AM												**0**	0.0%
4:00 AM						1						**1**	0.1%
5:00 AM												**0**	0.0%
6:00 AM					2						1	**3**	0.3%
7:00 AM		3	3		1	3		1	1		11	**23**	2.2%
8:00 AM		4	1	7	4	1		1	4	5	13	**40**	3.9%
9:00 AM		2	6	5	6	10	9	2	3	6	12	**61**	5.9%
10:00 AM	25	5	2	6	4	4	6	4	4	7	23	**90**	8.8%
11:00 AM	16	5	4	17	5	4	3	4	1	8	14	**81**	7.9%
12:00 PM	10	5	2	2	6		8	3	5	5	16	**62**	6.0%
1:00 PM	11		1	8	3	6	7	6	5	6	26	**79**	7.7%
2:00 PM	4	6	4	12	4	8	5	2	4	3	17	**69**	6.7%
3:00 PM	8	1	3	2	5	7		7	4	7	9	**53**	5.2%
4:00 PM	7	5	3	4	3	3	9	6	3	8	36	**87**	8.5%
5:00 PM	10	1	2	10	3	3	9	10	2	4	39	**93**	9.0%
6:00 PM	7	5	4	6	7	3	1	3	6	17	53	**112**	10.9%
7:00 PM	4		2	7	5	3	2	4	3	17	55	**102**	9.9%
8:00 PM	5	1	5	3	1	4		2	5	13	1	**40**	3.9%
9:00 PM	1			1	2	3	2	3	3	6		**21**	2.0%
10:00 PM					1	1	1			4		**7**	0.7%
11:00 PM										1		**1**	0.1%
Grand Total	**108**	**43**	**42**	**90**	**62**	**64**	**62**	**58**	**53**	**117**	**329**	**1,028**	
%/Day	10.5%	4.2%	4.1%	8.8%	6.0%	6.2%	6.0%	5.6%	5.2%	11.4%	32.0%		

***Note that there was 1 vote cast after the close of the election as the elector either logged into the electronic voting system just before close at 8pm or voted via kiosk after 8pm.**

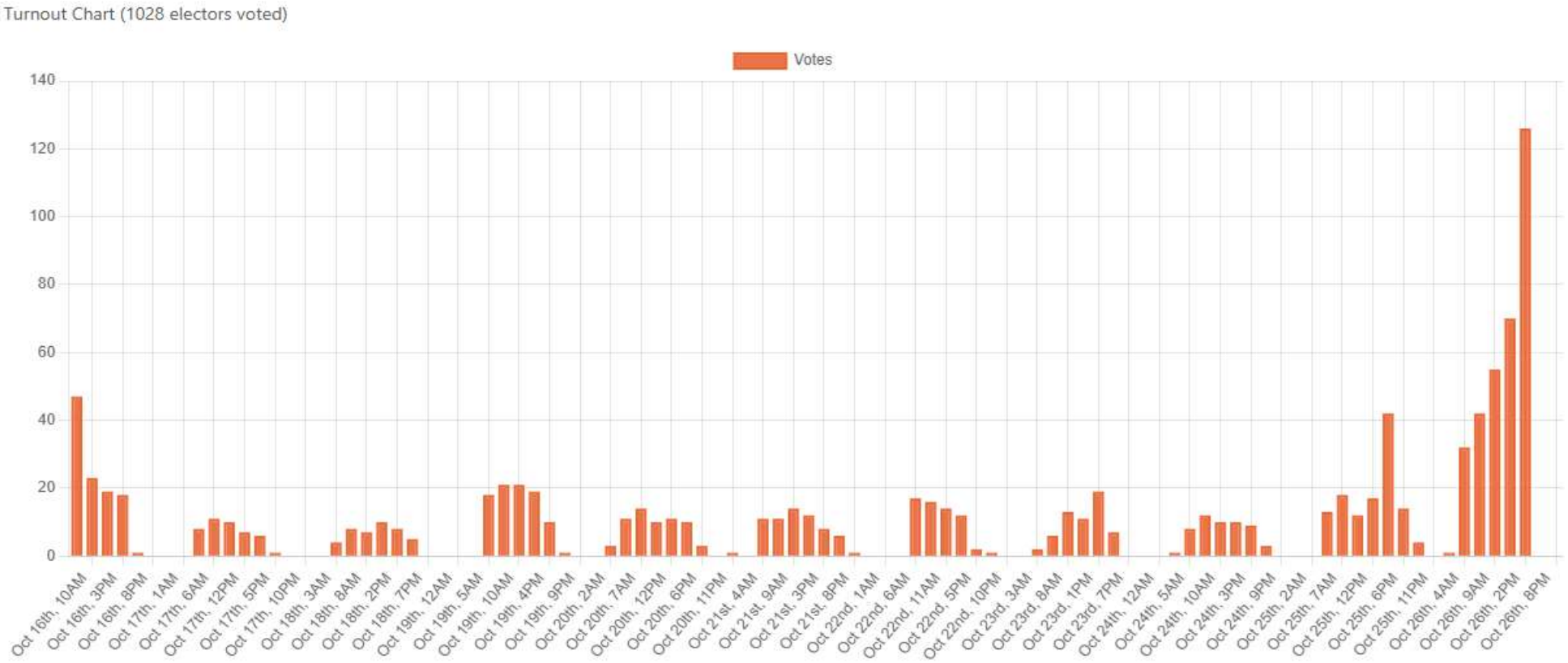
intelivote systems inc

2026 Melancthon Municipal School Board Elections
Voting Time Breakdown



intelivote systems inc

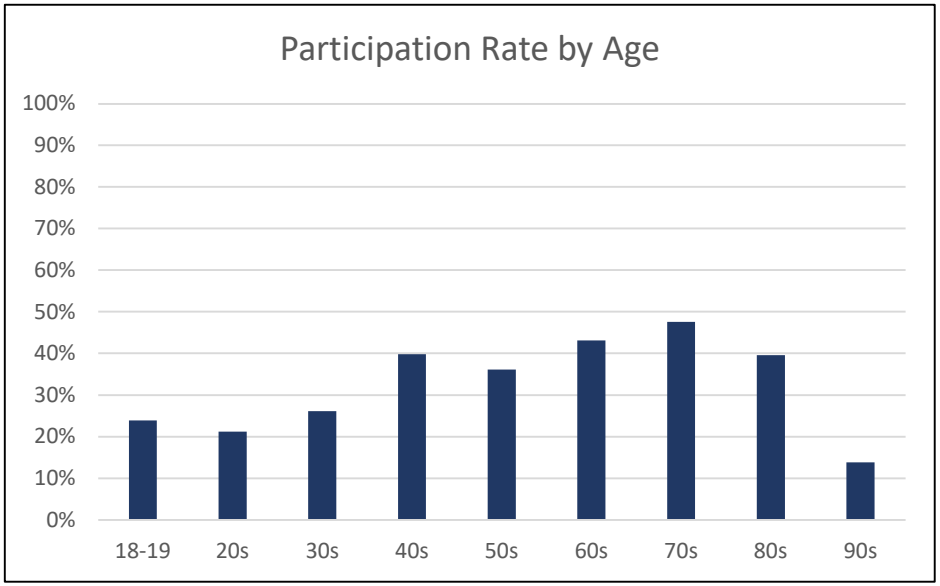
2026 Melancthon Municipal School Board Elections
Voting Time Breakdown

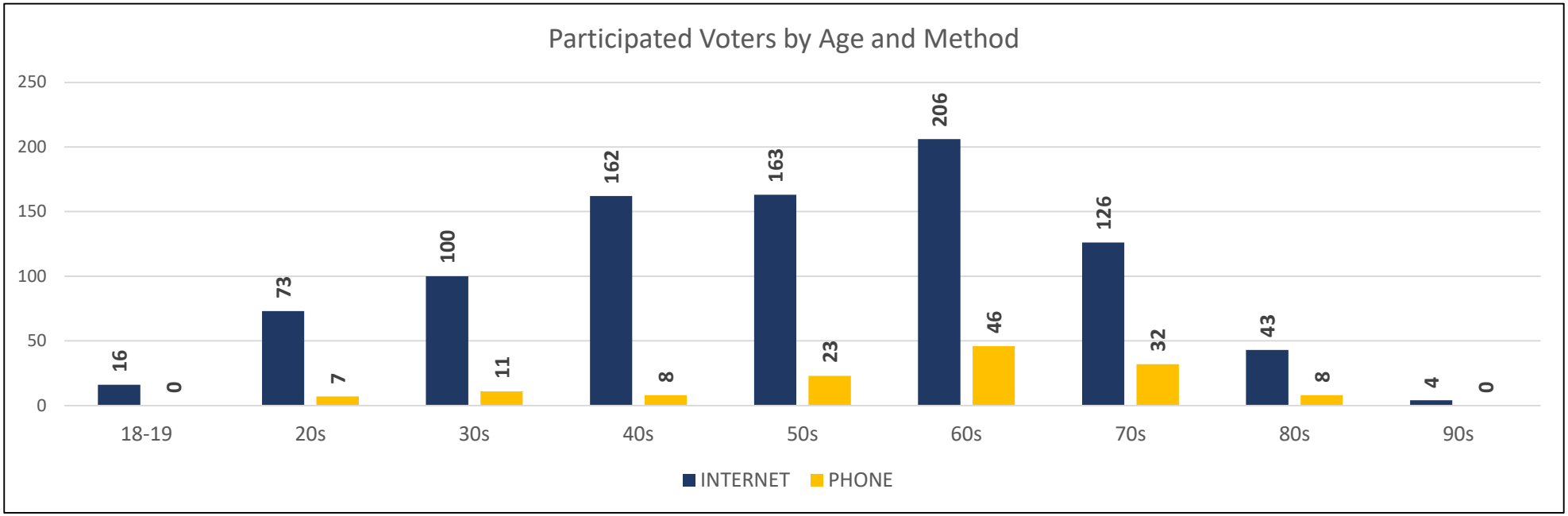


intelivote systems inc

2026 Melancthon Municipal School Board Elections
Age Statistics

Age Breakdown of Who Voted						
Age	**ELIG.**	**VOTED**	**% Part.**	**INTERNET**	**PHONE**	**Share of Vote %**
18-19	67	16	23.9%	16	0	1.6%
20s	377	80	21.2%	73	7	7.8%
30s	425	111	26.1%	100	11	10.8%
40s	427	170	39.8%	162	8	16.5%
50s	515	186	36.1%	163	23	18.1%
60s	585	252	43.1%	206	46	24.5%
70s	332	158	47.6%	126	32	15.4%
80s	129	51	39.5%	43	8	5.0%
90s	29	4	13.8%	4	0	0.4%
Total	**2,886**	**1,028**	**35.6%**	**893**	**135**	
				86.9%	13.1%	





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

REPORT TO COUNCIL

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

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

SUBJECT: **COUNCIL MEMBER APPOINTMENTS TO BOARDS AND COMMITTEES**

MEETING DATE: **NOVEMBER 19, 2026**

Recommendation

That the Report of Denise Holmes, CAO/Clerk, regarding Council Member Appointments to Boards and Committees be received and that Council Member Appointments to the Boards and Committees be made as noted below.

Background

There are several Township Local and Outside Boards and Committees that Council members are appointed to as Representatives for the Township. There is also one Board (Grand River Conservation Authority) where the appointment is shared jointly with other municipalities, and the Representative may be appointed from another municipality.

The Township Citizen appointments will be made at the meeting in January to allow enough time for advertising.

Below is a list of the current Boards and Committees:

1. Committee of Adjustment

The Committee of Adjustment is comprised of Council, and the appointment is made annually. The Committee of Adjustment meets the third Thursday of the month. The appointment will be made at the November 19, 2026 Council meeting.

2. Committee of the Whole

The Committee of the Whole is comprised of Council and coincides with the Term of Council. The Committee meets at the call of the Chair. The Chair is appointed by motion

of Council. The appointment of Chair will be made at the November 19, 2026 Council meeting.

3. Centre Dufferin Recreation Complex Board of Management (Shelburne Arena)

The Board is comprised of representatives from the Town of Shelburne, Town of Mono, Township of Amaranth and Township of Melancthon – two Council members to be appointed at the November 19th Council meeting. The meetings are typically held the 4th Wednesday of the month.

4. Nottawasaga Valley Conservation Authority Board

Effective February 1, 2027, Ontario's 36 conservation authorities will be consolidated into nine regional conservation authorities, and the Nottawasaga Valley Conservation Authority will be incorporated into the Lake Huron Regional Conservation Authority (LHRCA). To support continuity through the final months of the transition, the LHRCA Project Executive, Don Goodyear is requesting that the Township retain its current Conservation Authority Board Representative through to January 31, 2027. The Township's Representative on the NVCA Board is Mayor Darren White, whose term expired on November 14, 2026. Mayor White will be appointed from November 19, 2026 until January 31, 2027.

5. Shelburne and District Fire Board

The Board is comprised of representatives from the Town of Shelburne, Town of Mono, Township of Amaranth, Township of Melancthon and Township of Mulmur – two Council members to be appointed annually. This appointment will be made at the November 19, 2026 Council meeting. The meetings are typically held the 1st Tuesday of the month.

6. Mulmur-Melancthon Fire Board

The Board is comprised of Council members from the Township of Mulmur and the Township of Melancthon – two Council members to be appointed annually. This appointment will be made at the November 19, 2026 Council meeting. The Board meets the 3rd Tuesday of every second month or monthly if needed.

7. Shelburne Public Library Board

On September 28, 2026, the Town of Shelburne passed By-law 37-2026 which is a By-law to establish and define the structure of the Shelburne Public Library Board (the By-law is attached to this Report). The establishing By-law indicates:
2.3. That residents of a surrounding municipality that have a Memorandum of Understanding with the Shelburne Public Library shall be eligible to be appointed to the

Board, provided they complete the same application process as residents of Shelburne and are appointed by Council of the Town of Shelburne.

2.4. That each surrounding municipality that has a Memorandum of Understanding with the Shelburne Public Library shall be limited to one (1) resident representative on the Board.

There will no longer be a Council member appointment to sit on this Board, as it will be a resident that applies through the Town of Shelburne's Board Appointment process and then they will be appointed by Shelburne Council. The Town of Shelburne anticipates that they will start the recruitment process on November 16, 2026 and is hoping to have new Board Members appointed by January 11, 2027. My recommendation is to appoint a Member of Council from November 19, 2026 until January 11, 2027 until the new appointment is in place. The Board meetings are typically held the 3rd Tuesday of the month.

8. My Honeywood (MyH) Committee (NDCC/Honeywood Arena Fundraising)

The Committee (originally referred to as the Campaign Committee) was created in May 2024 by the Township of Mulmur to support the long-term financial needs for capital expenditures at the North Dufferin Community Centre.
The Mandate of the MyH is to:

- Manage a Fundraising Strategy for the dressing room addition ($6 million) capital improvements to the NDCC facility with a target date of 2030;
- Coordinate and collect donations, with a focus on affluent individuals, family trusts and commercial businesses; and
- Liaison with and support the North of 89 Alliance Not-For-Profit (NFP).

The Committee is comprised of one Mulmur Council Representative, one Melancthon Council Representative; one Representative from the Not-for-profit; up to four members with expertise in corporate relations, sales and marketing, grants donations, sponsorship or pledge collection or strong local connection; and the Mulmur Chief Administrative Officer.

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

On April 1, 2024, the *Community Safety and Policing Act, 2019* came into effect and the Melancthon Township Police Services Board was replaced with the Dufferin OPP Detachment Board Melancthon, Mono, Mulmur. The Board is comprised of one Council member from each of the Municipalities of Melancthon, Mono and Mulmur, one public member from each of the municipalities of Melancthon, Mulmur and Mono and one Provincial appointee for a total of seven members. The appointment for the Municipal Member will be made at the November 19, 2026 Council meeting and one public member to be appointed for the Term of Council at the January 14, 2027 Council meeting. The Board meets four times a year as required under the *Act* and the meetings are typically held at the Dufferin OPP Detachment located at 506312 Highway

89, Mono, Ontario.

10. Horning's Mills Community Hall Municipal Service Board*

On October 19, 2023, Council adopted By-law 50-2023 to establish a Municipal Service Board (MSB) to operate a Community Hall known as the Horning's Mills Community Hall and By-law No. 58-2021 was repealed. The Board and the Township also entered into a Memorandum of Understanding on May 2, 2024 which clarified the roles and responsibilities of the Hall Boad and the Township. The MSB is comprised of two Council members, one member from the Horning's Mills Women's Institute and four public members. The Members of the Board are appointed for a four-year term concurrent with the Term of Council. The appointments for this Board will be made at the January 14, 2027 Council meeting.

11. Township of Melancthon Parks and Recreation Municipal Service Board*

On January 16, 2025, Council adopted By-law 3-2025 to establish a Municipal Service Board (MSB) for the development and promotion of parks and recreation activities in the Township of Melancthon. The Board is comprised of nine members – three Council members and six members who shall be residents of the Township of Melancthon. The Members of the Board are appointed for a four-year term concurrent with the term of Council. The appointments for this Board will be made at the January 14, 2027 Council meeting. Note – when this By-law was adopted, the Horning's Mills Community Park Board and the Corbetton Community Park Board were dissolved.

***It is recommended that consideration be given to dissolving these two existing Boards and restructuring their mandates under a single Recreation & Events Committee. This approach may provide a more streamlined and flexible structure for coordinating Township events, while addressing the ongoing challenges experienced in recruiting and retaining volunteers to serve on Township Boards and Committees.**

12. Human Resources Committee

The Committee is comprised of two members of Council, typically Mayor and Deputy Mayor, and deal with the Human Resources of the Township in conjunction with the CAO – two members of Council to be appointed at the November 19, 2026 Council meeting. The Sub-Committee term coincides with the Term of Council.

13. Heritage Advisory Committee

The Committee is comprised of up to two Council members and up to six members of the public. The Heritage Advisory Committee promotes and makes the public aware of heritage within the Township but does not designate heritage properties in the Township. The Board meets at the call of the Chair. The term of the Committee

coincides with the Term of Council. The appointments for this Board will be made at the January 14, 2027 Council meeting.

14. Infrastructure and Emergency Management (IEM) Committee (formerly Roads Sub-Committee)

On January 1, 2025, the IEM Committee was established and took effect, and the Road Sub-Committee was dissolved. The IEM provides strategic oversight and recommendations to Council regarding municipal infrastructure and emergency management initiatives. The Committee ensures that the Township's Infrastructure meets community needs and that emergency management plans align with best practices for public safety. The Committee is comprised of three members of Council, who shall be appointed annually. The appointments for this Committee will be made at the November 19, 2026 Council meeting.

15. Property Standards Appeal Committee

The Property Standards Appeal Committee is comprised of Council and coincides with the Term of Council. The Committee meets at the call of the Chair and when there is a Property Standards Appeal. The Chair is appointed by motion of Council. The appointment of Chair will be made at the November 19, 2026 Council meeting.

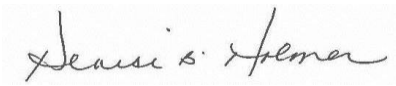
16. Grand River Conservation Authority

Effective February 1, 2027, Ontario's 36 conservation authorities will be consolidated into nine regional conservation authorities Grand River Conservation Authority will be incorporated into the Eastern Lake Erie Regional Conservation Authority (ELERCA). On September 17, 2026, Council appointed East Garafraxa Mayor Guy Gardhouse as the joint representative for the Town of Grand Valley, Township of Amaranth, Township of East Garafraxa, Township of Melancthon and Township of Southgate on the Board for the term of Council, or until such appointment is superseded by legislation or regulation.

Financial Impact

There is no financial impact as a result of this Report.

Respectfully submitted,



Denise B. Holmes, CAO & Clerk

THE CORPORATION OF THE TOWN OF SHELBURNE

BY-LAW NUMBER #37-2026

Being a By-law to establish and define the structure of the Shelburne Public Library Board

WHEREAS the *Public Libraries Act, R.S.0.1990 c. P44* as amended, hereinafter called "the Act" provides that public libraries shall be under the management and control of a board, which is a corporation,

AND WHEREAS it is considered desirable to create a new by-law to establish and define the structure of the Shelburne Public Library Board,

AND WHEREAS on August 24, 2026, Council for the Town of Shelburne received report CAO 2026-04 dated August 24, 2026, in which recommendations were made relating to the Shelburne Public Library Board.

NOW THEREFORE the Municipal Council of The Corporation of the Town of Shelburne hereby enacts as follows:

1. Establishment of the Shelburne Public Library Board

    1.1. That a public library board to be known as the Shelburne Public Library Board be established which shall manage and direct the Shelburne Public Library in accordance with the *Public Libraries Act, R.S.O. 1990, c. P44*.

2. Board Composition and Membership

    2.1. That the Shelburne Public Library Board shall be composed of no fewer than five (5) and no more than nine (9) members, as appointed by Council in accordance with the *Public Libraries Act, R.S.O. 1990, c. P.44*.

    2.2. The Board shall be composed of up to seven (7) individuals chosen from among the public at large and two (2) individuals who are members of Council.

    2.3. That residents of a surrounding municipality that have a Memorandum of Understanding with the Shelburne Public Library shall be eligible to be appointed to the Board, provided they complete the same application process as residents of Shelburne and are appointed by Council of the Town of Shelburne.

    2.4. That each surrounding municipality that has a Memorandum of Understanding with the Shelburne Public Library shall be limited to one (1) resident representative on the Board.

    2.5. That citizen appointees must meet the eligibility criteria outlined in the *Public Libraries Act, R.S.O. 1990, c. P.44.*

3. Board Diversity and Representation

    3.1. That Council shall consider the Town's multicultural, generational, geographic and vocational diversity when making citizen appointments to the Board.

4. Term of Office

    4.1. That the term of office for Library Board members shall, in compliance with

the Act, be concurrent with the term of Council, and shall remain in place until the new Council appoints successor members.

5. Reappointment

5.1. That citizen appointees must reapply for each municipal term for consideration by the appointing Council.

5.2. That citizen members appointed for successive terms should serve no more than two consecutive terms, to support succession planning. After a break of at least four years, qualified individuals may reapply and be considered for reappointment.

5.3. That exceptions to the recommended limit may be made in cases where the applicant pool is limited or where continuity of specific expertise is needed.

6. Responsibilities of the Library Board

6.1. The Shelburne Public Library Board shall have the management, control and charge of the Shelburne Public Library, and all responsibilities given to it by the *Public Libraries Act, R.S.O. 1990, c. P.44.*

7. Conflict with the Public Libraries Act

7.1. In the event of a conflict between the provisions of this by-law and the *Public Libraries Act, R.S.O. 1990, c. P.44*, as amended, the provisions of the Act shall prevail.

8. This by-law shall come into force and take effect on the date of its passing.

Passed in Open Council this 28th day of September 2026.

_____
MAYOR

_____
CLERK

By signing this by-law on September 28, 2026, Mayor Wade Mills will not exercise the power to veto this by-law and this by-law is deemed passed as of this date.

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. _____

A BY-LAW TO APPOINT MUNICIPAL OFFICIALS TO LOCAL BOARDS

WHEREAS sections 8, 9 and 10 of the Municipal Act, 2001, S.O. 2001, c. 25, as amended, provide that the powers of a municipality shall be interpreted broadly so as to confer broad authority on the municipality to enable it to govern its affairs as it considers appropriate and to enhance its ability to respond to municipal issues, subject to the rules and limitations in that Act and other legislation;

AND WHEREAS Council is authorized or required to appoint representatives to certain boards and bodies pursuant to applicable legislation, regulations, agreements and establishing by-laws;

AND WHEREAS each appointment under this by-law is subject to the legislation, agreement or establishing by-law governing the board concerned.

AND WHEREAS the Council of the Corporation of the Township of Melancthon deems it necessary and expedient to appoint municipal officials to various local boards;

AND WHEREAS the term of the appointments will be from November 19, 2026 until December 31, 2027 (except where otherwise noted);

NOW THEREFORE the Council of the Corporation of the Township of Melancthon enacts the following appointments:

Representatives to Centre Dufferin Recreation Complex Board of Management

_____

_____

Representatives to Shelburne & District Fire Department Board of Management

_____

_____

Representatives to Mulmur-Melancthon Fire Department Board of Management

_____

_____

Representative to Shelburne Public Library Board of Management **(appointed until January 30, 2027 or until a successor has been appointed by the Town of Shelburne)**

_____

Representative to the Dufferin OPP Detachment Board - Melancthon, Mono, Mulmur

_____

Representative to the Nottawasaga Valley Conservation Authority Board **(appointed until January 31, 2027 or until a successor has been appointed)**

_____

Any By-laws inconsistent with this By-law are hereby repealed.

By-law read a first and second time this 19th day of November, 2026
By-law read a third time and passed this 19th day of November, 2026.

_____ _____

MAYOR CLERK

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

By-law No. _____-2026

BEING A BY-LAW TO CONSTITUTE AND APPOINT A COMMITTEE OF ADJUSTMENT

WHEREAS, Subsection 44 (3) of the Planning Act, R.S.O. 1990, c. P. 13 as amended provides that Council may by By-law constitute and appoint a Committee of Adjustment composed of such persons, not fewer than three, as Council consider desirable.

AND WHEREAS, the Council of the Corporation of the Township of Melancthon considers it desirable to establish a Committee of Adjustment;

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

1. A Committee of Adjustment is constituted consisting of the following persons:

   Mayor: Darren White

   Deputy Mayor: James McLean

   Councillor: Bashir Ahmmed

   Councillor: Bryan Lemcke

   Councillor: Bill Neilson

   who shall hold office until December 31, 2027.

2. That provisions of this By-law shall come into force and take effect on the passing thereof.

3. By-law 45-2025 is hereby repealed.

By-law read a first, and a second time this 19th day of November, 2026.

By-law read a third time and finally passed this 19th day of November, 2026.

_____ _____

MAYOR CLERK

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. ___-2026

A BY-LAW TO APPOINT A TILE DRAINAGE INSPECTOR FOR THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

WHEREAS Section 4 of the *Tile Drainage Act*, R.S.O. 1990, c. T.8, provides that the Council of a local municipality borrowing money under the Act shall employ an Inspector of Drainage to inspect drainage works and file the required inspection and completion certificate;

AND WHEREAS the Council of the Corporation of the Township of Melancthon deems it necessary and appropriate to appoint a Tile Drainage Inspector for the Township;

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

1. **APPOINTMENT**

   That Steve Tupling be hereby appointed as Tile Drainage Inspector for the Corporation of the Township of Melancthon pursuant to Section 4 of the *Tile Drainage Act*, R.S.O. 1990, c. T.8.

2. **TERM OF APPOINTMENT**

   That the appointment shall commence on the date this By-law is passed and shall remain in effect for the 2026–2030 Term of Council, ending November 14, 2030, unless otherwise determined by Council.

3. **DUTIES AND RESPONSIBILITIES**

   That the Tile Drainage Inspector shall carry out the duties and responsibilities prescribed under the *Tile Drainage Act*, including inspecting applicable drainage works and filing the required inspection and completion certificates and accompanying sketches with the Municipal Clerk.

4. **EFFECTIVE DATE**

   That this By-law shall come into force and take effect on the date of its passing.

BY-LAW READ A FIRST, SECOND THIS 19TH DAY OF NOVEMBER, 2026.

BY-LAW READ A THIRD TIME AND FINALLY PASSED THIS 19TH DAY OF NOVEMBER, 2026.

_____ _____

MAYOR CLERK

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. _____

A BY-LAW TO APPPOINT A MUNICIPAL AUDITOR FOR THE 2026-2030 FISCAL YEARS

WHEREAS Section 296(1) of the *Municipal Act, 2001* requires the Council of a local municipality to appoint an auditor who is responsible for annually auditing the accounts and transactions of the municipality and its local boards and expressing an opinion on the financial statements of these bodies based on the audit;

AND WHEREAS Section 296(3) of the *Municipal Act, 2001* states that an auditor shall not be appointed for a term exceeding five years;

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

1. This By-law may be known and cited for all purposes as the "Township of Melancthon Municipal Auditor Appointment By-law".

2. That RLB is hereby appointed as Municipal Auditor for the Corporation of the Township of Melancthon for the 206-2030 fiscal years inclusive.

3. That this By-Law shall come into force and take effect on the final passing thereof.

By-law read a first and second time this 19th day of November, 2026

By-law read a third time and passed this 19th day of November, 2026.

_____ _____

MAYOR CLERK

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

BY-LAW NO. _____

BEING A BY-LAW TO AUTHORIZE THE APPOINTMENT OF A MUNICIPAL INVESTIGATOR FOR THE TOWNSHIP OF MELANCTHON

WHEREAS Order-in-Council 502-2016 states that municipalities are responsible for appointing Municipal Investigators for the purposes of the Ontario Wildlife Damage Compensation Program;

AND WHEREAS, pursuant to the Livestock, Poultry and Honey Bee Protection Act, as amended, Council may provide for the appointment of Municipal Investigators (Livestock Valuers) from time to time;

AND WHEREAS, Council deems it desirable to appoint a Municipal Investigator who shall hold office for such term as may be prescribed by Council;

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

1. THAT Mike Swidersky be appointed as the Municipal Investigator for the Corporation of the Township of Melancthon;

2. THAT the said Municipal Investigator shall hold office form the date of the passing of this By-law until November 14, 2030.

3. THAT this By-law shall come into full force and effect upon the final passing thereof.

BY-LAW READ A FIRST AND SECOND TIME THIS 19TH DAY OF NOVEMBER, 2026.

BY-LAW READ A THIRD TIME AND FINALLY PASSED THIS 19TH DAY OF NOVEMBER, 2026.

_____ _____

MAYOR CLERK

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

Report to Council

TO: **Mayor White and Members of Council**

FROM: **Denise B. Holmes, CAO & Clerk**

SUBJECT: **Non-Application of the Line Fences Act**

MEETING DATE: **November 19, 2026**

Recommendation

Be it resolved that the Report of Denise Holmes, CAO & Clerk, regarding the non-application of the *Line Fences Act*, be received for information; and

That Council adopt the attached By-law to provide for the non-application of the *Line Fences Act* within the Township of Melancthon.

Background and Discussion

The *Line Fences Act* establishes a process for resolving disputes between adjoining property owners concerning line fences, which are fences situated on the boundary between two properties.

Where property owners are unable to reach an agreement regarding the construction, maintenance, or repair of a line fence, the Act allows either owner to request that the municipality appoint fence-viewers to assess the matter and issue a decision, commonly referred to as an award.

If a property owner fails to pay their share of the costs determined through a fence-viewers' award, the municipality may recover the outstanding amount by adding it to the defaulting owner's property taxes.

The Act does not apply to disputes concerning the location of property boundaries, nor does it address fences located entirely within one property.

The origins of fence-viewing legislation date back to 1793 in Upper Canada, with Ontario's first fencing legislation enacted in 1834. Historically, municipalities played an important role in mediating disputes arising from early settlement and agricultural land use.

Legislative Authority to Opt Out

Subsection 98 of the *Municipal Act, 2001* authorizes municipalities to pass By-laws providing for the non-application of the *Line Fences Act*. The sole exception is Section 20 of the Act, which continues to apply in relation to the duties of owners of former railway lands.

Unless a municipality passes such a By-law, the *Line Fences Act* remains in effect and the municipality retains its responsibilities under the legislation.

Administrative and Operational Considerations

The administration of line fence disputes can be complex and resource intensive. The provincial government has developed a detailed guide of approximately 65 pages to assist municipalities and property owners in navigating the process.

Municipal involvement may require staff to:

- Review applications and supporting documentation;
- Communicate with affected property owners;
- Coordinate and schedule fence-viewers;
- Issue notices and maintain records;
- Respond to inquiries and follow-up matters; and
- Administer cost recovery and enforcement procedures.

These activities require staff time and may result in additional expenses related to mileage and administration.

Over the past several years, the Township has received no requests for a fence viewing under the *Line Fences Act*. The infrequency of these matters has limited the practical experience of local fence-viewers that are appointed every year.

Given the limited use of the process and the resources required to administer it, staff consider the continued municipal involvement in private fencing disputes to be an inefficient use of Township resources.

Alternative Approach to Line Fence Disputes

Staff are of the opinion that line fence disputes are best resolved directly between the affected property owners wherever possible.

Property owners may pursue mutually agreeable solutions through negotiation, mediation, written agreements, or other appropriate civil processes.

If Council passes the proposed By-law:

- An owner wishing to construct a fence would be responsible for locating and constructing it on their own property and at their own expense.
- Where adjoining owners agree to share the cost of a fence, they should consider entering into a written agreement addressing the fence location, construction, maintenance, and allocation of costs.
- Any disagreement arising from such arrangements would be a private matter between the property owners, to be resolved through appropriate legal or civil processes.

The proposed By-law would not prevent property owners from voluntarily reaching agreements regarding shared fencing.

Internal Policy and Legislated Requirements

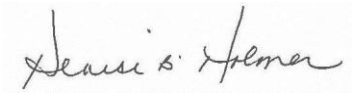
- *Line Fences Act*
- *Municipal Act, 2001*

Financial

Staff anticipate that the passage of the proposed Non-Application By-law would reduce future administrative demands and associated costs related to line fence disputes.

Potential savings include staff time, mileage, coordination, recordkeeping, and enforcement-related expenses.

Respectfully Submitted:



_____

Denise B. Holmes, CAO & Clerk

Corporation of the Township of Melancthon

By-Law Number _____-2026

Being a By-law to remove the application of the *Line Fences Act R.S.O 1990., c.17* save and except Section 20 of the Act.

Whereas subsection 98(1) and 98(2) of the *Municipal Act, 2001, S.O. 2001, c.25* as amended, provides that the By-law may be passed by a municipality providing that the *Line Fences Act R.S.O. 1990, c. 17* as amended does not apply to all or any part of the municipality, subject to the continuing application of Section 20 of the *Line Fences Act*;

Whereas the Council of the Corporation of the Township of Melancthon is desirous of enacting such a By-law;

Now Therefore Be It Resolved That the Corporation of the Township of Melancthon hereby enacts as follows:

1. **That** the provisions of the *Line Fences Act R.S.O. 1990, c.17*, as amended do not apply to all or any part of the Township of Melancthon, save and except for Section 20 of the Line Fences Act;

2. **That** this By-law shall come into force and effect on the date of its passing.

By-law read a first and second time this 19th day of November, 2026.

By-law read a third time and finally passed this 19th day of November, 2026.

_____ _____

MAYOR CLERK

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

Report to Council

TO: **Mayor White and Members of Council**

FROM: **Denise B. Holmes, AMCT, CAO/Clerk**

SUBJECT: **Integrity Commissioner Services for 2026-2030**

MEETING DATE: **November 19, 2026**

Recommendation

That Council receive the report regarding Integrity Commissioner Services for the 2026–2030 Term of Council; and

That Council consider entering into a new Agreement with Mr. Guy Giorno for Integrity Commissioner Services for the term commencing November 15, 2026, and ending November 14, 2030, at an hourly rate of $200.00 plus HST, with no annual retainer; and

That, should Council wish to proceed, the necessary Appointment By-law and Agreement be brought forward for approval.

Background

The Township's existing Agreement with Mr. Guy Giorno for Integrity Commissioner Services expires on November 14, 2026, at the conclusion of the current Term of Council.

On September 16, 2026, the CAO/Clerk contacted Mr. Giorno to request a proposal for a new Agreement for the 2026–2030 Term of Council.

Over the past four years, the Township has incurred a total cost of $754.04 for Integrity Commissioner Services.

In 2024, the County of Dufferin undertook a Request for Proposals (RFP) process for Integrity Commissioner Services. The Township did not participate in this process, as its

existing Agreement with Mr. Giorno remained in effect until November 14, 2026, whereas the County's Agreement was expiring in April 2024. It should also be noted that Mr. Giorno elected not to participate in the County's RFP process.

Mr. Giorno has provided a proposed Agreement for the 2026–2030 Term of Council. The Agreement is substantially similar to the existing Agreement; however, it includes several revisions intended to better reflect the requirements of the *Municipal Act, 2001*, and its regulations, and to clarify the respective rights and obligations of the Township and the Integrity Commissioner.

The proposed changes include the following:

1. Appointment and Agreement

The proposed Agreement distinguishes between the formal appointment of the Integrity Commissioner, which is made by by-law or resolution, and the Agreement governing the terms and conditions under which the services are provided and paid for. The Agreement itself does not constitute the appointment.

2. Appointment at Council's Pleasure

The Agreement confirms that the appointment is at the pleasure of Council, subject to applicable notice and procedural requirements, including the opportunity to be heard. This provision provides Council with greater flexibility in managing the appointment without having to establish that the Agreement has been breached.

3. Resignation Notice

The notice period required from the Integrity Commissioner in the event of resignation would increase from 30 days to 90 days, providing the Township with additional time to address a potential change in service provider.

4. Continuity of Services

The Agreement would prevent the law firm from substituting another individual as the Township's appointed Integrity Commissioner without the Township's approval. It also clarifies that the appointment does not continue in the event of the appointed individual's death or incapacity.

5. Fees and Compensation

The proposed Agreement eliminates the annual retainer and replaces it with an hourly billing arrangement. The proposed rate is $200.00 per hour, plus HST, with the Township paying only for services provided.

Mr. Giorno has indicated that he believes this hourly rate remains lower than the rates charged by other lawyers providing Integrity Commissioner services.

6. Legislative Compliance

The Agreement clarifies that, in the event of any inconsistency, the *Municipal Act, 2001*, and its regulations prevail over the Agreement.

It also incorporates changes arising from recent amendments to the legislation, including the move to a provincially imposed standard Code of Conduct for Members of Municipal Councils, rather than a separate Code adopted by each municipality.

Financial

The proposed Agreement does not include an annual retainer. The Township would be invoiced at a rate of $200.00 per hour, plus HST, for services provided.

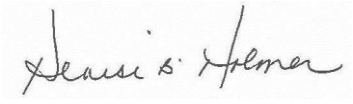
The Township's total expenditure for Integrity Commissioner Services over the previous four years was $754.04. Based on this historical expenditure, the Township has had limited use of these services during the current term.

Actual costs for the 2026–2030 term will depend on the nature and volume of matters referred to the Integrity Commissioner and the time required to address them. As there is no annual retainer, there would be no fixed annual fee.

ATTACHMENT

1. Proposed Integrity Commissioner Services Agreement – 2026–2030

Respectfully Submitted:



_____

Denise B. Holmes, AMCT
CAO/Clerk

AGREEMENT

THIS AGREEMENT effective the 15th day of November, 2026

BETWEEN:

CORPORATION OF THE TOWNSHIP OF MELANCTHON

The "Municipality"

-and-

FASKEN MARTINEAU DUMOULIN LLP,

The "Consultant"

-and-

GUY W. GIORNO

"Giorno"

AND WHEREAS section 223.3 of the *Municipal Act, 2001*, as amended ("the Act") authorizes the Municipality to appoint an Integrity Commissioner who reports to council and who is responsible for performing in an independent manner the functions assigned by the municipality with respect to,

1) The application of the code of conduct for members of council and the code of conduct for members of local boards;

2) The application of any procedures, rules and policies of the municipality and local boards governing the ethical behaviour of members of council and of local boards;

3) The application of sections 5, 5.1, 5.2 and 5.3 of the *Municipal Conflict of Interest Act* to members of council and of local boards;

4) Requests from members of council and of local boards for advice respecting their obligations under the code of conduct applicable to the member;

5) Requests from members of council and of local boards for advice respecting their obligations under a procedure, rule or policy of the municipality or of the local board, as the case may be, governing the ethical behaviour of members;

6) Requests from members of council and of local boards for advice respecting their obligations under the *Municipal Conflict of Interest Act*;

7) The provision of educational information to members of council, members of local boards, the municipality and the public about the municipality's codes of conduct for members of council and members of local boards and about the *Municipal Conflict of Interest Act*;

AND WHEREAS the Act requires the Integrity Commissioner, among other duties, to take education and training from the Integrity Commissioner of Ontario and to provide education and training to members of Council and local boards;

AND WHEREAS, the Municipality is satisfied that the Consultant, in the person of Giorno, a partner in the Consultant, has the skills and ability to meet the foregoing criteria and deems it desirable to appoint Giorno as the Integrity Commissioner to provide the services of Integrity Commissioner of the Township of Melancthon, in accordance with section 223.3 of the Act, and to receive requests for inquiries respecting alleged contraventions of the Code of Conduct for Members of Council and Members of Local Boards;

NOW THEREFORE the Consultant and the Municipality and Giorno agree as follows:

1. This Agreement does not appoint Giorno as Integrity Commissioner. An Integrity Commissioner shall be appointed by by-law and Giorno has been appointed accordingly. This Agreement sets out the terms and conditions under which Integrity Commissioner services will be provided by Giorno and by which Consultant will be paid for Giorno's services.

2. The parties recognize that subsection 222.3(6) of the Act confirms that the Integrity Commissioner is an officer of the Municipality and that subsection 223.3(1) of the Act requires the Integrity Commissioner to perform his functions in an independent manner. .Nothing in this Agreement shall be interpreted or applied in a way that is inconsistent with Giorno's performance of Integrity Commissioner functions in an independent manner.

3. The Municipality shall:

    (a) Pay to the Consultant the rates set out in this Agreement for services of the Integrity Commissioner under Part V.1 of the Act.

    b) Instruct the Consultant and Giorno fully in writing as to the Municipality's total requirements in connection with the services under this Agreement, including the Municipality's budget and time constraints. Provide new annual requirements subject to budget approval in successive years of the contract.

    c) Arrange and make provision for the Giorno's entry and ready access to any relevant sites, as necessary to enable the performance of the services required.

    d) Designate in writing an individual to act as its representative, such person to have complete and exclusive authority to transmit instructions to and receive information from the Consultant.

    e) Give prompt written notice to the Consultant and Giorno whenever the

Municipality or its representative become aware of any defects or deficiencies in the work or in the services provided. For the purposes of this Agreement "defects and deficiencies" shall be defined as "any failure of the Consultant or Giorno to meet and/or deliver any agreed upon deliverable/service and/or meet an applicable deadline as set out in this Agreement.

f) Instruct the Consultant and Giorno fully in writing of any additional work required outside the scope of this Agreement.

g) Comply with subsection 223.3(6) of the Act, which states: "A municipality shall indemnify and save harmless the Commissioner or any person acting under the instructions of that officer for costs reasonably incurred by either of them in connection with the defence of a proceeding if the proceeding relates to an act done in good faith in the performance or intended performance of a duty or authority under this Part or a by-law passed under it or an alleged neglect or default in the performance in good faith of the duty or authority."

4. The Consultant shall:

a) Through Giorno, provide all services of an Integrity Commissioner under Part V.1 of the Act. The parties acknowledge that Council has appointed Giorno as Integrity Commissioner and that Consultant has no right to replace him.

b) Adhere to the provincial Regulations including any which govern Giorno's work schedule for conducting inquires under section 223.4 of the Act. Giorno agrees to provide a work schedule for any other assigned services and to complete all work in accordance with the schedule.

c) Provide all necessary labour, materials, equipment and other support necessary for Giorno to complete the work.

d) Keep the Municipality informed of the status of services under this Agreement and of any occurrences which adversely affect the Municipality's interests.

e) Not perform any additional work outside of the scope of this Agreement without obtaining the written agreement of the Municipality. No additional work shall be authorized without a full written quotation being supplied for any additional task or function.

f) Consultant designates Giorno to act as its representative, such person to have complete and exclusive authority to transmit instructions to and/or receive information.

g) Consultant will indemnify, defend and hold the Municipality, its officers, employees and agents, harmless from and against any liability, expense or damage, including reasonable attorneys' fees, in each case solely for bodily injury, death or damage to real or tangible personal property to the extent directly and proximately caused by the negligence or wilful misconduct of Consultant while engaged in the performance of services under this engagement; provided, however, that if there also is fault on the part of Municipality or any entity or individual indemnified hereunder or any entity or individual acting on Municipality's behalf, the foregoing indemnification shall be on a comparative fault basis. The foregoing obligations are conditioned on Municipality providing Consultant with prompt notice of any claim for which indemnification shall be sought and cooperating in all reasonable respects with Consultant in connection with any such claim. Consultant shall be entitled to control the handling of any such claim and to defend or settle any such claim, in its sole discretion, with counsel of its own choosing.

h) The Consultant will comply with all applicable requirements of the *Workplace Safety and Insurance Act*. It certifies that all employees, officers, agents and sub-contractors who must be covered are covered under the Act. The Municipality understands that Offices of Lawyers and Notaries (employer classification 7761-000, WSIB Employer Classification Manual, I-956-41) are not covered by the Act.

(i) When engaged in work within any facility of the Municipality's, the Consultant and its employees shall abide by the rules and regulations of the Municipality. The Consultant's employees may be required to attend an orientation meeting, highlighting the health and safety requirements of the Municipality. In the event that the Consultant and/or its employees shows disregard for these requirements, a notice of non- compliance may be issued. The Consultant will be responsible for reacting immediately to the deficiency and correcting any potential health and safety risks.

(j) The Consultant shall during the length of the Agreement carry liability insurance in the minimum amount of $2,000,000 per incident. In addition, the Municipality will be added as an additional insured party to the policy, relevant to the work involved in this Agreement. A current certificate of insurance shall be supplied and the Municipality shall be immediately informed by the Consultant, if any of the relevant details change.

(k) The Consultant shall carry Professional liability or Errors and Omissions insurance in the minimum amount required by the Municipality.

(l) The Municipality acknowledges that a Certificate of Insurance

(naming Municipality as an additional insured party) and a Summary of Professional Liability Insurance Coverage, satisfying the requirements of this section, have been supplied. Consultant shall immediately inform the Municipality if any of the relevant details change.

(m) While the requirements of the Act must at all times be satisfied and upheld, Giorno undertakes to discharge his functions in a manner that is reasonable and efficient and that avoids duplication and unnecessary cost.

5. The Parties agree:

(a) The Consultant shall not charge, or be paid, an annual retainer for Giorno′s services as Integrity Commissioner.

(b) The fees paid to Consultant for Giorno's services as Integrity Commissioner provided under this Agreement shall be $200 per hour plus HST. Travel time will be charged at half the rate. For greater certainty, the Municipality shall not be required to pay the Consultant an annual retainer on top of the hourly rate for Giorno's services as Integrity Commissioner under this Agreement.

(c) Expenses - The Consultant will be entitled to reimbursement of expenses incurred by it or Giorno in relation to the provision of services under this Agreement, including but not limited to mileage, food and hotel costs, car rental, railway transportation, and/or fuel charges, subject to (i) mileage reimbursement at the prevailing CRA rate per kilometre, (ii) any applicable policy of the Municipality that governs mileage, accommodation, and travel, and (iii) the requirement to furnish receipts at the Municipality's request.

(d) Legal Advice/Fees - The parties agree that, when necessary, Giorno may arrange for and receive external legal assistance and advice to properly perform the duties contemplated by this Agreement. The parties agree that, as a direct cost and not as a reimbursable expense, the Municipality shall pay the cost of such external legal assistance and advice. Nevertheless, Giorno undertakes not to ask the Municipality to pay for external legal advice to him concerning the laws that Integrity Commissioner is supposed to know and understand, namely, the *Municipal Conflict of Interest Act* and Part V.1 of the *Municipal Act*. Before engaging external legal advice concerning any other legislation, Giorno will consult with the CAO/Clerk about the need for external advice, the selection of external counsel, and the reasonableness and estimated amount of such counsel's fees.

(e) Litigation/Fees - The parties acknowledge that sometimes, though

infrequently, an Integrity Commissioner may be a party to litigation, and the parties agree that, in such instance, as a direct cost and not as a reimbursable expense, the Municipality shall pay the cost of the Integrity Commissioner's litigation counsel. Giorno will first consult with CAO/Clerk about the selection of litigation counsel and the reasonableness and estimated amount of such counsel's hourly rates and fees. Where it is more efficient to do so, and only with the prior approval of the CAO/Clerk, the Consultant itself may act as the Integrity Commissioner's litigation counsel.

(f) Authority for general co-ordination of the services under this Agreement shall reside with the Municipality to the extent provided for in this Agreement. This Agreement does not create any master and servant or partnership relationship between the Municipality and the Consultant or between the Municipality and Giorno. At no time will the Consultant or Giorno, or anyone acting for the Consultant or Giorno, be considered an employee of the Municipality. The Municipality understands, agrees and confirms that Giorno is not the Municipality's lawyer and the Consultant is not the Municipality's law firm. No solicitor-client relationship is created by this Agreement or by the appointment of Giorno as Integrity Commissioner.

(g) The Consultant shall co-ordinate the activities of any Sub-Consultants, under direction from the Municipality. However, the parties recognize that the office of Integrity Commissioner is an appointment by by-law that neither Consultant nor Giorno may transfer, subject always to an Integrity Commissioner′s power of delegation under subsection 223.3(3) of the Act

(h) An Integrity Commissioner serves at the pleasure of Council and, by by-law, Council may terminate the appointment at any time, so long as the Integrity Commissioner is first afforded procedural fairness (including notice and an opportunity to be heard).

(i) Should Giorno wish to resign as Integrity Commissioner, he shall give the Municipality 90 days' written notice.

(j) This Agreement is terminated when Giorno appointment ends or is ended. Despite the preceding sentence, this Agreement shall remain in force, to the extent necessary, to allow the completion of any inquiries (investigations), any requests for advice, and any litigation, commenced prior to termination of the appointment, and until payment of any fees and expenses under this Agreement.

(k) Except where contrary to the Act, upon the ending of the appointment, the Municipality shall be entitled to take possession of copies of any research materials and the deliverables that have been prepared to

the point of termination.

(l) The parties recognize that under the Act and its Regulations an Integrity Commissioner is subject to secrecy obligations, disclosure obligations, reporting obligations, and publishing obligations, all of which shall prevail over the terms of this Agreement.

6. Legal Services, Confidentiality and Conflicts of Interest

(a) The parties confirm that the services covered by this agreement will be provided by Consultant through Giorno in his capacity as a lawyer.

(b) The Consultant and Giorno will, inside the law firm, create a "confidentiality wall" so that only the those professionals within the firm working on the Municipality's Integrity Commissioner files have access to such information related to the Municipality.

(c) The Municipality confirms, agrees and consents that the appointment of Giorno and this Agreement with the Consultant and Giorno do not prohibit the Consultant from accepting from another client a mandate that is adverse to the interests of the Municipality, provided that all of the following conditions are satisfied: Giorno does not act in the other mandate; no one else providing services under this Agreement acts in the other mandate; the other mandate is unrelated to Integrity Commissioner services; and the Consultant possesses no confidential information obtained in the course of providing services under this Agreement that is relevant to the other mandate.

7. **Licence and Ownership**

a) Consultant Technology. Consultant and its contracted affiliates and subcontractors have created, acquired or otherwise have rights in, and may, in connection with the performance of services hereunder, employ, provide, modify, create, acquire or otherwise obtain rights in, various intellectual, industrial and other property, including, without limitation, concepts, ideas, methods, methodologies, procedures, processes, know- how, techniques, models, templates, the generalized features of the structure, sequence and organization of software, user interfaces and screen designs, general purpose consulting and software tools, utilities and routines, and logic, coherence and methods of operation of systems (collectively, the "Consultant Technology").

b) Ownership of Deliverables. For purposes of this engagement, "Deliverables" shall mean all work product first created by Consultant for delivery to Municipality in connection with the services provided hereunder, but shall not include any third-party software or related documentation licensed directly to the Municipality from a third party,

or any modifications or enhancements thereto or derivatives thereof. Subject to Municipality's full and final payment to Consultant hereunder, Consultant shall (i) transfer, assign and convey to Municipality all right, title and interest in and to the Deliverables (except for any Consultant Technology contained therein), and (ii) grant to Municipality a non- exclusive, royalty-free, worldwide, perpetual, non-transferable licence to use, for Municipality's internal business purposes, any Consultant Technology contained in the Deliverables. For greater certainty, the parties agree that Giorno's final (not draft) reports to Council are the only Deliverables contemplated by this Agreement.

c) Ownership of Consultant Property. To the extent that Consultant uses any Consultant Technology or any other intellectual, industrial or other property in connection with the performance of its services, Consultant shall retain all right, title and interest in and to such property, and, except for the licence expressly granted in Section 4(b), Municipality shall acquire no right, title or interest in or to such property.

8. (a) If the Municipality is shown to be in default in the performance of any of its material obligations set forth in this Agreement, then the Consultant may, by written notice to the Municipality, require such default to be corrected. If within 7 days after receipt of such notice such default shall not have been corrected, the Consultant may terminate this Agreement. In such an event the Consultant shall be paid by the Municipality for all services performed and for all disbursements incurred pursuant to this Agreement and remaining unpaid as of the effective date of such termination.

(b) If the Consultant's services are suspended by the Municipality at any time for more than 30 days through no fault of the Consultant, then the Consultant shall have the right at any time until such suspension is lifted by the Municipality, to terminate this Agreement upon giving 7 days written notice thereof to the Municipality. In such event the Consultant shall be paid by the Municipality for all services performed and for all disbursements incurred pursuant to this Agreement and remaining unpaid as of the effective date of such suspension.

9. (a) The duties and obligations imposed by the contract documents and the rights and remedies available thereunder shall be in addition to and not a substitution for any duties, obligations, rights and remedies otherwise available by law.

(b) No action or failure to act by the Municipality or Consultant shall constitute a waiver of any right or duty afforded either of them under the contract, nor shall any such action or failure to act constitute an approval of or acquiescence in any breach thereunder, except as may

be specifically agreed in writing.

10. (a) All matters in dispute arising out of or in connection with this Agreement or in respect of any defined legal relationship associated with it or derived from it may, with the concurrence of both the Municipality and the Consultant, be submitted to arbitration to a single arbitrator appointed jointly by them. The place of the arbitration shall be the Township of Melancthon Municipal Office and the language of the arbitration shall be English.

(b) No one shall be nominated to act as arbitrator who is in any way financially interested in the conduct of the project or in the business affairs of either the Municipality or the Consultant.

(c) In the event that the parties cannot agree as to the single arbitrator to be appointed, then such arbitrator shall be appointed by the applicable Courts.

(d) The laws of the Province of Ontario shall govern this Agreement and any arbitration or litigation in respect thereof.

(e) The award of the arbitrator shall be final and binding upon the parties.

(f) For greater certainty, a challenge to, or disagreement concerning, a report of an inquiry into a Code of Conduct complaint, a recommendation contained in such report, a decision following an inquiry into an alleged *Municipal Conflict of Interest Act* contravention, or the inquiry process, shall not be considered a “matter in dispute” covered by this section.

11. While an Integrity Commissioner may delegate powers and duties pursuant to subsection 223.3(3) of the Act, the parties acknowledge that Giorno’s appointment as Integrity Commissioner shall not be transferred or assigned.

12. This Agreement shall continue during the entirety of Giorno’s appointment as Integrity Commissioner, which currently runs for the entire 2026 to 2030 term of Council, and which may be extended by a decision of Council. If Giorno continues to perform functions under Part V.1 of the Act after the end of his appointment, then this Agreement continues to operate until the full completion of those functions.

13. It is understood that Giorno has been appointed personally as Integrity Commissioner and the appointment does not survive his death or incapacity.

14. All notices required by this Agreement to be given by either party shall be deemed to be properly given and received within two business days if made in writing to the other party by registered mail, or e-mail, addressed to the regular business address of such other party as stated within this Agreement.

Corporation of the Township of Melancthon 157101 Highway 10 Melancthon, Ontario L9V 2E6 E-mail: dholmes@melancthontownship.ca	Fasken Martineau DuMoulin LLP and Guy Giorno 2400-333 Bay Street Toronto, Ontario M5H 2T6 E-mail: ggiorno@fasken.com

15. The Consultant shall at all times be responsible for keeping confidential, any files, data and other forms of information belonging to the Municipality that is encountered while fulfilling work within this Agreement. The Consultant shall take all necessary measures to guard any such information to ensure that it is kept secure at all times. The foregoing obligations shall not apply to information which (i) shall have otherwise become publicly available other than as a result of disclosure by the Consultant in breach hereof, (ii) was disclosed to the Consultant on a non-confidential basis from a source other than the Municipality, which is not prohibited from disclosing such information as a result of an obligation in favor of the Municipality, (iii) is developed by the Consultant independently of, or was known by the Consultant prior to, any disclosure of such information made by the Municipality, or (iv) is disclosed with the written consent of the Municipality.

A receiving party also may disclose confidential information to the extent required by an order of a court of competent jurisdiction, administrative agency or governmental body, or by any law, rule or regulation, or by subpoena, summons or other administrative or legal process, or by applicable regulatory or professional standards, or in connection with any judicial or other proceeding involving the Consultant and the Municipality relating to the Consultant's services for the Municipality or this Agreement.

Should it be necessary to remove information, or systems which contain information, from the Municipality's premises, the Consultant will take additional precautions during transportation and at the Consultant's or Sub-Consultant's premises to make certain that the information is not accessed by or transmitted to a third party, either directly or indirectly. The Consultant, employees of the Consultant and any involved Sub-Consultant shall not view information contained on any system that is not absolutely necessary in order to complete the task assigned. Further they shall not copy, share or transmit any of the Municipality's information, without seeking the written consent of the Municipality. All individuals shall be required to sign a confidentiality statement acknowledging their understanding and promise to keep such information safe and confidential.

This section shall not limit the right of the Municipality or other party to seek remedy via any municipal, provincial or federal legislation guarding against the

release of private or sensitive information.

This Agreement does not limit the Integrity Commissioner's disclosure of information in accordance with the Act. The parties understand and acknowledge that reports of the Integrity Commissioner's Code of Conduct inquiries are, once placed on the Council agenda, in the public domain. The parties also understand and acknowledge that section 223.4.1 of the Act requires the Integrity Commissioner to publish reasons at the conclusion of an inquiry into an alleged *Municipal Conflict of Interest Act* contravention.

Nothing in this section affects the exercise of the Integrity Commissioner's powers under the Act and the *Public Inquiries Act*, including but not limited to the power to require the production of records and information and right of free access to information of the Municipality.

The parties acknowledge that an Integrity Commissioner is subject to the confidentiality requirements of Part V.1 of the Act. Nothing in this Agreement shall prevent Giorno, as Integrity Commissioner, from complying with those confidentiality obligations.

16. This Agreement constitutes the sole and entire agreement among the Municipality, Giorno and the Consultant relating to the project, and supersedes all prior agreements between them, whether written or oral, respecting the subject matter hereof, and no other terms, conditions or warranties, whether expressed or implied, shall form a part thereof. This Agreement may be amended only by written instrument signed by both the Municipality and the Consultant.

17. This Agreement shall be interpreted in a manner consistent with the Act and the Regulations under the Act, and consistent with the duties, powers, functions and independence of an Integrity Commissioner under the Act. Should any portion of this Agreement be inconsistent with the Act or the Regulations then, to the extent of the inconsistency, the Act and the Regulations shall prevail over that portion.

IN WITNESS WHEREOF the parties hereto have executed this Agreement which takes effect as of the day and year first above written.

THE CORPORATION OF THE TOWNSHIP OF MELANCTHON

_____

Darren White, Mayor

_____

Denise Holmes, CAO/Clerk

FASKEN MARTINEAU DUMOULIN LLP

I have authority to bind the Partnership

Guy Giorno, Partner

As the appointed Integrity Commissioner:

GUY W. GIORNO

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

Report to Council

TO: **Mayor White and Members of Council**

FROM: **Denise B. Holmes, AMCT, CAO & Clerk**

SUBJECT: **2027 Meeting Dates**

MEETING DATE: **December 10, 2026**

Recommendation

Be it resolved that Council confirm the 2027 Council meeting dates as outlined in the *Melancthon Council Meeting Schedule – 2027*.

And further, that Council may add additional Committee of the Whole, Special, Public, and/or Emergency meetings throughout the year as required and may amend the 2027 schedule as necessary.

Background and Discussion

Section 14 of the Township's Procedural By-law No. 4-2024 states that during the regular December Council meeting, the Clerk will prepare and present the tentative meeting schedule for the following year for Council's review and confirmation. Establishing the schedule well in advance ensures that all members are aware of the meeting dates and can plan accordingly.

Regular Council meetings are typically held on the first and third Thursdays of each month at 5:00 p.m. These dates have been included in the 2027 Council Meeting Schedule, except for January, July, August and December.

Since 2019, Council has followed the practice of holding only one meeting in January due to the Christmas Holiday Office Closure; one meeting in July and one in August due to staff vacations (with the exception of 2025 and 2026 where Council chose to have no meeting for August); and one meeting in December due to increased year-end workload

and the Christmas Holiday Office Closure. The adjusted meeting frequency in these months has worked well for both Council and Staff.

For 2027, the January Council meeting is scheduled for January 14th at 5:00 p.m. This date is consistent with last year's meeting and Staff needed to set this date, in advance of this meeting, in order to meet the planning circulation notice requirements under the Planning Act, for a Statutory Planning meeting that day.

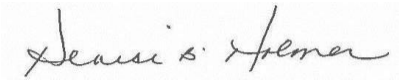
The recommended meeting date for July is July 15th. An August meeting has not been included in the draft schedule; however, should Council wish to add one, staff request Council's direction regarding the preferred date.

With respect to the December meeting, Council has traditionally held one meeting on the second Thursday of the month at 9:00 a.m. to avoid conflict with the County Council meeting. Consistent with this practice, I recommend that the December 2027 meeting be scheduled for December 9th at 9:00 a.m.

Financial

There is no direct budget impact. Council meeting costs are included within each Council member's annual remuneration, and any required staff overtime will be incorporated into the 2027 Budget.

Respectfully submitted,



_____

Denise B**.** Holmes, AMCT, CAO & Clerk

MELANCTHON COUNCIL MEETING SCHEDULE 2027

January 14th – 5:00 p.m.

February 4th and February 18th – 5:00 p.m.

March 4th and March 18th – 5:00 p.m.

April 1st and April 15th – 5:00 p.m.

May 6th and May 20th – 5:00 p.m.

June 3rd and June 17th – 5:00 p.m.

July 15th – 5:00 p.m.

September 2nd and September 16th – 5:00 p.m.

October 7th and October 21st – 5:00 p.m.

November 4th and November 18th – 5:00 p.m.

December 9th – 9:00 a.m.

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

Report to Council

TO: **Mayor White and Members of Council**

FROM: **Denise B. Holmes, CAO & Clerk**

SUBJECT: **Dufferin County Council Alternate Member Attendance**

MEETING DATE: **November 19, 2026**

Recommendation

That Council appoint Councillor _____ as the Alternate Dufferin County Council member, who will represent the Township of Melancthon, in the absence of the Mayor or Deputy Mayor at County Council/Committee meetings, and further that this appointment be made for the term of Council.

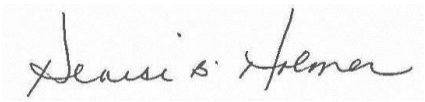
Background and Discussion

Attached to this Report is Policy 1-2-09 of the Dufferin County Policy and Procedure Manual for appointing an alternate Member of Council to attend an upper-tier Council or Committee meeting in the place of a regular upper- tier member. The Township's Representatives at the upper-tier level are the Mayor and Deputy Mayor. As per the Policy, Council may appoint an alternate member of Council to attend the County Council meeting or Committee meeting in the absence of either the Mayor or the Deputy Mayor. The Alternate member will hold the same powers and duties as County Councillors but only for the time they are present at a County or Committee meeting.

Financial Impact

There is no financial impact as the Alternate member will be compensated by the County of Dufferin.

Respectfully submitted,



Denise B. Holmes, CAO & Clerk

POLICY & PROCEDURE MANUAL

SECTION	COUNCIL	**POLICY NUMBER**	1-2-09
SUB-SECTION	Council Procedures	**EFFECTIVE DATE**	January 1, 2019
SUBJECT	Council Alternate Member Attendance		
AUTHORITY	General Government Services – September 27, 2018 Council – October 11, 2018		

PURPOSE:

This purpose of this policy is to provide consistent application of an alternate member policy for members from a lower tier municipality appointed for the term of council to attend an upper tier council meeting in place of a regular upper tier member.

STATEMENT:

Section 268, of the Municipal Act permits a lower tier municipality to appoint one alternate member per term to sit at the upper tier council or committee meeting in the absence of one of their members.

PROCEDURES:

Notice

A local municipality shall notify the County Clerk in the event that its council appoints an alternate member of County Council. The County Clerk will keep a record of all appointed alternates members which shall be available to the public.

Written notice is to be provided to the Dufferin County Clerk's department by the local Municipal Clerk, as soon as reasonably possible, if the alternate member is attending County Council. Each municipality will be responsible for notifying its alternate member that they are to attend any County Council meetings.

In situations where no prior notice has been given, the alternate member will be required to sign a form provided by the County Clerk or designate, confirming that they are acting as an alternate for that Council meeting at the time of the meeting.

Compensation
Alternate members who attend a council or committee meeting will not be compensated by the County of Dufferin.

Meetings
The meetings that the alternate member is permitted to attend on behalf of the County Councillor are Council and the Standing Committee that the incumbent councillor is a member of. Alternate members must only be used when a Dufferin County member is unavailable to attend an entire meeting.

The Alternate Members' powers and duties as County Councillors extend only to the time they are present at the Council or Committee meeting.

Voting
An alternate member attending a council meeting will have the same number of weighted votes that the member they are representing would normally have.

Orientation
An orientation to Dufferin County and its operations will be provided to alternate members. If several lower tier municipalities appoint an alternate member within a similar time frame (i.e. after the beginning of a new term of council) there will be an orientation meeting scheduled for these members to familiarize themselves with Dufferin County. Additional orientation meetings will be scheduled as necessary throughout the term of council.

Meeting Preparation
Alternate Members are required to read agenda material and keep abreast of County business. Staff are available to answer questions prior to the meeting. The alternate member is required to bring their own copies of the agenda.

Other Items
If the alternate member is required to have a copy of closed meeting minutes or reports for the purpose of participating in discussions, these will be provided to the member on paper at the meeting, to be returned at the end of the meeting. Access to the Council portal will not be provided for alternate members unless they are appointed to cover a long-term absence (illness, maternity etc.).

The alternate member will continue to use their lower tier email address and necessary agenda items will be sent to that address for review.

The Corporation of the

TOWNSHIP OF MELANCTHON

157101 Highway 10, Melancthon, Ontario, L9V 2E6

STAFF REPORT

TO: **Council**

FROM: **Sarah Culshaw, Treasurer**

DATE: **November 19, 2026**

SUBJECT: **Customer Service/Administrative Support**

Recommendation:

That Council approve the creation of a full-time Customer Service / Administrative Support position, with a salary range of $32.36 to $36.42 per hour, and authorize staff to proceed immediately with recruitment efforts, with the successful candidate expected to commence employment on January 11, 2027.

Proposed Salary Grid

This position is classified under Group 4 of our pay grid. The successful candidate will be placed at the step that best aligns with their experience and qualifications.

Step	Hourly Rate
Step 1	$32.36
Step 2	$33.33
Step 3	$34.33
Step 4	$35.36
Step 5	$36.42

The salary would potentially start at $63,100. Including employer contributions for OMERS, CPP, EI, and WSIB, the total annual employment cost is estimated to be approximately $74,515.

Following the three-month probationary period, the employee would start receiving benefits. For the period of April to December 2027, benefit costs would range between $3,500 and $7,200, depending on whether the employee is eligible for single or family coverage.

As a result, the total estimated cost for 2027 would be approximately $78,015 to $81,715.

Purpose

The purpose of this report is to request Council's consideration of adding a Customer Service / Administrative Support position to address the significant increase in workload across the Administration Department and ensure the continued delivery of efficient and effective services to the Public.

Over the past several years, Township staff have worked diligently to absorb increasing administrative responsibilities while maintaining a lean staffing structure. Every effort has been made to control costs and maximize efficiency; however, the current workload has reached a level that is no longer sustainable.

Administrative Staff are currently managing a growing volume of customer inquiries, regulatory requirements, record management responsibilities, and support functions for multiple departments. As a result, Staff are experiencing significant workload pressures, and there are growing concerns that service levels, response times, and overall customer service may be impacted if additional support is not provided.

Given the significant workload pressures currently being experienced by Administrative Staff, approval at this meeting is respectfully requested to allow sufficient time for position advertising, recruitment, candidate interviews, references, hiring, and training. Delaying approval may result in further strain on existing staff resources and could prolong service delivery challenges currently being experienced by the Public and Administration.

Current Situation

The Township continues to experience increasing demands from residents, property owners, contractors, developers, and external agencies. Daily public inquiries through the front counter, telephone system, and email communications require substantial staff time and often interrupt completion of other critical administrative functions.

In comparison to other municipalities of similar size and service levels, the Township operates with significantly fewer Administrative Support Staff. Many comparable municipalities employ two to three additional administrative personnel to manage customer service and administrative functions.

While Township Staff have consistently stepped up to meet growing demands and have successfully avoided adding administrative positions in an effort to minimize costs to taxpayers, the workload has now exceeded what can reasonably be managed within existing resources.

Staff are increasingly concerned that without additional support:

- Response times to resident inquiries may increase.
- Important administrative tasks may be delayed.
- Existing staff may experience burnout and increased stress.
- Customer service standards may decline.
- Opportunities to improve processes and service delivery may be limited due to workload pressures.

Proposed Position Responsibilities

The proposed Customer Service / Administrative Support position would provide critical support in the following areas:

Customer Service

- Front counter reception and customer assistance.
- Answering and directing telephone calls.
- Monitoring and responding to general information email inquiries.
- Responding to routine public inquiries and requests.

Administrative Support

- Filing and records management.
- Processing tax certificate requests.
- Requesting MPAC address updates.
- Ownership change processing and record updates.
- Energy audit administration.
- Administration of false alarm charges.
- Dog registration administration.
- Fire permit administration.
- Social media updates and communications.
- Digital sign maintenance and messaging.
- Administrative support for Planning matters.
- Administrative support for By-law Enforcement matters.
- General clerical and miscellaneous administrative duties as assigned.

Benefits of the Position

The addition of a Customer Service / Administrative Support employee would:

- Improve customer service and response times.
- Increase administrative efficiency.
- Allow specialized Staff to focus on higher-level responsibilities and legislative requirements.
- Reduce workload pressures currently experienced by Staff.
- Improve service delivery to residents and stakeholders.
- Help ensure administrative processes remain current and accurate.

- Support succession planning and organizational resilience.
- Enhance the Township's ability to manage future growth and increasing service demands.

Financial Implications

The financial impact of this position would consist of annual salary costs in accordance with the proposed pay grid, together with applicable benefits, OMERS, and statutory employer contributions.

While the addition of a Staff position represents an increased operating cost, staff believe the investment is necessary to maintain service levels, support existing operations, and ensure the Township can continue to meet the growing expectations of residents, businesses, and other stakeholders.

Respectfully Submitted,
Sarah Culshaw, Treasurer

Reviewed By:
Denise Holmes, CAO/Clerk